

Broj 01/ 3/06

Podgorica, 21.10.2022.godine

UNIVERZITET CRNE GORE
-Odboru za doktorske studije i Senatu-

PODGORICA

Predmet: Materijal za sjednicu Odbora i Senata

Poštovani,

U skladu sa članom 33. Pravila doktorskih studija, dostavljamo Vam materijal za narednu sjednicu Odbora za doktorske studije, odnosno Senata Univerziteta Crne Gore i to:

-Obrazac PD (Prijava teme doktorske disertacije) sa propratnom dokumentacijom za kandidata mr Draganu Ćirović.



**UNIVERZITET CRNE GORE
EKONOMSKI FAKULTET PODGORICA
DOKTORSKE STUDIJE**

Br. 01/ 3/07

Podgorica, 21.10.2022.god.

Na osnovu čl. 64. Statuta Univerziteta Crne Gore, člana 33. Pravila doktorskih studija, Vijeće Ekonomskog fakulteta je na elektronskoj sjednici održanoj 21.10.2022.godine donijelo

ODLUKU

1. Predlaže se Komisija za ocjenu podobnosti teme doktorske disertacije „**Razvoj modela otvorenih i zatvorenih inovacija u funkciji konkurentnosti mikro, malih i srednjih preduzeća u Crnoj Gori**“ i kandidata **mr Dragane Ćirović** u sastavu:
 - Dr Marina Dabić, redovni profesor, Ekonomski fakultet u Zagrebu, Sveučilište u Zagrebu, Republika Hrvatska, mentor;
 - Dr Boban Melović, redovni profesor, Ekonomski fakultet Podgorica, Univerzitet Crne Gore, komentor;
 - Dr Slavica Mitrović Veljković, redovni profesor, Fakultet tehničkih nauka, Univerzitet u Novom Sadu, Republika Srbija, član;
 - Dr Mirjana Kuljak, docent, Ekonomski fakultet Podgorica, Univerzitet Crne Gore, član;
 - Dr Tamara Backović, docent, Ekonomski fakultet Podgorica, Univerzitet Crne Gore, član;
2. Odluka se dostavlja Centru za doktorske studije UCG na dalji postupak.

OBRAZLOŽENJE

Kandidat **mr Dragana Ćirović** se obratila Komisiji za doktorske studije sa Prijavom teme doktorske disertacije (obrazac PD) i zahtjevom da se imenuje Komisija za ocjenu podobnosti teme doktorske disertacije „**Razvoj modela otvorenih i zatvorenih inovacija u funkciji konkurentnosti mikro, malih i srednjih preduzeća u Crnoj Gori**“ i kandidata.

Komisija za doktorske studije je, nakon razmatranja dokumentacije i zahtjeva kandidata, predložila Vijeću fakulteta da donese Odluku da se imenuje Komisija za ocjenu podobnosti teme doktorske disertacije „**Razvoj modela otvorenih i zatvorenih inovacija u funkciji konkurentnosti mikro, malih i srednjih preduzeća u Crnoj Gori**“ i kandidata **mr Dragane Ćirović**.

Na osnovu izloženog odlučeno je kao u dispozitivu.



DOSTAVLJENO:

- a/a
- referentu doktorskih studija,
- Centru za doktorske studije.

PRIJAVA TEME DOKTORSKE DISERTACIJE

OPŠTI PODACI O DOKTORANDU	
Titula, ime i prezime	mr Dragana Ćirović
Fakultet	Ekonomski fakultet Podgorica
Studijski program	Doktorske studije ekonomije
Broj indeksa	5/19
Ime i prezime roditelja	Miloje Ćirović i Slavojka Ćirović
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BIOGRAFIJA I BIBLIOGRAFIJA	
Obrazovanje	<p>Decembar, 2019 – danas Doktorske studije Ekonomski fakultet Podgorica, Univerzitet Crne Gore</p> <p>2019. Postdiplomske akademske magistarske studije (60 ECTS) Ekonomski fakultet Podgorica, Univerzitet Crne Gore, prosječna ocjena: A (10,00).</p> <p>2016. Osnovne akademske studije - Bachelor (240 ECTS) Ekonomski fakultet Podgorica, Univerzitet Crne Gore, prosječna ocjena A (9,70).</p> <p>2012. Srednje obrazovanje Srednja ekonomska škola „Mirko Vešović“, Podgorica; smjer: pravno-administrativni tehničar.</p> <p>2008. Osnovno obrazovanje Osnovna škola „Mataruge“, Pljevlja.</p>

Radno iskustvo	<p>Septembar 2019 – danas</p> <p>Saradnik u nastavi Ekonomski fakultet Podgorica, Univerzitet Crne Gore</p> <p>Angažovana na predmetima: Brend menadžment, Ekonomija upravljanja, Biznis i Preduzetništvo.</p>
	<p>Septembar 2019 - danas</p> <p>Saradnik u nastavi Prmijenjene studije menažmenta, Ekonomski fakultet Podgorica, Univerzitet Crne Gore</p> <p>Angažovana na predmetima: Biznis, Marketing menadžment malog biznisa i Poslovna etika.</p>
	<p>Mart 2019 – Septembar 2019</p> <p>Saradnik u marketingu Klikovac DOO</p>
	<p>Oktobar 2017 – Oktobar 2018</p> <p>Saradnik u nastavi Ekonomski fakultet Podgorica, Univerzitet Crne Gore</p> <p>Angažovana na predmetima: Biznis, Preduzetništvo, Marketing menadžment malog biznisa i Međunarodni menadžment.</p>
	<p>Oktobar 2017 – Oktobar 2018</p> <p>Saradnik u nastavi Prmijenjene studije menažmenta, Ekonomski fakultet Podgorica, Univerzitet Crne Gore</p> <p>Angažovana na predmetima: Biznis i Tržišno komuniciranje.</p>
	<p>Januar 2017 – Oktobar 2017</p> <p>Program stručnog osposobljavanja Eknomski fakultet Podgorica, Univerzitet Crne Gore</p> <ul style="list-style-type: none"> • Saradnik (pripravnik) na predemetima: Međunarodni marketing i Organizaciono ponašanje. • Administrativni poslovi za potrebe Fakulteta
Popis radova	<p>1. Melović, B., Veljković, S. M., Ćirović, D., Vulić, T. B., & Dabić, M. (2022). Entrepreneurial decision-making</p>

	<p>perspectives in transition economies—tendencies towards risky/rational decision-making. <i>International Entrepreneurship and Management Journal</i>, 1-35.</p> <ol style="list-style-type: none">2. Melović, B., Šehović, D., Karadžić, V., Dabić, M., & Ćirović, D. (2021). Determinants of Millennials' behavior in online shopping – Implications on consumers' satisfaction and e-business development. <i>Technology in Society</i>, 65, 101561.3. Melović, B., Dabić, M., Vukčević, M., Ćirović, D., & Backović, T. (2021). Strategic business decision making: the use and relevance of marketing metrics and knowledge management. <i>Journal of Knowledge Management</i>, DOI 10.1108/JKM-10-2020-0764.4. Melović, B., Ćirović, D., Vukčević, M., & Stojanović, A. J. (2021). Behavior of Older Consumers in the Digital Age and Creating Marketing Strategies: Mature Population as Part of Customer 4.0. In <i>Handbook of Research on Economic and Social Impacts of Population Aging</i> (pp. 17-38). IGI Global.5. Melović, B., Veljković, S. M., Ćirović, D., & Vukčević, M. (2021). Uticaj pandemije covid-19 na poslovanje mikro, malih i srednjih preduzeća u crnoj gori. X naučna konferencija sa međunarodnim učešćem: Jahorinski poslovni forum, 24 – 26 mart 2021.6. Melović, B., Ćirović, D., Backovic-Vulić, T., Dudić, B., & Gubinova, K. (2020). Attracting Green Consumers as a Basis for Creating Sustainable Marketing Strategy on the Organic Market—Relevance for Sustainable Agriculture Business Development. <i>Foods</i>, 9(11), 1552.7. Melovic, B., Vukcevic, M., & Cirovic, D. (2020). Marketing metrics: knowledge and implementation by managers in Montenegro. 1st international scientific conference "Economic and Business Trends Shaping the Future". Faculty of Economics-Skopje, SS. Cyril and Methodius University in Skopje, North Macedonia, 12-13 November 2020.8. Melovic, B., Veljkovic, S. M., Cirovic, D., & Radojicic, I. D. (2020). Managerial Decision-Making Process in the Modern Business Conditions in the EU: Importance of Cultural Influence. In <i>Handbook of Research on Social and Economic Development in the European Union</i> (pp. 324-348). IGI Global.9. Melović, B., & Ćirović, D. (2020). Analysis of financial incentives as an instrument of renewable energy sources management in Montenegro. In <i>E3S Web of Conferences</i> (Vol. 157, p. 04001). EDP Sciences.10. Ćirović, D., Melović, B., Mitrović, V. S. i Vukčević, M. (2020). Motivi i barijere u kupovini organskih proizvoda u Crnoj Gori. IX Scientific Conference With International Participation Jahorina Business Forum 2020: Real and financial sector in the light of new technologies, new world trends and new challenges, 397-405, ISSN 2303-8969, Jahorina, BiH, 23-25.03.2020.
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	<p>11. Melović, B., Ćirović, D., Dudic, B., Vulic, T. B., & Gregus, M. (2020). The Analysis of Marketing Factors Influencing Consumers' Preferences and Acceptance of Organic Food Products—Recommendations for the Optimization of the Offer in a Developing Market. <i>Foods</i>, 9(3), 259.</p> <p>12. Vukčević, M., Melović, B., Mitrović, V. S. i Ćirović, D. (2020). Analiza identitetskih elemenata brenda na crnogorskom bankarskom tržištu u funkciji jačanja konkurentnosti. IX Scientific Conference With International Participation Jahorina Business Forum 2020: Real and financial sector in the light of new technologies, new world trends and new challenges, 179-187, ISSN 2303-8969, Jahorina, BiH, 23-25.03.2020.</p> <p>13. Ćirović, D., Vukčević, M., Melović, B. & Mitrović Veljković, S. (2019). Organska proizvodnja u Crnoj Gori – analiza stanja i mogućnosti u funkciji brendiranja proizvoda. VII naučna konferencija sa međunarodnim učešćem: Jahorinski poslovni forum, 27 – 29 mart 2019.</p> <p>14. Vukčević, M., Ćirović, D. i Muhadinović, M. (2018). Primjena WAI metodologije za analizu zastupljenosti elektronskog marketinga u hotelima na Crnogorskom tržištu. V međunarodna naučna konferencija: BAS institut za menadžment, 9 – 10 novembar 2018, Bitolj, Makedonija.</p> <p>15. Melović, B., & Ćirović, D. (2018). Sustainable development through the prism of ethno-tourism—example of Montenegro. In <i>MATEC Web of Conferences</i> (Vol. 193, p. 05078). EDP Sciences.</p> <p>16. Vukčević, M., i Ćirović D. (2018). Primjena FAI metodologije za analizu stepena primjene elektronskog marketinga u turističkim agencijama na crnogorskom tržištu. VII naučna konferencija sa međunarodnim učešćem: Jahorinski poslovni forum, 22 – 24 mart 2018.</p>
NASLOV PREDLOŽENE TEME	
Na službenom jeziku	Razvoj modela otvorenih i zatvorenih inovacija u funkciji jačanja konkurentnosti mikro, malih i srednjih preduzeća u Crnoj Gori
Na engleskom jeziku	Model development of open and closed innovations in the function of strengthening the competitiveness of micro, small and medium-sized enterprises in Montenegro
Objasnenje teme	
<p>Savremene uslove poslovanja karakteriše sve veća dinamičnost tržišta uslovljena intenziviranjem procesa globalizacije, ubrzanim razvojem tehnologije i jačanjem konkurencije, kako domaće tako i inostrane (Knudsen et al. 2021). U takvim okolnostima, jačanje i realizacija potencijala preduzeća da inoviraju nameće se kao uslov njihovog opstanka i daljeg rasta. Usled vrlo intenzivnog konkurentskog pritiska, jačanje kapaciteta za razvoj inovacija postalo je imperativ na kome počiva konkurentnost privrede bilo koje zemlje, uključujući i Crnu Goru (Bolognini, 2021; Ministarstvo ekonomskog razvoja, 2021).</p> <p>Naime, u Crnoj Gori je kao jedan od ključnih problema nedovoljne međunarodne konkurentnosti, ali i kao potencijalni ključ budućeg privrednog razvoja, prepoznat upravo razvoj</p>	

preduzetništva zasnovanog na inovacijama (Ministarstvo ekonomskog razvoja, 2021). Iako su u proteklom periodu značajni naponi učinjeni sa ciljem podsticanja razvoja inovativnosti domaće privrede, i dalje su prisutni brojni problemi u ovom domenu. Nedovoljna tržišna orijentisanost, nepostojanje strategije planiranja i razvoja kapaciteta za inoviranje, nespremnost za preuzimanje rizika koji inovativnost neminovno porazumijeva i nedovoljna raspoloživost resursa potrebnih za razvoj inovacija su samo neki od njih (Fabris, 2021; Ministarstvo ekonomije Crne Gore, 2019). Pored toga, dodatni problem čini i nedovoljno razvijena saradnja između akademskog i privrednog sektora u oblasti inovacija, što otežava crnogorskim preduzećima razmjenu ideja i dijeljenje rizika, čime se stvara dodatna barijera razvoju inovacija (Fabris, 2021; Ministarstvo ekonomije Crne Gore, 2019). Stoga je pružanje podrške istraživačkim i komercijalnim projektima i inovacijama prepoznato kao jedan od ključnih preduslova ostvarivanja budućeg privrednog razvoja zemlje, te jačanja konkurentnosti domaćih preduzeća u uslovima globalizacije, kako na domaćem, tako i na međunarodnom tržištu.

Razvoj inovativnosti preduzeća je u literaturi i praksi prepoznat kao osnovna pretpostavka jačanja ne samo konkurentnosti i performansi pojedinačnih preduzeća, već i konkurentnosti privrede u cjelini, te predstavlja imperativ naročito za male i nedovoljno razvijene ekonomije, kao što je Crna Gora (Iarmosh, 2021; Krammer, 2017; Miljić et al. 2016). Ovakve privrede najčešće karakterišu ograničena veličina tržišta, uz pretežno mala preduzeća koja svoj opstanak zasnivaju na targetiranju lokalnih tržišnih niša malog obima, koje nisu privlačne jačoj, inostranoj konkurenciji (Popkova et al. 2018; Ivanović-Đukić i Lazić, 2014). U takvim uslovima, ostvarivanje značajnijeg rasta pojedinačnih preduzeća (a time i privrede u cjelini) je veoma otežano, uzimajući u obzir nedovoljnu finansijsku i tržišnu snagu domaćih preduzeća u odnosu na konkurenciju. Otuda se značajniji privredni rast i razvoj može ostvariti jedino kroz jačanje preduzetničke aktivnosti preduzeća zasnovane na inovacijama, odnosno kroz osnaživanje primjene strategijskog preduzetništva od strane pojedinačnih preduzeća (Schot & Steinmueller, 2016). Razvoj i primjena inovacija omogućava preduzećima iz nedovoljno razvijenih ekonomija da plasiraju nove proizvode i usluge na tržište, koji, zahvaljujući jedinstvenim specifikacijama, posjeduju veću vrijednost za potrošače u odnosu na konkurentske. Istovremeno, uvođenje inovacija u okviru poslovnih procesa omogućava povećanje njihove efikasnosti, a time i sticanje cjenovne konkurentnosti preduzeća (Schot i Steinmueller, 2016; Ivanović-Đukić i Lazić, 2014). Stoga, istraživanje svih relevantnih determinanti koje određuju stepen inovativnosti preduzeća, kao i kreiranje seta podrške kroz instrumente ekonomske politike, predstavljaju osnov privrednog rasta i jačanja međunarodne konkurentnosti malih i nedovoljno razvijenih ekonomija, poput Crne Gore.

Međutim, da bi preduzeća unaprijedila svoj potencijal za razvoj inovacija, te da bi bio osmišljen adekvatan program podrške preduzećima u tom procesu, neophodno je razumjeti koji faktori imaju najsnažniji uticaj na razvoj aktivnosti inoviranja, kao i prirodu njihovog uticaja, te u kojoj mjeri su preduzeća sposobna da njihov pozitivan uticaj iskoriste za jačanje sopstvenih potencijala za inoviranje. Pri tome, važno je istaći da ovo pitanje naročito dobija na značaju kada je riječ o sektoru mikro, malih i srednjih preduzeća (MSP), uzimajući u obzir njihove specifičnosti u poređenju sa velikim preduzećima. Razlog tome proizilazi iz činjenice da MSP karakteriše manja količina raspoloživih finansijskih resursa, jednostavnija organizaciona struktura uz najčešće odsustvo sektora za istraživanje i razvoj, ali i nedovoljan kapacitet ljudskih resursa, koji je uglavnom posvećen obavljanju tekućih poslovnih procesa (Gentile-Lüdecke et al. 2020).

Važno je napomenuti da kompleksnost faktora koji determinišu stepen inovativnosti preduzeća, a time i privrede jedne zemlje, onemogućava jednostavan prenos pozitivnih praksi iz jednog poslovnog okruženja u drugi (Švarc i Dabić, 2021). Ovakva realnost nameće potrebu za

kontinuiranim istraživanjem u datoj oblasti, kako bi se u potpunosti razumjeli međuzavisni efekti niza faktora koji utiču na inovativnost preduzeća, a koji preovladavaju na određenom geografskom tržištu, ali i kako bi privredni subjekti na pravi način odgovorili promjenama koje se dešavaju u pogledu djelovanja svakog od njih. Međutim, u Crnoj Gori nema sprovedenih istraživanja koja analiziraju uticaj spoljašnjih i unutrašnjih determinanti inovativnosti preduzeća i barijera koje se javljaju u procesu razvoja inovacija. Nejasno je u kojoj mjeri preduzeća primjenjuju koncept otvorenih inovacija i koliko su uopšte otvorena za saradnju sa spoljašnjim partnerima, sa ciljem usvajanja novih znanja i transfera ideja i tehnologija neophodnih za razvoj inovacija. Osim toga, nema istraživanja koja analiziraju u kojoj mjeri crnogorska preduzeća ulažu u sektor za istraživanje i razvoj (I&R) i koliko je organizaciona kultura, koja preovladava u crnogorskim preduzećima, orijentisana ka razvoju inovacija. Ova tematika je nedovoljno istražena i u zemljama regiona, što dodatno ističe značaj sprovođenja kontinuiranih istraživanja u ovoj oblasti.

Polazeći od uočenog istraživačkog jaza, ali i činjenice da 99,8% svih preduzeća u Crnoj Gori pripada kategoriji MSP (Monstat, 2021), u fokusu ovog rada biće traženje odgovora na nekoliko istraživačkih pitanja: Koliko su su MSP u Crnoj Gori otvorena za saradnju sa drugim preduzećima i organizacijama u procesu razvoja inovacija? Da li MSP u Crnoj Gori uvođenje inovacija prepoznaju kao način prilagođavanja turbulentnom poslovnom okruženju i da li ih uspješno koriste za jačanje svoje konkurentne prednosti na tržištu? U kojoj mjeri ova preduzeća razvijaju unutrašnje determinante inovativnosti? Koje su najvažnije barijere sa kojima se MSP u Crnoj Gori suočavaju u procesu razvoja inovacija? Odgovor na navedena istraživačka pitanja biće dat na osnovu testiranja hipoteza definisanih u ovom radu. Dobijeni rezultati i naučno zasnovani zaključci će donosiocima odluka unutar i izvan preduzeća dati jasne smjernice u pogledu koraka koje je potrebno preduzeti na mikro (nivou preduzeća) i makro nivou (nivou države), sa ciljem stvaranja povoljnog okruženja za razvoj inovativne aktivnosti preduzeća, a time i jačanja konkurentnosti crnogorske privrede u cjelini.

Pregled istraživanja

Iako su pretpostavke za unapređivanje kapaciteta za inoviranje unutar preduzeća bile predmet istraživanja decenijama unazad (Zeng et al. 2021; Crossan i Apaydin, 2010), aktuelnost ove teme je rasla paralelno sa jačanjem procesa globalizacije, kada je upravo inovativnost privrednih subjekata prepoznata kao uslov ne samo opstanka i jačanja tržišne pozicije pojedinačnih preduzeća, već i osnova ostvarivanja konkurentnosti privrede jedne zemlje u cjelini (Maris, 2022). Riječ je o konkurentskoj prednosti koja je zasnovana na preduzetničkim performansama, odnosno onoj prednosti koja proizilazi iz nastojanja preduzeća da kroz povezivanje domena strateškog menadžmenta i preduzetništva razvija i primjenjuje strategiju usmjerenu na traganje za novim poslovnim mogućnostima i njihovo efikasno iskorišćavanje (Octavia et al. 2020; Kiyabo i Isaga, 2020; Ogunsiji & Ladanu, 2017). Stvaranje i održavanje ovakve konkurentne prednosti podrazumijeva da preduzeća ulažu napor u cilju kreiranja i implementacije novih ideja i kreativnih rješenja za uočene probleme sadašnjeg i potencijalnog ciljnog tržišta, ali i u svrhu kontinuiranog unapređivanja sopstvenih poslovnih procesa. Drugim riječima, jačanje konkurentnosti zasnovane na preduzetničkim performansama uključuje orijentisanost na potragu za novim poslovnim šansama i ulogu lidera u tom procesu, zatim razvoj inovacija u svrhu njihovog korišćenja, spremnost na preuzimanje rizika i kontinuirano usvajanje novih koncepata i redizajn postojećih poslovnih procesa (Dabić et al. 2021; Yunis et al. 2017; Shane & Venkataraman, 2000). Otuda, sposobnost preduzeća da zadrži i ojača ovakvu konkurentsku prednost zavisi od usklađenosti kreiranih inovacija sa zahtjevima tržišta, odnosno od stepena u kome implementacija inovacija povećava efikasnost obavljanja poslovnih procesa.

U nešto ranijoj literaturi i praksi pojam inovativnosti je bio usko povezan sa stepenom razvijenosti sektora za istraživanje i razvoj, a proces razvoja inovacija je u potpunosti bio realizovan unutar jednog preduzeća, što je u savremenom menadžmentu označeno kao pristup zatvorenih inovacija (Gram-Vigouroux et al. 2020; Herzog, 2011). Ovakav pristup podrazumijevao je da preduzeća samostalno ulažu napor u cilju osmišljavanja novih proizvoda, usluga i procesa. Pri tome je naglašena težnja menadžmenta da zadrži potpunu kontrolu nad svim fazama procesa razvoja inovacije posmatrana kao jedan od ključnih mehanizama zaštite znanja i tehnologije na kojima je data inovacija zasnovana (Herzog, 2011, Chiaroni et al. 2010). Međutim, savremeno poslovno okruženje, nastalo kao posledica globalizacije i razvoja tehnologije, usloveli su pojavu novog pristupa koji je u literaturi označen kao koncept otvorenih inovacija. Među pionirima koji u literaturu uvode koncept otvorenih inovacija, naročito se ističe Chesbrough, definišući ga kao svrshodnu razmjenu ideja i znanja između preduzeća i njegovog okruženja, sa ciljem ubrzanja procesa razvoja inovacija i proširivanja tržišta za njihovu eksternu upotrebu (Chesbrough, 2003). Time Chesbrough (2003) naglašava značaj namjenskog priliva i odliva znanja van granica preduzeća, što omogućava korišćenje spoljašnjih izvora znanja, ali i olakšan pronalazak tržišta za plasiranje inovacija, kroz povećanju interakciju sa okruženjem. Ovakav pristup podrazumijeva da se proces razvoja inovacija obavlja u saradnji između dvije ili više organizacija, na bazi razmjene informacija i znanja, te međusobnom transferu tehnologije (Chesbrough et al. 2014).

Jačanje konkurencije na domaćem i međunarodnom tržištu, ubrzan razvoj i transfer tehnologije, skraćivanje životnog ciklusa proizvoda i sve veća segmentacija i zahtjevnost kupaca navode se kao najvažniji uzroci napuštanja obrasca zatvorenih i usvajanja koncepta otvorenih inovacija od strane preduzeća (Stanislawski, 2020; Sag et al. 2019). Ipak, nekoliko autora (Marullo et al. 2020; Verbano et al. 2015; Lazzarotti i Manzini, 2009; Lichtenthaler, 2008) ističe da postoje velike razlike u stepenu otvorenosti preduzeća, posmatrano sa dva aspekta – širine otvorenosti mjereno brojem partnera sa kojima preduzeće saraduje, i dubine koja se ogleda u intenzitetu saradnje odnosno broju faza u procesu razvoja inovacije u okviru kojih je uspostavljena saradnja sa drugim organizacijama. Dok određena preduzeća karakteriše potpuna otvorenost i saradnja sa različitim partnerima u toku svih faza procesa razvoja inovacija, druga preduzeća i dalje primjenjuju koncept zatvorenih inovacija, oslanjajući se isključivo na sopstvene resurse i zadržavajući potpunu kontrolu nad cjelokupnim procesom. Stoga je posljednjih godina posebna pažnja istraživača iz ove oblasti bila usmjerena na analizu uzroka koji determinišu razvoj zatvorenih, odnosno otvorenih inovacija, kao i na istraživanje načina na koje ti faktori manifestuju svoj uticaj na stepen inovativnosti preduzeća, odnosno broj stvorenih inovacija (Sag et al. 2019; Hügel, 2019; Martínez-Román i Romero, 2017).

Faktori okruženja obuhvataju širok spektar faktora koji na direktan ili indirektan način utiču na preduzeće, u zavisnosti od toga da li djeluju iz užeg ili šireg okruženja preduzeća (OECD/Eurostat, 2018). Međutim, u literaturi i praksi posebna pažnja posvećuje se karakteristikama tržišta kao ključnim faktorima okruženja, imajući u vidu da je njihov uticaj na različite oblike performansi preduzeća direktan i jak (Gogokhia i Berulava, 2021; OECD/Eurostat, 2018; Rodrigo-Alarcón et al. 2017; Ghaffari et al. 2017; Prajogo, 2016). U tom kontekstu, kao najvažnije karakteristike tržišta koje utiču na sklonost preduzeća ka inoviranju navode se dinamičnost tržišta (u pogledu promjena preferencija potrošača i skraćivanja životnog ciklusa proizvoda), konkurentnost tržišta i brzina i intenzitet promjena u tehnologiji (Zhang i Zhu, 2021; Seo et al. 2020; Kamasak et al. 2016). Tako, Iqubal et al. (2021) ističu da veća dinamičnost tržišta i brze promjene u tehnologiji osnažuju stratešku orijentaciju preduzeća ka razvoju inovacija. Do istog zaključka došli su i Chen et al. (2016), naglašavajući i da veća dinamičnost tržišta doprinosi i postizanju boljih performansi inovacija razvijenih u takvim

tržišnim uslovima. Pozitivan uticaj dinamičnosti tržišta na jačanje inovativnosti ističu i Sung et al. (2021), Senbeto et al. (2020) i Wang i Ke (2016). Sa druge strane, Rodrigo-Alarcón et al. (2017) navode da dinamičnost tržišta nema značajniji uticaj na inovativnost preduzeća, ističući da se pozitivni efekti na ovu karakteristiku preduzeća postižu samo u slučaju promjena u tehnologiji na kojoj je određena industrija zasnovana. Ovakve zaključke potvrdili su u svojim istraživanjima i Ojha et al. (2020) i Martínez-Sánchez et al. (2019). Suprotno prethodnim zaključcima, Ebrahimi et al. (2018) i Prajogo (2016) navode da dinamičnost tržišta (naročito u pogledu izražene konkurencije) negativno utiče na performanse razvijenih inovacija, što može imati negativan uticaj na sklonost preduzeća ka inoviranju, imajući u vidu da razvoj inovacija zahtijeva ulaganje značajne količine resursa, a što može biti ozbiljna prepreka naročito za MSP. Shodno tome, Wyncarczyk (2013) ističe da je u uslovima izražene dinamičnosti tržišta, od velikog značaja finansijska pomoć države, naročito u slučaju MSP, koja obično karakteriše slaba razvijenost sektora za istraživanje i razvoj, usled ograničenosti finansijskih resursa.

Ipak, ovi oprečni rezultati zapravo ističu značaj sprovođenja daljih istraživanja o uticaju dinamičnosti tržišta, u pogledu preferencija potrošača, intenziteta konkurencije i brzine promjena tehnologije, na inovativnu aktivnost preduzeća. Ovo je naročito važno za zemlje u razvoju, kao što je Crna Gora, a pogotovo ako se ima u vidu izražen literarni jaz u ovom domenu čak i u razvijenim ekonomijama (Li et al. 2021). Naime, brze promjene u navedenim karakteristikama tržišta istovremeno uslovljavaju preduzeća da se brže prilagođavaju novonastalim tržišnim uslovima u cilju sticanja i zadržavanja konkurentne prednosti, gdje se razvoj inovacija može posmatrati kao jedan od najefikasnijih načina ostvarivanja navedenog cilja. Inovativna sposobnost preduzeća naročito postaje važna za preduzeća koja posluju u uslovima malih, otvorenih ekonomija, kao što je Crna Gora, imajući u vidu da su suočena ne samo sa domaćom, već i međunarodnom konkurencijom, te da je sposobnost inoviranja i usvajanja novih znanja u domenu razvoja proizvoda, usluga, procesa i tehnologije često od ključnog značaja za nastavak poslovanja i uspješno ostvarivanje poslovnih ciljeva (Kapoor i Aggarwal, 2021; Mallingu, 2020; Agyapong et al. 2017).

Ipak, u savremenim uslovima globalizovanog tržišta, preduzeća u većini zemalja, usled ograničenosti sopstvenih resursa često nisu u mogućnosti da samostalno razvijaju inovacije zatvorenog tipa dovoljno brzo koliko je to potrebno da bi se ispratili zahtjevi tržišta i održala konkurentna prednost (Bigliardi et al. 2021; Schroll i Mild, 2011), a što je naročito izraženo u slučaju MSP (Guertler i Sick, 2021; Sağ et al. 2016). U tom kontekstu, većina autora (Marullo et al. 2021; Zu'bi, 2016; Garcia Martinez et al. 2014; Mention, 2011) ističe značaj razvoja otvorenih inovacija i prednosti saradnje sa različitim grupama kupaca u tom procesu, kao ciljnim tržištem na koje će realizovane inovacije biti usmjerene. Pri tome, Jespersen (2010) naglašava da stepen inovativnosti koja rezultira iz takve saradnje zavisi od vrste kupaca sa kojima preduzeće saraduje, ali i faze procesa razvoja inovacije u toku koje je saradnja uspostavljena. Osim kupaca, kao važni faktori koji mogu doprinijeti preduzećima u procesu razvoja inovacija, u praksi i literaturi iz ove oblasti israživanja navode se dobavljači, naučno-istraživačke institucije i druga preduzeća, pri čemu stepen inovativnosti ideja, nastalih kao rezultat saradnje sa njima, može značajno varirati usled različitih okolnosti, a naročito u zavisnosti od same prirode djelatnosti preduzeća i faze u procesu stvaranja inovacije za koju se ta saradnja vezuje (Homfeldt et al. 2019; Aloini et al. 2015; Pervan et al. 2015; Inauen i Schenker-Wicki, 2011; Schroll i Mild, 2011). Međutim, iako su neosporni benefiti koje preduzeće može ostvariti prilikom uspostavljanja saradnje sa drugim organizacijama u procesu razvoja inovacija, a koje se ogledaju prije svega u manjoj količini potrebnih resursa i pristupu novoj tehnologiji i novim znanjima, uspostavljanje ovakvog vida saradnje podrazumijeva i dodatne rizike, mimo onih koji su inače prisutni kod preduzeća koja primjenjuju koncept zatvorenih inovacija. Većina autora kao najvažnije barijere u procesu razvoja

otvorenih inovacija navodi poteškoće u pronalaženju adekvatnog partnera, opasnost od oportunističkog ponašanja partnera, sukob interesa sa partnerima, probleme sa zaštitom tehnologije i *know-how-a*, previše specifične i diferencirane zahtjeve potrošača i nepovjerenje u sistem pravne zaštite pronalaska (Bigliardi i Galati 2016; Tornjanski et al. 2015; Garcia Martinez et al. 2014; Savitskaya et al. 2013; Coras i Tantau, 2013; Xiaobao et al. 2013).

Iako sklonost preduzeća ka razvoju inovacija može u značajnoj mjeri biti uslovljena zahtjevima tržišta i drugim spoljašnjim faktorima, Pustovrh et al. (2017) naglašavaju da interni faktori u konačnom determinišu stepen inovativnosti preduzeća odnosno broj realizovanih inovacija. Sa druge strane, pozitivan stimulan dinamichnosti tržišta i razvoja tehnologije, te saradnje sa različitim partnerima, može se iskoristiti za generisanje novih ideja, tj. jačanje kapaciteta preduzeća za inoviranje, kao preduslova razvoja inovacija, a što se uglavnom postiže kroz transfer ideja, znanja i informacija iz okruženja u preduzeće. Otuda se kao jedan od ključnih zadataka menadžmenta nameće potreba organizovanja internih faktora na način koji omogućava ostvarivanje sinergetskog efekta simultanog dejstva spoljašnjih i internih determinanti inovativnosti. Da bi to bilo moguće, de Oliveira et al. (2017) naglašavaju da je, osim postojanja pogodnog okruženja koje omogućava izbor adekvatnog partnera za zajedničko upravljanje procesom razvoja inovacija, od ključnog značaja i da preduzeće posjeduje adekvatne menadžerske kompetencije u svrhu upravljanja tim procesom, zatim odgovarajući nivo tehnološkog znanja, kao i odgovarajuću strukturu ljudskih resursa. Slično, Lichtenthaler U. i Lichtenthaler M. (2009, pp. 6-11) smatraju da preduzeće treba da razvija šest vrsta kompetencija tj. kapaciteta: inventivni kapacitet, kao „sposobnost generisanja znanja i ideja unutar preduzeća“; apsorpcijski kapacitet kao „sposobnost istraživanja i usvajanja znanja i ideja iz okruženja“; transformativni kapacitet kao „sposobnost akumuliranja znanja tokom vremena“; kapacitet povezivanja kao „sposobnost stvaranja odgovarajućih veza i odnosa sa učesnicima iz okruženja“ i inovativni kapacitet kao „sposobnost prilagođavanja generisanih invencija zahtjevima tržišta“. Većina autora posebno izdvaja značaj apsorpcijskog kapaciteta i sektora za istraživanje i razvoj (I&R) koji u sebi objedinjuje invencijski i inovacijski kapacitet (Marullo et al. 2020; Naqshbandi, 2018; Xiaobao et al. 2013; Schroll i Mild, 2011; Savitskaya et al. 2010; Chen et al. 2010). Dok je razvijenost apsorpcijskog kapaciteta neophodna pretpostavka prikupljanja relevantnih informacija i znanja iz okruženja kao glavnih inputa u procesu inovacija, adekvatna organizacija sektora za istraživanje i razvoj omogućava kombinovanje ideja, znanja i tehnologije u inovacije koje preduzeća nude tržištu u cilju sticanja i održavanja konkurentne prednosti.

Međutim, da bi preduzeće na adekvatan način iskoristilo prednosti saradnje sa organizacijama iz okruženja kroz povećanje apsorpcijskog kapaciteta, ali i da bi kroz I&R sektor ideje i znanje transformisalo u tržišno prihvatljive inovacije, potrebno je raspolagati odgovarajućim ljudskim resursima. Osim što je neophodno da ljudski resursi unutar preduzeća posjeduju odgovarajući nivo kompetencija, u cilju jačanja inovativnosti preduzeća od ključnog značaja su način na koji se upravlja raspoloživim ljudskim resursima i organizaciona kultura koja se na taj način kreira (Dabić et al., 2021; Obradović et al. 2021; Barham et al. 2020; Tornjanski et al. 2015). Iako različiti stilovi upravljanja na različite načine mogu doprinijeti jačanju sposobnosti preduzeća da inovira (Lam et al. 2021; Naqshbandi et al. 2019; Ahmed et al. 2018;), naročito je važno omogućiti zaposlenima odgovarajuću dozu autonomije i podrške prilikom iskazivanja različitih inicijativa, ali i jačanje odgovarajućih vrijednosti, kao što su preduzimljivost, proaktivnost, preduzetnička orijentisanost, orijentisanost na timski rad, otvorenost za nove ideje, spremnost na preuzimanje rizika, te fokus na prikupljanje znanja i informacija unutar i izvan preduzeća i njegova sinteza u cilju inoviranja proizvoda i proizvodnih procesa (Dabić et al. 2021; Barham et al. 2020; Slavec Gomez i Rangus, 2019; Naqshbandi i Tabche, 2018; Naqshbandi i Jassimudin, 2018; Rangus i Černe, 2018). Uzimajući u obzir prethodno navedeno, jasno je da jačanje

inovativnosti preduzeća u velikoj mjeri zavisi od sposobnosti menadžmenta da na pravi način upravlja internim determinantama. Otuda se u literaturi, kao najvažnije unutrašnje barijere u ovom procesu, navode nedostatak jasne strategije razvoja inovacija, nedostatak finansijskih i odgovarajućih ljudskih resursa, nepostojanje sektora za istraživanje i razvoj, problemi usklađivanja rada u dijelu razvoja inovacija sa svakodnevnim poslovnim procesima i zadacima, te neadekvatna organizaciona kultura (Bigliardi i Galati 2016; Tornjanski et al. 2015; Garcia Martinez et al. 2014; Savitskaya et al. 2013; Coras i Tantau, 2013; Xiaobao et al. 2013).

Međutim, Xiaobao et al. (2013) i Savitskaya et al. (2010) ističu da postoje značajne razlike kako u pogledu stepena do kojeg se preduzeća oslanjaju na mogućnost pribavljanja relevantnih informacija i znanja iz spoljašnje sredine, tako i u pogledu razvijenosti I&R sektora, ali i u intenzitetu pojedinih barijera koje se javljaju u procesu razvoja inovacija, a što je najčešće determinisano veličinom i djelatnošću preduzeća. Naime, pojedine djelatnosti se mogu značajno razlikovati u pogledu brzine razvoja tehnologije na kojoj su zanovane, trajanju životnog ciklusa proizvoda, stepenu konkurentnosti, kao i intenzitetu promjene poslovnog okruženja uopšte, što značajno utiče kako na napore koje preduzeća ulažu u razvoj inovacija, tako i na paradigmu koju u tom procesu usvajaju (otvorene vs. zatvorene inovacije) (Naqshbandi, 2018; Xiaobao et al. 2013; Savitskaya et al. 2010). Istovremeno, kod preduzeća različite veličine prisutne su velike razlike u pogledu stepena razvijenosti I&R sektora, raspoloživih finansijskih i ljudskih resursa, kao i razlike u pogledu organizacione strukture i načina upravljanja poslovnim procesima. Velika preduzeća, sa aspekta raspoloživosti finansijskih i ljudskih resursa, imaju veći potencijal za razvoj inovacija zatvorenog tipa, kao i za primjenu koncepta otvorenih inovacija koje zahtijevaju ulaganje velike količine resursa. Nasuprot njima, MSP su suočena sa značajno manjom količinom raspoloživih resursa, manjom pregovaračkom snagom prilikom izbora partnera (u slučaju primjene koncepta otvorenih inovacija), a čest je i slučaj da, kada posjeduju tehnologiju za razvoj nekog inovativnog rješenja, isto se ne uklapa u planirani i izvodljivi opseg poslovnih aktivnosti, zbog čega ne bude realizovano na tržištu (Marullo et al. 2020; Stanislawski, 2020; Stanislawski i Lisowsk, 2015).

Prethodno navedeno ukazuje na kompleksnost rukovođenja procesom razvoja inovacija i naglašava važnost sposobnosti menadžmenta da upravljanja nizom faktora koji determinišu uspjeh preduzeća u tom procesu. Ipak, u Crnoj Gori nema sprovedenih istraživanja ove tematike, zbog čega je nejasno koji faktori imaju najveći uticaj na inovativnost crnogorskih preduzeća, koje barijere su najveća prepreka u procesu razvoja inovacija, te da li je uzrok slabe konkurentnosti domaćih preduzeća upravo mali broj inovacija, ili njihovo neefikasno korišćenje u svrhu jačanja tržišnih performansi. Pored toga, ovakva istraživanja su oskudna i u zemljama regiona, iako je dublje istraživanje ove tematike ključno za bolje razumijevanje razloga nedovoljne inovativnosti i konkurentnosti privreda ovih zemalja, kao i za pronalazak rješenja koja bi trebala da budu usvojena od strane donosioca odluka unutar i izvan preduzeća, sa ciljem otklanjanja ovog problema. Detaljnije istraživanje ove tematike se, istovremeno, javlja i kao jedan od osnovnih preduslova za kreiranje adekvatne institucionalne podrške preduzećima, sa ciljem stimulisanja njihove inovativne sposobnosti i pospješivanja razvoja inovacija. Prethodno navedeno ukazuje na značajan potencijalni teorijski, ali i praktični doprinos ove doktorske disertacije.

Cilj i hipoteze

Polazeći od rezultata dosadašnjih istraživanja iz oblasti preduzetništva i inovacija, kao i uočenog istraživačkog jaza, definisani su osnovni ciljevi ovog istraživanja:

- istražiti koliko su MSP u Crnoj Gori spremna da usvoje koncept otvorenih inovacija;
- utvrditi koje determinante oblikuju razvoj inovacija od strane ovih preduzeća;

- utvrditi da li i u kojoj mjeri karakteristike tržišta – dinamičnost, intenzitet konkurencije i brzina promjena u tehnologiji, utiču na stimulisanje inovativnosti MSP u Crnoj Gori;
- istražiti koje unutrašnje faktore MSP u Crnoj Gori treba da prilagode kako bi stimulisala generisanje ideja za razvoj novih proizvoda, usluga i procesa;
- prepoznati uzroke barijera čije je uklanjanje neophodno za razvoj inovacija od strane ovih preduzeća;
- istražiti koliko razvoj inovacija doprinosi jačanju konkurentnosti MSP u Crnoj Gori, zasnovanoj na preduzetničkim performansama i
- kreirati model za razvoj otvorenih i zatvorenih inovacija od strane MSP u Crnoj Gori, zasnovan na analizi uticaja spoljašnjih i unutrašnjih faktora na inovativnost ovih preduzeća.

Konačno, ovaj rad nastoji i da utvrdi koliko mjere finansijske podrške od strane države imaju efekta na stimulisanje inovativne aktivnosti preduzeća. Polazeći od navedenih ciljeva istraživanja, definisano je šest (6) generičkih hipoteza sa četiri (4) podhipoteze, koje će biti testirane sprovođenjem empirijskog istraživanja.

Rezultati prethodno sprovedenih istraživanja u datoj oblasti naglašavaju značaj koji ima saradnja preduzeća sa eksternim stejkholderima, odnosno drugim tržišnim akterima, u svrhu jačanja njihovih inovativnih kapaciteta, a time i za razvoj novih proizvoda, usluga i procesa. U tom kontekstu, Marullo et al. (2021), Zu'bi (2016) i Garcia Martinez et al. (2014) posebno ističu značaj saradnje preduzeća sa kupcima, u procesu razvoja inovacija, imajući u vidu da su oni ciljni segment na koji će inovacija biti usmjerena. Sa druge strane, Homfeldt et al. (2019) i Pervan et al. (2015) ističu ulogu dobavljača u tom procesu, kao partnere koji su većinom upoznati sa osnovnim specifičnostima proizvodnih procesa u određenoj oblasti, zbog čega se javljaju kao važan izvor ideja o unapređenju istog. Osim toga, rezultati ranijih istraživanja takođe upućuju i na pozitivan uticaj saradnje preduzeća sa drugim eksternim stejkholderima (kao što su naučno-obrazovne institucije, konkurenti, te vladine organizacije i njihove politike) na razvoj inovativne aktivnosti preduzeća i rast broja razvijenih inovacija (Aloini et al. 2015; Inauen i Schenker-Wicki, 2011; Schroll i Mild, 2011). Jačanje saradnje crnogorskih preduzeća sa naučno-istraživačkim institucijama i drugim tržišnim učesnicima prepoznato je kao jedan od efikasnih načina za stimulisanje razvoja inovacija (Ministarstvo ekonomije Crne Gore, 2019). Ipak, i dalje je nepoznato koliko su crnogorska preduzeća uspješna u procesu usvajanja relevantnog znanja, vještina i tehnologija kroz ostvarivanje takve saradnje. Takođe je nepoznato i kolika je dubina uspostavljene saradnje tj. otvorenosti preduzeća, koja se ogleda u intenzitetu i broju faza u procesu razvoja inovacije u okviru kojih se saradnja realizuje. Nepoznato je i koliki procenat MSP u Crnoj Gori je do sada implementirao koncept razvoja otvorenih inovacija. Imajući u vidu prethodno navedeno, definisana je prva generička hipoteza sa dvije podhipoteze:

H1: Rast stepena saradnje sa eksternim stejkholderima, u procesu razvoja inovacija, ima pozitivan uticaj na rast inovativnosti MSP u Crnoj Gori.

H1a: MSP u Crnoj Gori karakteriše nizak stepen otvorenosti po dubini u procesu razvoja inovacija.

H1b: Veći je broj zatvorenih nego otvorenih inovacija razvijenih od strane MSP u Crnoj Gori.

Razvoj inovacija naročito dobija na značaju u kontekstu dinamičnog tržišta, sa izraženom konkurencijom i brzim promjenama u tehnologiji (Yoon et al. 2020; Popa et al. 2017; Wynarczyk,

2013). U takvom poslovnom okruženju, razvoj inovacija se nameće kao jedan od načina za sticanje i održavanje konkurentne prednosti, usled čega se dinamičnost tržišta može posmatrati kao determinanta okruženja koja pozitivno utiče na jačanje inovativnosti preduzeća. Sa druge strane, dinamičnost tržišta može imati negativan uticaj na performanse plasiranih inovacija, što je ozbiljna prepreka, ako se ima u vidu da razvoj inovacija može zahtijevati ulaganje značajne količine finansijskih i drugih resursa. Međutim, kako je prethodno navedeno, uloga i značaj dinamičnosti tržišta, u pogledu preferencija potrošača, intenziteta konkurencije i brzine promjena u tehnologiji, još uvijek je nedovoljno istražena i u razvijenim ekonomijama, a naročito u zemljama u razvoju (Li et al. 2021). Ovo pitanje još više dobija na značaju upravo u takvim ekonomijama, uključujući i Crnu Goru, imajući u vidu da je dinamičnost tržišta, u pogledu navedenih karakteristika, veoma izražena, usled otvorenosti ekonomije i potrebe preduzeća da se prilagode globalnim trendovima. Polazeći od nedostatka istraživanja o uticaju ovih determinanti okruženja na razvoj inovacija, naročito u zemljama u razvoju, ali i nedovoljno istraženog pitanja koliko su finansijski podsticaji dizajnirani od strane države efikasni u pogledu stimulisanja inovativne aktivnosti preduzeća u takvim tržišnim uslovima, definisana je druga generička hipoteza sa dvije podhipoteze:

H2: Determinante poslovnog okruženja imaju pozitivan uticaj na razvoj inovacija u MSP u Crnoj Gori.

H2a. Dinamičnost tržišta, kao faktor poslovnog okruženja, ima pozitivan uticaj na razvoj inovacija u MSP u Crnoj Gori.

H2b. Državne mjere finansijske podrške razvoju inovacija, kao faktor poslovnog okruženja, imaju pozitivan uticaj na razvoj inovacija u MSP u Crnoj Gori.

Ipak, bez obzira na to koliko se uže spoljašnje okruženje preduzeća smatra (ne)povoljnim za razvoj inovacija (Ministarstvo ekonomije Crne Gore, 2019), potrebno je unutrašnju organizaciju preduzeća prilagoditi na način koji je pogodan stimulisanju novih ideja i procesu prikupljanja znanja iz okruženja, a koje je neophodan input za generisanje inovacija. U tom kontekstu, Ivanova i Mamedyarov (2019) ističu da je, u uslovima globalne konkurencije i ubrzanih promjena u tehnologiji, za preduzeća od ključnog značaja razvoj sektora za I&R. Ulaganje sredstava u ovaj sektor omogućava razvoj inovacija koje su značajno drugačije od postojećih na tržištu, čime se ostvaruju pozitivni efekti na produktivnost, profitabilnost, prepoznatljivost i tržišni položaj preduzeća (Rai i Gupta, 2022; Audretsch i Belitski, 2020, Ivanova i Mamedyarov, 2019). Da bi navedeni pozitivni efekti bili ostvareni, neophodno je kontinuirano ulaganje finansijskih i drugih sredstava u ove svrhe. Navedeno predstavlja barijeru naročito u slučaju MSP, koja često ne posjeduju dovoljno sopstvenih sredstava, pa rješenje pronalaze u saradnji sa drugim kompanijama i zajedničkom angažmanu u pogledu razvoja inovacija (Marullo et al. 2020; Zahoor i Al-Tabbaa, 2020). Međutim, u Crnoj Gori nema istraživanja u pogledu stepena do kojeg MSP ulažu sredstva u razvoj ovog sektora. Polazeći od ograničenosti resursa neophodnih za razvoj ovog sektora, sa kojima se MSP suočavaju, definisana je treća hipoteza:

H3. MSP u Crnoj Gori karakteriše nizak stepen ulaganja u I&R, namijenjenih za razvoj inovacija.

Osim sektora za I&R, brojni su unutrašnji faktori koji mogu pozitivno ili negativno uticati na generisanje inovacija. Istraživanja iz ove oblasti su za predmet imala različite interne faktore i njihov uticaj na stimulisanje inovativne aktivnosti preduzeća (Lam et al. 2021; Marullo et al. 2020; Barham et al. 2020; Slavec Gomezel i Rangus, 2019; Rangus i Černe, 2018; Naqshbandi, 2018). Liderstvo, stil upravljanja, preduzetnička proaktivnost i orijentisanost ka znanju i jačanju

potencijalnog apsorpcijskog kapaciteta su samo neki od njih (Dabić et al. 2021; Lam et al. 2021; Marullo et al. 2020; Barham et al. 2020). Ipak, dosadašnja istraživanja nisu dala odgovor na pitanje koji od ovih faktora su najvažniji, odnosno kojima od njih je potrebno posvetiti naročitu pažnju. Ovo pitanje naročito dobija na značaju u kontekstu MSP, imajući u vidu da takva preduzeća imaju pretežno manje kompleksnu organizacionu strukturu, te da je fokus često na osnovnim proizvodnim aktivnostima, dok se češće zanemaruje razvoj organizacione kulture usmjerene ka razvoju inovativnosti, a što se ogleda u jačanju preduzetničke orijentacije, razvoju odgovarajućeg stila upravljanja, usmjerenosti na akumulaciju znanja itd. (Yun et al. 2020). Pored navedenog, ranija istraživanja iz oblasti koja su sprovedena u Crnoj Gori i zemljama regiona uglavnom su imala za predmet analizu postojećeg nivoa inovativne aktivnosti, ali bez analize determinanti postojećeg stanja i faktora koje je potrebno unaprijediti radi jačanja inovativnih kapaciteta preduzeća. Stoga je jedan od ciljeva rada utvrditi i u kojoj mjeri MSP u Crnoj Gori razvijaju unutrašnje determinante inovativnosti, kao glavnog preduslova za mogućnost razvoja i plasiranja otvorenih i/ili zatvorenih inovacija na tržište. Kako je prethodno objašnjeno, usled nedostatka podataka i informacija vezanih za unutrašnje faktore koji determinišu razvoj inovacija od strane preduzeća u Crnoj Gori, za odabir internih faktora, koji će biti uključeni u empirijsko istraživanje, uzeti su u obzir rezultati istraživanja sprovedenih u drugim zemljama. Shodno tome, u literaturi se kao najznačajnije unurašnje determinante inovativnosti preduzeća, osim razvijenosti sektora za I&R, posebno ističu liderstvo orijentisano na znanje, preduzetnička otvorenost i potencijalni apsorpcijski kapacitet preduzeća, kao najvažnije odrednice organizacione kulture usmjerene na razvoj inovacija od strane preduzeća. Uzimajući u obzir upravo ove determinante, definisanisana je četvrta hipoteza, koja će biti testirana u okviru empirijskog dijela rada:

H4. MSP u Crnoj Gori karakteriše nizak stepen razvijenosti organizacione kulture usmjerene na razvoj inovacija.

Razvoj inovacija od strane preduzeća zahtijeva ulaganje odgovarajućih finansijskih i drugih resursa, što je prepoznato kao jedan od nekoliko ključnih barijera razvoja inovativne aktivnosti MSP. Međutim, istraživanja su pokazala da, osim navedenog, u preduzećima se potencijalno javlja i niz drugih barijera u razvoju inovacija, koje mogu biti uslovljene internim okruženjem, insitucionalnim faktorima koji djeluju iz spoljašnjeg okruženja preduzeća, ali i odlikama organizacione kulture (Savitskaya et al. 2010). Ipak, različiti autori pridaju različit značaj pojedinim barijerama, što naglašava kontekstnu osjetljivost istraživanja na temu inovativne aktivnosti preduzeća i potrebu sprovođenja istraživanja u okviru pojedinačnih geografskih tržišta, radi prilagođavanja insitucionalnih okvira, ali i načina upravljanja preduzećima, a sve u cilju stimulisanja rasta broja inovacija, naročito u sektoru MSP. Bez obzira na različitu prirodu barijera sa kojima se MSP suočavaju u procesu razvoja inovacija, u literaturi se kao najznačajniji izdvajaju nedostatak finansijskih i ljudskih resursa (Indrawati, 2020; Moraes Silva et al. 2020; Maldonado-Guzman et al. 2017). Uzimajući u obzir prethodno navedeno, u ovom radu je definisana četvrta hipoteza:

H5: Nedostatak finansijskih i ljudskih resursa predstavlja ključnu barijeru razvoju inovacija u MSP u Crnoj Gori.

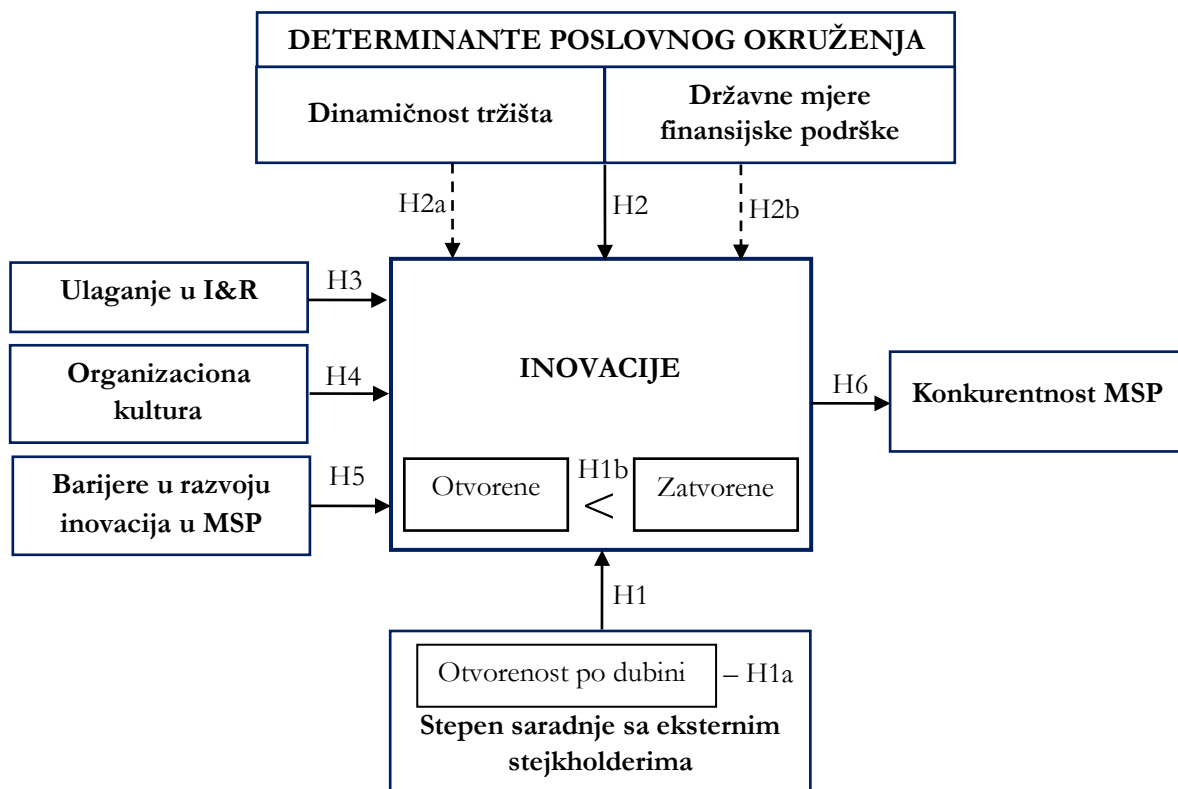
Osnovni razlog i svrha jačanja stepena inovativnosti i kreiranja inovacija ogledaju se u njihovom pozitivnom uticaju na jačanje konkurentne prednosti i tržišne pozicije preduzeća. Međutim, razvoj inovacija sam po sebi ne garantuje preduzeću ostvarivanje konkurentne prednosti, već je ovakav ishod uslovljen stepenom usklađenosti kreiranih inovacija sa zahtjevima ciljnog tržišta, odnosno stepenom u kome inovacije omogućavaju povećanje efikasnosti poslovnih procesa u

odnosu na konkurenciju. Odatle, primarni cilj preduzeća nije razvoj inovacija uopšte, već razvoj onih inovacija koje omogućavaju ostvarivanje prinosa na uložena sredstva i ujedno sticanje i održavanje konkurentske prednosti. Tradicionalni pristup mjerenju doprinosa inovacija povećanju konkurentnosti zasnovan je na analizi finansijskih pokazatelja, kao što su prihod, profit, prinos na investicije itd. (Dresch et al. 2018; Ogunsiji & Ladanu, 2017). Međutim, ovakav pristup je otežavao mjerenje uticaja inovacija na jačanje konkurentske prednosti, iz razloga što pojedine inovacije zahtijevaju vremenski period od nekoliko godina, kako bi njihovi pozitivni uticaji na konkurentnost preduzeća bili u potpunosti vidljivi. Otuda, većina autora u savremenoj literaturi koristi pristup zasnovan na istraživanju percepcije menadžera i koji podrazumijeva primjenu većeg broja pokazatelja, često nefinansijskih, kao što su relativni kvalitet proizvoda, fleksibilnost proizvodnje u poređenju sa konkurentima, relativna brzina proizvodnje i isporuke, imidž preduzeća i sl. (Ferreira et al. 2021; Díaz-Chao et al. 2016; Chen i Chang, 2013; Afsharhasemi et al. 2013, Al-Awawdeh i Al-Sharairi, 2012). Sa druge strane, u postojećoj literaturi je uočen nedostatak empirijskih istraživanja u Crnoj Gori i zemljama regiona koja analiziraju da li je uzrok nedovoljne konkurentnosti preduzeća mali broj kreiranih inovacija ili inovacije koje preduzeća razvijaju u značajnijoj mjeri ne doprinose jačanju konkurentnosti, usled neadekvatnog korišćenja njihovog tržišnog potencijala. U cilju pronalaska odgovora na ovo pitanje, u radu je definisana i peta hipoteza:

H6: Rast broja kreiranih inovacija od strane MSP u Crnoj Gori ima pozitivan uticaj na jačanje njihove konkurentske prednosti.

Polazeći od definisanih istraživačkih pitanja i hipoteza, razvijen je konceptualni model istraživanja predstavljen grafikom 1.

Grafik 1: Konceptualni model istraživanja



Dati konceptualni model zasnovan je na pretpostavci da rast saradnje MSP u Crnoj Gori sa eksternim stejkholderima ima pozitivan uticaj na stepen njihove inovativnosti (H1), ali da ova preduzeća nedovoljno razvijaju saradnju sa spoljašnjim stejkholderima, odnosno da nisu u značajnijem stepenu usvojila koncept otvorenih inovacija (H1a), zbog čega je većina inovacija koje razvijaju zatvorenog tipa (H1b). Dalje, modelom je pretpostavljeno da su aktivnosti preduzeća usmjerene na razvoj inovacija (bilo otvorenih, bilo zatvorenih) determinisane uticajem nekoliko grupa faktora. Prvu grupu čine determinante poslovnog okruženja (H2), gdje se kao najvažnije izdvajaju dinamičnost tržišta (a koja se ogleda u promjenama preferencija potrošača, strukturi i intezitetu konkurencije i brzinom promjena u tehnologiji) i državne mjere finansijske podrške usmjerene ka stimulisanju razvoja inovacija (H2a i H2b respektivno). Drugu grupu čine interni faktori koji su pod kontrolom menadžmenta preduzeća (H3 i H4). Kako je prethodno navedeno, istraživanjem će biti obuhvaćena dva ključna faktora, koja su se u savremenoj literaturi izdvojila među najvažnijima: ulaganje u I&R i organizaciona kultura koja je usmjerena ka razvoju inovacija, a što se ogleda u primjeni liderstva orijentisanog na znanje, preduzetničkoj otvorenosti i proaktivnosti i potencijalnom apsorpcijskom kapacitetu preduzeća. Na kraju, treću grupu čine barijere koje ometaju preduzeća u procesu razvoja inovacija (H5) i uključuju kako tzv. spoljašnje barijere tj. one koje su uglavnom determinisane prirodom poslovnog okruženja u kojem preduzeće obavlja svoju djelatnost (kao što je nemogućnost preduzeća da pronade odgovarajućeg partnera, rizik od oportunističkog ponašanja partnera, administrativna ograničenja itd.), tako i tzv. unutrašnje barijere koje se vezuju za karakteristike samog preduzeća (kao što su nedostatak adekvatnih ljudskih resursa, nedostatak finansijskih sredstava, složeno upravljanje procesom razvoja inovacija, neadekvatna postojeća tehnologija itd.). Model pretpostavlja da se inovativne aktivnosti preduzeća ostvaruju u okviru simultanog dejstva navedenih grupa faktora, pri čemu upravo kroz razvoj otvorenih i/ili zatvorenih inovacija preduzeća jačaju svoju konkurentnost, zasnovanu na preduzetničkim performansama (H6). Kako je prethodno navedeno, za mjerenje intenziteta promjene, odnosno jačanja konkurentnosti preduzeća biće primijenjen pristup zasnovan na percepciji menadžmenta u pogledu napretka preduzeća po osnovu više indikatora, kao što su troškovna efikasnost, relativni kvalitet proizvoda, fleksibilnost proizvodnje i isporuke u poređenju sa konkurentima, relativna brzina proizvodnje i isporuke, imidž preduzeća i sl. (a što je u skladu sa pristupom koji su koristili autori u savremenoj literaturi, uključujući i Ferreira et al. 2021; Díaz-Chao et al. 2016; Chen i Chang, 2013; Afsharghasemi et al. 2013, Al-Awawdeh i Al-Sharairi, 2012). Na kraju, važno je istaći da će svi navedeni faktori i barijere biti mjereni grupom indikatora koji, radi jednostavnosti prikaza, nisu predstavljeni na grafiku.

U svrhu ocjene definisanog konceptualnog modela, odnosno testiranja definisanih hipoteza, biće prikupljeni primarni podaci kroz sprovođenje anketnog istraživanja, dok će prikupljeni podaci biti analizirani korićenjem naprednih statističkih alata, a što je detaljnije objašnjeno u nastavku ove prijave.

Materijali, metode i plan istraživanja

Polazeći od utvrđenih ciljeva istraživanja i definisanih hipoteza, doktorska disertacija obuhvatiće dva dijela – teorijsko i empirijsko istraživanje. Teorijski dio disertacije biće zasnovan na postojećem znanju iz ove oblasti, koristeći relevantne knjige, naučne članke i druge publikacije, odnosno sekundarne podatke dostupne u bazama podataka kao što su Web of Science, Science Direct, Google Scholar i EBSCO. U ovom dijelu disertacije, izrada teorijskog istraživanja obuhvatiće: (1) pregled literature i (2) kvantitativnu analizu postojećeg korpusa znanja korišćenjem bibliometrijske analize. Bibliometrijska analiza će se vršiti korišćenjem softvera za kvalitativnu analizu podataka (VosViewer/QDA Miner/R). Na osnovu zaključaka koji proizilaze iz postojeće literature u ovoj oblasti, koristeći deskriptivnu metodu, metode analize i sinteze, kao

i analizu sadržaja, biće razvijena osnova za razvoj konceptualnog modela empirijskog istraživanja.

U drugom dijelu doktorske disertacije, za potrebe testiranja kreiranog konceptualnog modela, odnosno testiranje definisanih hipoteza, biće sprovedeno empirijsko istraživanje. Ovim istraživanjem biće obuhvaćena mala i srednja preduzeća koja posluju u Crnoj Gori. Za potrebe prikupljanja primarnih podataka biće sastavljen upitnik, koji će sadržati kombinaciju otvorenih i zatvorenih pitanja, kao i Likertovu skalu, koja je validirano sredstvo za mjerenje stavova ispitanika.

Upitnik će biti sastavljen iz šest dijelova. Pitanja iz prvog dijela odnose se na opšte informacije o anketiranim preduzećima. Drugi dio upitnika biće prilagođen prema istraživanju autora Pervan et al. (2015) i Nasution et al. (2011) i uputstvu OECD/Eurostat (2018) i koristiće se za mjerenje inovativnosti anketiranih kompanija, kao i za ocjenu stepena otvorenosti tj. saradnje sa ostalim partnerima u procesu razvoja inovacija, a dobijeni podaci će se koristiti za testiranje hipoteza H1a i H1b, odnosno generičke hipoteze H1. Treći dio upitnika biće kreiran shodno istraživanjima Baccarella et al. (2021), OECD/Eurostat (2018) i Rodrigo-Alarcón et al. (2017) i biće usmjeren na mjerenje uticaja eksternih faktora (dinamičnosti tržišta i državnih finansijskih mjera podrške) na inovativnu aktivnost preduzeća, što predstavlja neophodne podatke za testiranje hipoteza H2a i H2b, odnosno generičke hipoteze H2. Četvrti dio upitnika će biti prilagođen na osnovu istraživanja autora Da Costa et al. (2014), Verbano et al. (2015) i Inaunen i Schenker-Vicki (2011) i koristiće se za mjerenje uticaja ulaganja u I&R i organizacione kulture na inovativnu aktivnost preduzeća, a ovi podaci su potrebni za testiranje treće i četvrte hipoteze (H3 i H4). Peti dio upitnika će biti kreiran prema radovima autora Garcia Martinez et al. (2014), Bigliardi i Galati (2016), a dobijeni podaci po osnovu ovih pitanja koristiće se za procjenu uticaja različitih barijera koje potencijalno ometaju razvoj i realizaciju inovativne aktivnosti preduzeća, odnosno za testiranje hipoteze H5. Konačno, šesti dio upitnika biće prilagođen na osnovu istraživanja autora Ferreira et al. (2021) i Díaz-Chao et al. (2016), a podaci prikupljeni ovom grupom pitanja biće korišćeni za procjenu uticaja inovacija na povećanje konkurentnosti preduzeća, odnosno za testiranje šeste hipoteze (H6).

Nakon kreiranja upitnika, istraživanje će biti sprovedeno elektronskim putem, slanjem upitnika na mejl adrese odabranih mikro, malih i srednjih preduzeća, registrovanih u Centralnom registru privrednih subjekata Crne Gore, čiji su kontakt podaci dostupni. Kako bi se postigla veća stopa ispunjenosti upitnika, isti će biti prosljeđen i kroz bazu korporativnih mejlova Privredne komore Crne Gore, sa čijim predstavnicima je već dogovoren ovakav vid podrške realizaciji empirijskog dijela istraživanja. Preduzeća koja će biti uključena u istraživanje biće odabrana metodom stratifikovanog slučajnog uzorkovanja, gdje se kriterijum za određivanje stratumu odnosi na njihovu pripadnost grupi MSP. Uzimanje veličine preduzeća kao kriterijum za odabir stratumu proizilazi iz činjenice da od 39 682 registrovana preduzeća, koja posluju u Crnoj Gori, njih 99,8% pripada upravo ovoj kategoriji (Monstat, 2021). Sa druge strane, usled nedostatka istraživanja iz ove oblasti u Crnoj Gori, ne postoje informacije koje bi ukazale na to da li neka druga karakteristika crnogorskih preduzeća značajno utiče na njihovu inovativnost, te da bi je trebalo uzeti u obzir prilikom uzorkovanja. Otuda se, stratifikovani slučajni uzorak može smatrati reprezentativnim. U okviru ovako dobijenog uzorka biće dodatno korišćen i pristup „snježne grude“. Naime, prilikom inicijalnog slanja upitnika na mejl adrese slučajno odabranih kompanija iz kategorije MSP, istovremeno će im biti upućena i molba da upitnik prosljede i drugim kompanijama iz ove kategorije, sa kojima imaju uspostavljenu saradnju. Imajući u vidu broj MSP u Crnoj Gori, u okviru empirijskog istraživanja biće anketirano najmanje 150 njih, dok će ispitanici kojima je upitnik namijenjen biti zaposleni na rukovodećim pozicijama u preduzećima

obuhvaćenim istraživanjem.

Analiza empirijskih podataka biće sprovedena korišćenjem softverskog paketa dizajniranog za istraživanja u društvenim naukama – SPSS. U ovom dijelu rada biće dominantno zastupljen kvantitativni pristup, a podaci će biti analizirani korišćenjem Modela strukturalnih jednačina (SEM), ANOVA testa i metodama deskriptivne statistike. SEM, kao kombinacija faktorske analize i analize višestruke regresije, koristi se za procjenu i mjerenje odnosa između mjerljivih i latentnih varijabli (faktora) u istraživanju. U okviru ove statističke analize mogu se razlikovati dvije vrste varijabli – endogene i egzogene. Varijable predstavljene u konceptualnom modelu istraživanja koje čine glavne latentne varijable tj. faktore (determinante okruženja, ulaganje u I&R, organizaciona kultura i barijere u procesu razvoja inovacija) su zapravo endogene varijable i biće ocjenjivane korišćenjem skupa indikatora, kao što je već objašnjeno. Ovi indikatori će predstavljati egzogene varijable modela. Kao zavisne (takođe endogene varijable) u modelu tretiraju se kreirane inovacije (otvorene i zatvorene), kao i konkurentnost preduzeća. Imajući u vidu da je, takođe, riječ o kategorijama koje nisu direktno mjerljive, svaka od njih biće procijenjivana nizom indikatora, kako je već ranije navedeno. Primjenom SEM-a biće moguće procijeniti relativnu snagu uticaja spoljašnjih i unutrašnjih faktora i da li je njihov uticaj na razvoj inovacija pozitivan ili negativan. Preciznije, kroz ocjenu vrijednosti koeficijenta koji mjeri uticaj stepena otvorenosti na inovacije i uz korišćenje metoda deskriptivne statistike, biće moguće utvrditi koliko su preduzeća otvorena za saradnju, da li u većem broju razvijaju otvorene ili zatvorene inovacije, te da li rast stepena otvorenosti preduzeća pozitivno utiče na razvoj inovacija (hipoteze H1a i H1b, odnosno generička hipoteza H1). Dalje, kroz ocjenu vrijednosti koeficijenta koji predstavlja uticaj determinanti okruženja na razvoj inovacija od strane MSP biće utvrđeno da li dinamičnost tržišta i mjere finansijske podrške imaju statistički značajan uticaj na razvoj inovacija, kao i da li je taj uticaj pozitivan ili negativan (hipoteze H2a i H2b, odnosno generička hipoteza H2). Ocjenom vrijednosti koeficijenta koji mjeri uticaj ulaganja u I&R na razvoj inovacija i primjenom metoda deskriptivne statistike, biće analizirano koliko MSP u Crnoj Gori ulažu sredstava u ove namjene i da li rast ulaganja preduzeća u ovu svrhu statistički značajno utiče na razvoj inovacija (hipoteza H3). Ocjenom vrijednosti koeficijenta koji predstavlja uticaj organizacione kulture na inovativnost preduzeća, uz primjenu i metoda deskriptivne statistike, biće utvrđeno da li MSP u Crnoj Gori razvijaju odgovarajuću organizacionu kulturu, ali i koji njen segment (liderstvo orijentisano na znanje, preduzetnička proaktivnost ili orijentacija na jačanje apsorpcijskog kapaciteta) ima najveći uticaj (H4). Takođe, ocjenom pojedinačnih koeficijenata u SEM modelu za različite barijere biće moguće utvrditi i koje potencijalne barijere predstavljaju najveće prepreke u tom procesu (H5). Konačno, ova statistička analiza će biti korišćena i za procjenu uticaja razvoja otvorenih i zatvorenih inovacija na jačanje konkurentnosti preduzeća (H6). Otuda će primjena SEM modela omogućiti i testiranje svih hipoteza definisanih u radu. Sa druge strane, primjena ANOVA testa će omogućiti dobijanje dodatnih informacija koje mogu biti važne za detaljnije razumijevanje ishoda testiranja definisanih hipoteza, i uopšte rezultata dobijenih SEM modelom. Preciznije, ova statistička analiza će biti korišćena sa ciljem utvrđivanja da li postoji značajna razlika u stepenu otvorenosti preduzeća i primjeni koncepta otvorenih inovacija u zavisnosti od toga da li preduzeće pripada proizvodnom ili uslužnom sektoru. Dakle, kao kontrolna varijabla u ovoj analizi korišćiće se pripadnost preduzeća proizvodnom sektoru i testiraće se da li preduzeća koja pripadaju sektoru usluga usvajaju koncept otvorenih inovacija u različitoj (većoj ili manjoj) mjeri, u odnosu na kontrolnu grupu preduzeća. Drugim riječima, ova statistička analiza će omogućiti testiranje postojanja razlika između dvije grupe preduzeća (uslužnih i proizvodnih) u pogledu stepena u kome usvajaju koncept otvorenih inovacija, imajući u vidu razlike u intenzitetu i obliku komunikacije i saradnje sa različitim stejkholderima, koje su svojstvene preduzećima u zavisnosti

od njihove pripadnosti proizvodnom, odnosno uslužnom sektoru.

Pored prethodno navedenih kvantitativnih metoda, u radu će se primenjivati i metoda deskriptivne statistike, koja omogućava potpuniju i detaljniju interpretaciju dobijenih rezultata, kao i olakšano izvlačenje zaključaka.

Očekivani naučni doprinos

Ova disertacija će pružiti višestruki naučni doprinos postojećoj literaturi iz oblasti inovacija, preduzetništva i menadžmenta, posmatrano sa nekoliko aspekata.

- Disertacija će doprinijeti boljem razumijevanju načina na koji je moguće međusobno uskladiti djelovanje niza spoljašnjih i unutrašnjih faktora, koji determinišu inovativnost preduzeća. Ovo je naročito važno kada se ima u vidu da faktori obuhvaćeni istraživanjem ne utiču na inovativne aktivnosti preduzeća naizmjenično, već istovremeno, a da je dosadašnja literatura iz ove oblasti istraživala značaj pojedinih faktora, ali bez adekvatne analize načina na koji njihov simultani uticaj definiše inovativnost preduzeća.
- Istraživanje obuhvaćeno disertacijom će doprinijeti prevazilaženju literarnog jaza koji je uočljiv u inostranoj, a naročito u domaćoj literaturi, a koji se odnosi na mali broj istraživanja usmjerenih na analizu uticaja dinamičnosti tržišta kao determinante inovativnosti preduzeća. Značaj ovog doprinosa ogleda se u činjenici da su istraživanja iz navedene oblasti oskudna čak i u razvijenim zemljama, a naročito u zemljama u razvoju.
- Disertacija će dati značajan teorijski doprinos domaćoj literaturi iz oblasti inovacija, kroz istraživanje ključnih faktora koji podstiču razvoj inovacija od strane MSP u Crnoj Gori, ali i najvažnijih barijera koje ometaju te napore. Prethodno navedeno je posebno važno u kontekstu činjenice da je literatura iz ove oblasti, koja se odnosi na Crnu Goru i zemlje regiona, veoma oskudna i uglavnom je usmjerena na analizu aktuelnog stanja u pogledu postojećih kapaciteta za inoviranje i do sada realizovanih inovativnih aktivnosti preduzeća, ali bez detaljnijeg uvida u faktore koji prethodno navedeno zapravo determinišu. Sa druge strane, pomenute zemlje uglavnom karakteriše relativno mali obim tržišta i nedovoljna razvijenost ekonomije, kao i činjenica da su bile suočene sa nizom posledica koje je proces tranzicije uslovio, a što se posebno ogleda u nedovoljnoj konkurentnosti preduzeća i privrede u cjelini. Otuda je upitno da li se u takvim uslovima privređivanja mogu primijeniti rezultati istraživanja sprovedenih u razvijenim i ne-tranzicionim zemljama, zbog čega ovaj aspekt očekivanog naučnog doprinosa disertacije naročito dobija na važnosti.
- U okviru disertacije biće razvijen model otvorenih i zatvorenih inovacija, zasnovan na setu naučno-utemeljenih smjernica i empirijskom istraživanju, čija bi implementacija omogućila rast inovativnosti, a posredno i rast konkurentnosti MSP u Crnoj Gori. Naime, imajući u vidu da kompanije iz Crne Gore i drugih zemalja regiona karakteriše nizak stepen inovativnosti, jačanje njihovih inovativnih kapaciteta je jedan od primarnih ciljeva i pretpostavki koje moraju biti ispunjene, kako bi se ojačala konkurentnost i uopšte preduzetničke performanse preduzeća. To je moguće postići, prije svega, aktivnostima koje se temelje na informacijama dobijenim kroz naučno istraživanje i razumijevanje determinanti njihove inovativnosti, a što je u fokusu ove disertacije. Stoga se očekuje da će razvijeni model biti pogodan za primjenu ne samo u Crnoj Gori, već i u drugim zemljama u razvoju, koje se suočavaju sa izazovom nedovoljne inovativnosti i konkurentnosti MSP.
- Na kraju, očekuje se da će disertacija stvoriti dobru polaznu osnovu za dalja istraživanja

na ovu temu u Crnoj Gori i zemljama u okruženju.

Očekivani praktični doprinos disertacije je takođe višestruk.

- Prvo, kroz analizu uticaja dinamičnosti tržišta na inovativnu aktivnost preduzeća, te procjenu efikasnosti sadašnjih državnih mjera finansijske podrške, biće utvrđeno koliko su preduzeća sposobna da se prilagode promjenama tržišta i na koji način kreatori ekonomske politike, ali i menadžeri mogu unaprijediti ovaj proces.
- Drugo, na osnovu rezultata istraživanja biće utvrđeno koliko uspješno menadžment upravlja unutrašnjim determinantama inovativnosti, te koje od njih je potrebno dodatno razvijati i osnažiti.
- Treće, na osnovu analize glavnih barijera koje ometaju razvoj inovacija, biće kreirane preporuke i za menadžere i za kreatore ekonomske politike, kako bi iste bile otklonjene, ili bar umanjene.
- Četvrto, ocjenom uticaja razvoja inovacija na jačanje konkurentnosti analiziranih preduzeća biće pružen uvid u to da li je glavni uzrok slabe konkurentnosti domaće privrede nedovoljan potencijal za razvoj inovacija od strane MSP, ili neadekvatna tržišna realizacija kreiranih inovacija tj. njihova slaba usklađenost sa zahtjevima tržišta.
- Konačno, kroz analizu stepena otvorenosti preduzeća, odnosno saradnje sa drugim partnerima u procesu razvoja inovacija, biće poznato u kojoj mjeri MSP u Crnoj Gori usvajaju koncept otvorenih inovacija, ali i na koji način se stepen primjene ovog koncepta može povećati, zahvaljujući sintezi istraživanja unutrašnjih i spoljašnjih determinanti inovativnosti sa jedne strane, i razumijevanju značaja i intenziteta barijera, sa druge strane.

Na osnovu svega navedenog, ovaj rad će rezultirati konkretnim preporukama upućenim kako menadžerima, tako i kreatorima ekonomske politike, u pogledu mjera koje je potrebno preduzeti sa ciljem jačanja konkurentnosti sektora MSP, zasnovane na osnaživanju preduzetničkih performansi pojedinačnih preduzeća.

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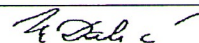
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SAGLASNOST PREDLOŽENOG/IH MENTORA I DOKTORANDA SA PRIJAVOM

Odgovorno potvrđujem da sam saglasan sa temom koja se prijavljuje.

Prvi mentor

Prof. dr Marina Dabić



Drugi mentor	Prof. dr Boban Melović	<i>Melović B.</i>
Doktorand	mr Dragana Ćirović	<i>Dragana Ćirović</i>
IZJAVA		
Odgovorno izjavljujem da doktorsku disertaciju sa istom temom nisam prijavio/la ni na jednom drugom fakultetu.		
U Podgorici, 28.09.2022.		
		mr Dragana Ćirović <i>Dragana Ćirović</i>

692
18/03/2021 god.

Na osnovu člana 32 stav 1 tačka 14 Statuta Univerziteta Crne Gore, u vezi sa članom 29 Pravila doktorskih studija, Senat Univerziteta Crne Gore, u postupku razmatranja prijedloga Vijeća Ekonomskog fakulteta i na prijedlog Centra za doktorske studije, na sjednici održanoj 10.03.2021. godine, donio je sljedeću

ODLUKU

I

Dr Marina Dabić, redovni profesor Ekonomskog fakulteta Sveučilišta u Zagrebu imenuje se za mentora pri izradi doktorske disertacije kandidata mr Dragane Ćirović.

II

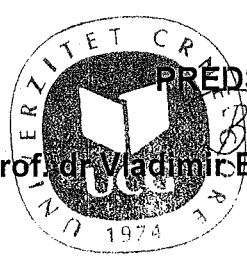
Dr Boban Melović, vanredni profesor Ekonomskog fakulteta Univerziteta Crne Gore imenuje se za komentora pri izradi doktorske disertacije kandidata mr Dragane Ćirović.

III

Odluka stupa na snagu danom donošenja.

Broj: 03- 173/1-1

Podgorica, 10.03.2021. godine



PREDSJEDNIK SENATA

Prof. dr Vladimir Božović, vršilac funkcije rektora



Europass Curriculum Vitae

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Date of birth 26 May 1960
Gender Female
SCOPUS ID 6570123949
ORCID 0000-0001-8374-9719

**Desired employment /
Occupational field** Full Professor at Department of International Economics,
Faculty of Economics and Business, University of Zagreb / Croatia
**Nottingham Business School, Nottingham Trent University/The United
Kingdom**

Teaching Entrepreneurship, International business, International Entrepreneurship, Quality assurance and reforms in European Higher education, Innovation management, Transfer technology, European Business Studies politics and Culture,

Work experience

European Foundation Management Development - EFMD EPAS accreditation per reviewer 2014-

Dates 2001 →
Occupation or position held Grant holder
Main activities and responsibilities Project management and leadership of the project team (acting as international projects manager (including British ALIS, Tempus, Leonardo, Erasmus +) since '01- .now

Dates 1997 →
Occupation or position held VET training
Main activities and responsibilities Experience in Vocational education and training (VET) methodology since 1997 and since 2003 – in Vocational education and training of managers

Dates 1991 →
Occupation or position held Scientific work

Main activities and responsibilities Experience in paper writing and editing as well as management training

Dates October 2007 →

Occupation or position held Full Professor, Department of International Economics

Main activities and responsibilities Teaching Entrepreneurship, International business, Innovation management, Transfer technology, International Entrepreneurship, The Alphabet of Management for Medical students (e-learning course)
contact: lzager@efzg.hr; dean

Name and address of employer Faculty of Economics and Business, University of Zagreb
J. F. Kennedy square 6, 10000 Zagreb (Croatia)

Type of business or sector 2013 – Nottingham Business School, NTU, professor of Entrepreneurship

Dates 2005 - 2007

Occupation or position held Vice Dean for development and cooperation with business sector

Main activities and responsibilities Vice Dean teaching Management and Entrepreneurship; Strategic Management; Microeconomics; Data Bases, research on application of information technology, knowledge discovery in data bases in business and economics

Name and address of employer Faculty of Mechanical Engineering, University of Osijek
Gajev trg 7, 31000 Osijek (Croatia)

Type of business or sector

Dates 01 March 1995 - 2002

Occupation or position held Teaching and Research Assistant / Senior Assistant: Department of Organizational and Information Technology

Main activities and responsibilities Lecturer of Entrepreneurship, Trade and Promotion, Marketing, Management
Contact: Niko Majdandzic (nmajdan@inin.hr); ex dean

Name and address of employer Faculty of Mechanical Engineering, University of Osijek
Gajev trg 7, 31000 Osijek (Croatia)

Type of business or sector

Dates 1991 - 1995

Occupation or position held Teacher of Entrepreneurship

Main activities and responsibilities Teacher of Entrepreneurship, Trade and Promotion
Contact: Željko Vukelić, (kbskola@sb.htnet.hr)

Name and address of employer Vocational high school
Gajev trg 7, 31000 Zagreb (Croatia)

Type of business or sector

Dates 25 July 1983 - 30 January 1991

Occupation or position held Director of Import

Main activities and responsibilities Responsible for all import of capital goods for Holding Company
contact: Zdravko Stipetic, CEO dd-energetika-infrastruktura@sb.htnet.hr

Name and address of employer Đuro Đaković Holding, Marsonia Commerce
Gajev trg 7, 35000 Slavonski brod (Croatia)

Type of business or sector Energetics and Infrastructure

Dates 01 October 2007 →

Name and address of employer University of Zagreb, Faculty of Economics and Business
6th J. F. Kennedy square, 10000 Zagreb (Croatia)

Type of business or sector Higher Education

Education and training

Dates 2014 → tenured

Title of qualification awarded Full professor

Principal subjects / occupational skills covered 2009 - full professor
2006 - associate professor
2001 - assistant professor
2000 - PhD in Economics, Major: Marketing and Management

Name and type of organisation providing education and training University of Zagreb, Faculty of Economics and Business (University)
Trg J.F. Kennedy 6, 10000 Zagreb (Croatia)

Level in national or international classification Full professor

Dates 1991 →

Principal subjects / occupational skills covered Pedagogical and didactical program

Name and type of organisation providing education and training Faculty of Philosophy in Zagreb, University of Zagreb (Pedagogical and didactical program)

Dates 1989 →

Title of qualification awarded Master of science

Principal subjects / occupational skills covered Marketing

Name and type of organisation providing education and training University of Zagreb, Faculty of Economics and Business

Dates 1983 →

Title of qualification awarded Bachelor degree in Business

Principal subjects / occupational skills covered Marketing

Name and type of organisation providing education and training Faculty of Economics and Business University of Zagreb

Dates 2005 →

Title of qualification awarded **2013- EFMD , BELGIUM, EPAS ACCREDITATION per review team member**

Principal subjects / occupational skills covered EPAS Accreditation Seminars
AACSB Accreditation Conferences
TEMPUS trainings; Tempus Trainer
FP7

Name and type of organisation providing education and training **2012 - The Ellen MacArthur Foundation fellowship for training in Circular economy and Cradle to Cradle, Amsterdam, Netherland**

Level in national or international classification

Personal skills and competences

Mother tongue(s) **Croatian**

Other language(s)

Self-assessment <i>European level</i> (*)	Understanding		Speaking		Writing	
	Listening	Reading	Spoken interaction	Spoken production		
English	C1 Proficient user	C1 Proficient user	C1 Proficient user	C2 Proficient user	C1 Proficient user	C1 Proficient user
German	B1 Independent user	B1 Independent user	B1 Independent user	B1 Independent user	B1 Independent user	B1 Independent user

(*) [Common European Framework of Reference \(CEF\) level](#)

Organisational skills and competences Project management skills

Computer skills and competences Computer literacy MS office

Other skills and competences
Presentation skills
Fund raising skills
Leadership skills
Researcher

Driving licence(s) B

Additional information 2013 - EFMD EPAS Per review team member
2012 - AZVO Croatian Agency for Higher education Reaccreditation team leader for:
University of Rijeka , Faculty of Economics and Business
J. J. Strossmayer University in Osijek, Faculty of Economics and Business
World Bank, 2011-consultant for intellectual property protection- Evaluation of present University of Rijeka research base and its' potential for collaboration with industrial partners
OECD- European Commission, HE Innovate- Croatia author of background report

EU PROJECTS grant holder or partner

2018 - 2022

H2020-MSCA-RISE-2018 title: Open Innovation – Research Translation and Applied Knowledge Exchange in Practice through University Industry-Cooperation

2016 – 2019 ERASMUS +Entrepreneurial Universities for Industry Alliances (EUFORIA) EUFORIA

2013 - 2017 ERASMUS Network project Open Innovation

2012 - 2014 EC - LLL Leonardo Project, SLIM - Transfer of Innovation from Idea to Market , partner with Manchester Metropolitan University as grant holder

2012 - 2014 Tempus expert on the project Achieving Sustainable Programmes in Regeneration and Entrepreneurship: Jordan, Lebanon and Palestinian Territories, Occupied - ASPIRE Tempus project

2012- Taiwan Research Visiting Scholar Grant Program funded by Education division, Taipei Economics and Cultural Office in Austria

Tempus 2008 – 2011. EU Fostering Entrepreneurship in higher education (grant holder)

Project number: 144713- Tempus 2008 HR-JPCR (2008-4745) budget 1,1 mil Euros; 12 partners from Croatia (University of Split, University of Zagreb, University of Pula), Poland, Austria, Slovenia, Israel, Belgium, France and Lithuania . Please visit the web site:

<http://www.tempus.efzq.hr>

2008 - 2010 : Croatian Slovenian Project: Management Tools in EU and Croatia – project grant holder

2008 - 2010 Tempus project - Capacity Building for Research in Croatia". Participants:

Groningen; The Netherlands;

TARTU, Estonia;

Granada; Spain.

Tempus – EU 2006-2007 STEAMED Standardization Education in Medicine

Position: expert

2003 - Tempus - EU individual Mobility grant

Project title: Developing Teaching Models in Transfer Technology Fields, with University of Strathclyde, DMEM Department, Glasgow, SCOTLAND; UK

2003 - Academic Links and International Scheme ALIS - International bilateral project (Croatia-United Kingdom), Main researcher of the project Managing Technology transfer - issues and dimensions in a globalised market; University of Strathclyde, Glasgow, Scotland; UK

2002 - Main Croatian researcher for the research project "Work and working values", University Fellows Research Consortium, University Oklahoma, USA

2002 - Academic Links and International Scheme ALIS -International bilateral project (Croatia-United Kingdom), Project leader.

Project Title - Managing Technology transfer - issues and dimensions in a globalised market, University of Strathclyde, Glasgow, Scotland; UK

2001 - Academic Links and International Scheme ALIS -International bilateral project (Croatia-United Kingdom), Project leader

Managing Technology transfer- issues and dimensions in a globalised market 3 weeks, University of Strathclyde, Glasgow, Scotland; UK

REPUBLIC OF CROATIA MINISTRY OF SCIENCE EDUCATION AND SPORT PROJECTS :

2008 - 2013: Managerial tools in digital factory, Ministry of Science, Croatia Project, no 067-0000000-3351; project grant holder

1997 - 2002 Researcher of the research project Information systems and new strategies of maintaining equipment and plants, Ministry of Science and Education, main researcher: prof. Niko Majdandžić, PhD

Regular attendance and trainer

EFMD Executive leadership academy Praque, May 2017
AACSB conferences, and workshops 2016 Madrid, Spain
AACSB regional conference and workshop for mentors Milano, Italy
AACSB ANUAL CONFERENCE 2014 Madrid, Spain
AACSB annual conference 2016 Boston USA
EFMD annual conference 2015 Belgium
AACSB ANUAL CONFERENCE 2012 Atlanta, Georgia
Pedagogical and didactical program,
EPAS Accreditation Seminars,
AACSB Accreditation Conferences,
20 TEMPUS Tainer, FP7, transfer technology

INVITED LECTURES

1. 2018 December ; 2016 April, Aalborg University, Denmark
2. 2016, April, Hanken Busines School, Finland
3. 2015 February Naoma Business school. France
4. International Business School –IBSS, Xi'an Jiaotong-Liverpool University, Suzhou, China 2015, Novembe 18th **“The role of FDI in growth “**
5. Entrepreneurial education and innovation as engine for the economy growth Entrepreneurship day- Princes Sumaya University of Technology, Jordan April 15th, 2014.

6. Workshop How to apply for EU project - Princes Sumaya University of Technology, Jordan April 14th and 15th, 2014.
7. Dabic Marina (2012- October) European support for young entrepreneurs, Columbus State University, Georgia, the USA ,
8. Dabic Marina (2012) Invited lecture for MBA students: Innovation Management and Entrepreneurship, Pune India
9. The Role of Transfer technology in Emerging economies ,22nd and 23rd February 2013 the Symbiosis Institute of International Business (SIIB). Pune, India
10. 1ST INTERNATIONAL Conference on Management of Technologies & Information security, 2010, January 21-24, Topic Strategic Technology Management: the Case of Croatia
11. Promoting Higher Education Reform;:Quality Through Modernization of Universities: Dabić, M.: Managing University resources: Increasing and Diversifying Financial Resources and Developing Public Private Partnerships u okviru TEMPUS IV training Seminar Modernisation in Higher Education Promoting Higher Education Reform: Quality through Modernisation of Universities, Tempus Teams of HE reform Experts, 16,17, June 2008;. Brussels Education Services, UNICA, University of Zagreb
12. Dabić Marina (2008) The Role of Knowledge Transfer for Regional Development // Proceedings of the 1st International Conference „ Vallis Aurea" Focus on: Regional Development / Katalinić, Branko (ur.).Pozega-Vienna, Croatia-Austria : Polytechnik of Pozega, Croatia & DAAAM International Vienna, Austria, 2008. 133-137
13. Dabić Marina (2008) Inovacije i transfer tehnologije, Društvo ekonomista Slavonski Brod Podružnica Zagreb
14. Dabić, M (2007) Technology transfer in Croatia - Increasing U.S. - Croatian cooperation in ICT, biotechnology and pharmaceutical industry" 1. do 4. listopada 2007. Split, Croatia
15. Dabić, M (2007) Innovation and transfer technology: Croatian experience Komercijalizacija i društvena primjena znanosti - indijska i hrvatska iskustva, MZOŠ I HIT, Zagreb, listopad,
16. Dabić, M. (2006): Inovacije, inovatori i zaštita intelektualnog vlasništva, Okrugli stol Poticanje poduzetništva s naglaskom na inovacije, Slavonski Brod
17. Harvey, M. Mayers, M. Novičević, M. and Dabić, M. (2001): Building knowledge in transition/emerging markets: a key factor in the development of an entrepreneurial environment, Dynamic entrepreneurship for the new economy: 2nd International Conference proceedings, Portoroz, Slovenia GEA College, February 16th ISBN 961-6347-30-6 pp. 49-61

New Incoterms® 2010 rules" ICC Croatia 9th December 2010 Hypo centar

<http://icmis.iiita.ac.in/Invited%20Speakers.htm>

<http://cie.columbusstate.edu/newsletters/2012%20Newsletter%20Final.pdf>

the Sustainable Campus International Competition (SCIC) 2021, 2013

<http://sustainablecampusic.com/panelist/>

LONG TERM REASEARCH COOPERATION

2000 - cooperation with Michael G. Harvey (Professor of International Business at University of Mississippi, USA and Bond University Australia), contact: mharvey@bond.edu.au, mharvey@bus.olemiss.edu until 2016 when he passed away.

2001- The University Fellows International Research Consortium 51 countries

ADDITIONAL TEACHING ACTIVITIES FOR NATIONAL BODIES AND INSTITUTIONS

1. 2016 - ERASMUS teaching week, La Rochelle, France
2. 2014 Member of PhD comity at Polytechnic Milano
3. 2010 - Teaching self-employment and management of a family business at the education project for SME advisors, organised by the Ministry of Economy.
4. Run workshops in entrepreneurship education for teachers and managers, leading author and responsible manager for organizing and performing HOK (Croatian Chamber of Trades and crafts) running workshops on entrepreneurship, self-employment and developing programme for "Labour market oriented vocational education and training in Croatia and achieving "licensed master test developed according to the EU regulatory frame.
5. Participant in the CARDS (Community Assistance for Reconstruction, Development and Stabilisation in the Stabilisation and Association Process) projects in the field of education were a part of the EU assistance programme for the Western Balkans.

CIRCULAR ECONOMY TECHNOLOGY AND ENTREPRENEURSHIP EDUCATION DEVELOPMENT ACTIVITIES

1. Curriculum development (undergraduate and graduate level, MBA level, entrepreneurship for Faculty of Economics and Business and Faculty of Mechanical engineering, Entrepreneurship for students of school of Medicine, Transfer technology, Entrepreneurship for non business students)
2. e-learning courses in entrepreneurship for 8 countries ; developing university/industry cooperation
3. course on Circular economy and sustainability at Nottingham Trent University
4. Reviewer for several innovation based incubators
5. Prof of Transfer technology and Innovation management on MBA level
6. Advisory activities and policy development activities in Innovation and entrepreneurship education

AACSB representative for the Faculty of Economics and Business, University of Zagreb

2007-2010 EFMD representative for the Faculty of Economics and Business, University of Zagreb

EDITOR & ASSOCIATE EDITOR

2019- *Technological Forecasting and Social Change* Associate editor

2018- *Technology in Society*- Associate Editor

2009 -2018 *International Journal of Transition and Innovation systems*, Inderscience, The Editor

2018- *IEEE Transaction of Technology Management* – Associate Editor

2018- *Technology and Society* – Associate Editor

2016- *Journal of Knowledge Economy* - Associate editor

EDITORIAL BOARDS

2009- 2018. *Journal of World Business*, journal impact 2,627 member of the Editorial board

2013- *Journal of the Knowledge Management* Elsevier

2016- *Journal of Business Research* , Elsevier

2017- *Društvena istraživanja, Institute for social science Ivo Pilar, Croatia*

2018- *International Journal of R&D Innovation Strategy (IJRDIS)*

2011- *International Journal of Physical Distribution & Logistics Management-IJPDLM*, Emerald ISSN: 0960-0035.- member of the editorial board - journal impact 2,617 ABS 2 *

2009- *International Journal of Innovation and Technology Management*; member of the editorial board

2016- *International Journal of Small Business, Inderscience*

2017- *World Review of Entrepreneurship, Management and Sustainable Development WREMSD Inderscience*

2016- *I Journal of Innovation and Entrepreneurship, Springer*

2007 *Market - Review for marketing theory and practice*, Croatian Society for Marketing Societies- member of the editorial board

REVIEWER

Baltic Management Journal- Emerald

Business Process Management Journal - Emerald

Croatian Economic Survey

Ekonomski prehled

Entrepreneurship in Theory and Practice-Wiley

European Business Review, Emerald

IEEE-transaction on Engineering Management

Journal of World Business-Wiley

Journal of Business Research , Elsevier

Journal of Marketing

Journal of international management

Interatnional Business Review

Journal of Knowledge Management, Emerald

Industry and Innovation, Routledge

International Journal of Educational Management- Emerald

International Journal of Innovation and Technology Management- World Scientific

International Journal of Intercultural Relations, Elsevier

International Journal of Markets and Business Systems, Inderscience

International Journal of Physical Distribution & Logistics Management-IJPDLM, Emerald

International Journal of Project Organisation and Management

Journal of Business Economics and Management,

Journal of Economic and Administrative Sciences, Emerald

Journal of Change Management, Taylor & Francis

Journal of Global Entrepreneurship Research

Journal of Intercultural Relations' Taylor & Francis

Journal of International Business Studies-Wiley

Journal of Manpower -Emerald

Journal of Organizational Change Management, Emerald

Journal of the Knowledge Economy – Springer

Knowledge Management Research & Practice.Palgrave

Personnel Review

Management Research Review, Emerald

Technological Forecasting & Social Change

Tržište

Zbornik Ekonomskog fakulteta u Zagrebu

Ekonomska istraživanja
Društvena istraživanja
Tehnički vjesnik
Strojarstvo etc.

EDITING JOURNAL

2010 – 2018 *International Journal of Transitions and Innovation Systems* -The editor

GUEST EDITOR

IEEE- Transactions on Engineering Management
Technovation
Journal of Knowledge Management
Journal of Intellectual Capital
Management of Environmental Quality
British Food journal
Journal of Intellectul capital
Technology in Society

Smallbone, D., Dabic, M., & Kalantaridis, C. (2017). Migration, entrepreneurship and economic development., ***Entrepreneurship and regional development***

European Business Review (2017) GUEST EDITORS Marina Dabic, Olivier Lamotte; ***Internationalisation of CEE firms trends and strategies***,
http://www.emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=6270

Journal of the Knowledge Economy – Springer (201) GUEST EDITOR Marina Dabic The role of Entrepreneurial university in the European Union , EU in the EU

International Journal of Human Resource Development Management. IJHRDM Vol 11 issues 2/3/4 guest editor: Marina Dabic and Michael Harvey, Special Issue on the Role of Expatriates, Inpatriates and Cross-Functional Global Teams in Transition

International Journal of Transfer Technology and Commercialization Vol 10 issue 2. 2011 Guest editor: Marina Dabic, Special Issue on Gaining from Partnership: Transfer Technology – Issues and Challenges in Transitional Economies

International Journal of Entrepreneurship and Innovation Management , Inderscience, 2008 vol.8 no.3 guest editor Marina Dabic and M. Harvey, University of Mississippi Special Issue on the Lines of Growing Entrepreneurship in Transition Economies

Fellowship

1st August – 31st December 2012 Columbus State University, Georgia, the USA

VISITING PROFESSORSHIP

2009, - present School of Economics and Business, University of Sarajevo, MBA Strategic management

June 2012 - professor Nottingham Business School, Nottingham Trent University, Nottingham The UK

May 2012 EU ERASMUS one week grant visiting professor Nottingham Business School, Nottingham Trent University, Nottingham The UK

February 2012 International Business week, Nottingham Business School, Nottingham Trent University

May 2011 EU ERASMUS grant visiting professor, University of Complutense, Madrid, Spain

June 2011-University of Graz-two weeks-teaching Entrepreneurship for MBA students

2010- Comenius University, Bratislava, Slovakia one week bilateral agreement exchange

2002 – 2007 College in Požega, Principles of Economics, Strategic Management, Managing Decision

2003-2007 «University of Applied Science Vrn, Zagreb, MBA Strategic Management Managing Decision, Innovation management

2002-2007 Faculty of Economics and Business Zagreb, University of Zagreb, MBA Entrepreneurship, Marketing, International Marketing

2006 Faculty of Economics & Business, Osijek, University of Osijek, MBA Management, Strategic Management, Innovation management

2005 Faculty of Informatics and Organization, Varaždin, University of Zagreb, MBA Management, Strategic Management, Knowledge Management

MEMBERSHIP / PROFESSIONAL BODIES

IEEE- TEMS Board of governours

BAM –British Academy of managemet

AIB –Academy of International Business

Chairperson & Member of Scientific advisory board on more than 20 International Conference in Japan, USA UK, Bosnia, Croatia, Austria, Slovenia, India

EFMD - full member, EPAS accreditation per reviewer,

EC Horizon 2020 reviewer for more than 20 projects

British Academy of Management (BAM) –member

ESF - European Science Foundation -reviewer

IMDA - International Management Development Association

Phi Beta Delta -honorary membership for International Scholars at CSU, Georgia, the USA

AACSB FEB's Head for accreditation , AACSB contact person for the Faculty of Economics and Business, University of Zagreb

AZVO- Croatian Agency for Science and Higher Education expert-University accreditation process and reaccreditation of institutions (Faculty of Economics)

2009-2011- ENIC(European Network of Information Centres in the European Region)/NARIC(National Academic Recognition Information Centres in the European Union)

The RECOOP HST non profit consortium between CEE Universities and Academic Institutions with Cedars-Sinai Medical Centre LA; USA position held - Member of the Board of Managing Directors (BMD) Managing Director for Strategic Management till 2007 (RECOOP HST Cedars – Sinai Medical Center, Los Angeles, USA; University of Szeged, Hungary; University of Pecs, Hungary; University of Debrecen, Hungary; Slovak Medical University, Bratislava, Slovakia; Carol Davila University of Medicine and Pharmacy, Bucharest, Romania; American Science Information Center, Prague, Czech Republic; Faculty of Military Health Sciences, University of Defense, Hradec Kralove, Czech Republic; Institute of Cell Biology, National Academy of Sciences of Ukraine, Lviv, Ukraine; Institute of Molecular Biology and Genetics, National Academy of Science of Ukraine, Kyiv, Ukraine;

Danylo Halytsky Lviv National Medical University, Lviv, Ukraine; Palladin Institute of Biochemistry, National Academy of Sciences of Ukraine, Kyiv, Ukraine; School of Medicine University J. J. Strossmayer Osijek, Croatia).

UNICA Brussels Education Services expert
ISPIM

AIB Academy of International Business

NZZ - National foundation for science BICRO - member of investment committee until 2012

Government committee for scientific innovation policy until 2012

Croatian Economists' Society 2002-present

2009- Regional Priorities NUTS 2 Regions - Ministry MRRSVG

2009- Promotor

National qualification framework

Contact: Prof. Mile Dzelalija (mile@pmf.st)

2008- Member

Government innovation adviser committee

Hrvoje Mestric, Director Ministry of Science, (Hrvoje.mestric@mzos.hr)

BICRO-The Business Innovation Centre of Croatia – BICRO, Ltd. was founded by the Croatian Government

2008

Leading Training Seminar Modernisation in Higher Education Promoting Higher Education Reform: Quality through Modernisation of Universities, Tempus Teams of Higher Education Reforms Experts, 16, 17, June 2008; Brussels Education Services, UNICA

2000 –

Cooperation with Michael G. Harvey (Professor of International Business at University of Mississippi, USA and Bond University Australia), contact: mharvey@bond.edu.au, mharvey@bus.olemiss.edu

Responsibility for VET Croatian educational test of entrepreneurship competency, 2001

Lecturer of entrepreneurship in SMEs, 1996-1999

2001-

The University Fellows International Research Consortium 41 countries- contact Prof. David Ralston

Zagreb UNICA Brussels Education Services, UNICA, University of Zagreb, contact: Ms Eva REINA (e-mail: project@unica-network.eu)

Leading multinational research teams and research communities, adviser for small firms and Croatian Chamber of Commerce and high tech firms, Đuro Đaković Holding. In the prioritization of resources in consultancies expertise research it for the firms important to combine consideration for both theoretical and methodological quality with coverage of thematically important areas of the discipline. In light of this it is also important that teaching in the Entrepreneurship, Innovation and international Business be based upon the expertise's given results.

Participated as trainer in workshop organized by UNICA Brussels Education Services for trainers in EU and Croatia. Formal research training was offered through short courses and structured research training programmes provided by the Cider Sinai Hospital LA

Leading several workshops with aim to analyze financial capacity of universities, foster VET education, bridging the industry and academia.

Expert in IPA Cross border program Pecs Hungary- University of Osijek 2010

Expert in IPA Cross border program Pecs Hungary- University of Osijek 2011-The management guide the R&D's results, the innovations (new products and technology), to create the necessary documents, establish the corresponding HR and infrastructure's bases; form the potential Network, set up the Service Assistances' System, Basic terms: KT, TT, IP, innovation; SWOT analysis

2007/8 - National Investment Committee – Member Responsible for granting entrepreneurship funds - 4 years of professional experience related to evaluation activities , evaluations within EU pre-accession or Structural and Cohesion Funds;);

Experience in conducting programs or thematic evaluation for World Bank –Research Capacity of University of Rijeka; member of National I reaccreditation team for Business schools in Croatia.

More than 20 years expertise in the field of:

Training of the trainers, Vocational Education, Institutional and Capacity building, reconstructions of the companies (ex: project for Croatian Foster, Croatian Electricity, MUNGOS, ZET) Policy Analysis and practice for regional development NUTS2 as support of the Regional strategy Ministry of Regional Development, Expert for World bank about Research capacities , EU Tempus evaluation team; ISCED level 5/6

SPECIFIC EXPERIENCE

- ✓ European Commission / OECD expert author of background report for HEInnovate Croatia
- ✓ EC Horizon 2020 reviewer for more than 20 projects
- ✓ AACSB -Head of accreditation for the University of Zagreb,
- ✓ AACSB volunteer
- ✓ Europeana foundation Management Development- EFMD – member of accreditation team
- ✓ Entrepreneurship expert at Tempus ASPIRE project Jordan, Lebanon and West Bank Palestine
- ✓ Manchester Metropolitan University Leonardo Project-2012-preparation visit
- ✓ UK, Manchester Metropolitan University 2011-EU Leonardo grant-project preparation visit
- ✓ ERASMUS visiting Nottingham Business School, Nottingham Trent University, Nottingham, The UK
- ✓ 2012 – professor , at Nottingham Business School, Nottingham Trent University, Nottingham, The UK,
- ✓ 1st August – 31st December 2012 Columbus State University, Georgia, the USA,
- 2012 - 10th – 19th June National Tsing Hua University (NTHU), Republic of China, Taiwan,
- ✓ May 2011 EU ERASMUS visiting professor, University of Complutense, Madrid Spain
- ✓ June 2011-University of Graz Entrepreneurship for MBA students,

- ✓ 2010- Comenius University, Bratislava, Slovakia bilateral exchange, visiting professor, invited lecturer.
- ✓ 2010 Tempus project - Capacity Building for Research in Croatia". Participants:
- ✓ Groningen; The Netherlands
- ✓ Slovakia Bratislava 2010-University Bilateral exchange
- ✓ Nice-2009/2010-Tempus site visit
- ✓ Israel-2009/2010-Tempus site visit
- ✓ Lithuania-2009/2010-Tempus site visit
- ✓ 2009 Spain, Granada-Tempus Building Research capacity, site visit
- ✓ 2009 Estonia, Tartu-Tempus Building Research capacity, site visit
- ✓ 2009 The Netherland, Groningen Tempus Building Research capacity,
- ✓ Wien , School of Medicine-Tempus Steamed expert
- ✓ Los Angeles, USA-2 weeks, Transfer technology, evaluation of research capacity in RECPOT consortium December 2006
- ✓ Bratislava, Slovakia - 2 weeks, September 2006, INN
- ✓ Scotland Strathclyde University - 2003, 2004, 2005, 2006
- ✓ Sarajevo, BIH - 2009 (workshop in HE)
- ✓ Zagreb, Croatia Tempus Centre - 2 months, 2006, Workshop, Vocational education, Leader, Entrepreneurship Zagreb - Higher education
- ✓ Zadar - 2007 Lecturer, Executive education: Engineering Management, Tempus JEP Capacity building for research in Croatia CBRC-participation
- ✓ Strathclyde University Scotland , Glasgow - 3 months 2006 Tempus individual grant Developing Teaching Models in Transfer Technology Fields
- ✓ Buckhurst Romania - 1 Week lecturer in Research Management 2007
- ✓ 1995 - Continuously performing entrepreneurship exams for Croatian Chamber of Trades and Crafts

Member of the international conference scientific comity, track chair and proponent

1. **EURAM 2019**, Lisbon, Portugal **track proponent Entrepreneurship, Regions and Regional Development**
2. **EURAM 2018**, Reykjavik Iceland **track proponent Entrepreneurship, Regions and Regional Development**
3. **EURAM 2017** , Glasgow , **Scotland**, Iceland **track proponent Entrepreneurship, Regions and Regional Development**
4. **EURAM**, Paris, France 2016, June 1-3rd Track Iceland **track proponent Entrepreneurship, Regions and Regional Development**
5. **ICIMT Rome 2016**: 18th International Conference on Innovation, Management and Technology
6. **2016 OFEL** Dubrovnik International OFEL Conference on Governance, Management and Entrepreneurship,
7. 2015 OFEL Dubrovnik International OFEL Conference on Governance, Management and Entrepreneurship,
8. Gender work and Organization, 8th Biennial International Interdisciplinary conference, 24th – 26th June, 2014 , Keele University, The UK
9. *2014 MOTSP Management of Technology, Step to Sustainable Production, June 8-11*
10. 2014 OFEL Dubrovnik International OFEL Conference on Governance, Management and Entrepreneurship, April 3-5th
11. 2014 International Conference on Innovation and Management, Barcelona, 27-28. Veljača <http://www.waset.org/conference/2014/02/barcelona/ICIM/committees>
12. the 11th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning – ICICKM 2014, 6-7 November, Sydney, Australia
13. <http://academic-conferences.org/icickm/icickm2014/icickm14-committee.htm>

14. CIESM 2013 : International Conference on Innovation, Entrepreneurship and Strategic Management, Dubai, 2- 3 December 2013.
<http://www.waset.org/conference/2013/12/dubai/ICIESM/committees>
15. 6th International Business Development Conference on Economic Policy & Small and Medium Enterprises_BDC 2013 8th November 2013
<http://www.ef.unze.ba/konfCommittees.html>
16. ICHL 2013, International Conference on Huanitarina Logisitcs, 2-3rd December, Raipur, India ,<http://www.iimraipur.ac.in/ichl2013/advisory.php>
17. Medes 2013, International ACM Conference on Management of Emergent Digital EcoSystems, October 29-31, 2013, Luxemburg
18. MOTSP 5th International Scientific Conference Management of Technology Step to Sustainable Production, Novi Vinodolski, May 29-31, 2013
19. 2013 OFEL Dubrovnik International OFEL Conference on Governance, Management and Entrepreneurship, April
20. International Conference on Emerging Economies – Prospects and Challenges” on 12th& 13th of January 2012 Symbiosis International University (SIU), the Symbiosis Institute of International Business (SIIB)
21. 2012 MOTSP 4th International Scientific Conference Management of Technology Step to Sustainable Production, Zadar , June 14-16, 2012
22. IMDA TWENTY FIRST ANNUAL WORLD BUSINESS CONGRESS ,July 4-8, 2012, Finland
23. International Conference on Trade, Markets and Sustainability, February 22-23rd 2013 the Symbiosis Institute of International Business (SIIB) http://www.siibconference.in/call_of_papers.aspx?id=2
24. 1st International Conference on Management of Technologies & Information security,2010.January 21-24,*The Indian Institute of Information Technology Allahabad*
25. <http://icmis.iiita.ac.in/International%20Program%20committee.htm>
26. International confernece Innovation Driven Entreprenurship, BMR 2010, 14-16 th October, Lithuania, http://www.ism.lt/bmra/2010/conference_committees.html
27. Conference: Entrepreneurship Without Borders,16 - 18, November 2009, Israel, http://www.kenesbiz.com/ Uploads/5038TEMPUS_1.pdf
28. *MOTSP Management of Technology, Step to Sustainable Production, June 08-10.2011. Bol, Brač, Croatia*
29. *Conference on Emerging Economies (ICEE-2012) January 12-13, 2012 u Pune, India*
30. The Asian Business & Management Conference ABMC, October 7-9, **Osaka, Japan** <http://iafor.org/iafor/abmc2010/> The 1st Asian Conference on Media and Mass Communication 2010, Osaka, Japan, ISSN: 2185-6184
31. «ATCD Advanced Technology for Developing Countries» Strojarskom fakultetu u Slavonskom Brodu; 2007, „Vallis Aurea“Focus on: Regional Development/Branko Katalinić (ur.). Pozega-Vienna, Croatia-Austria: Polytechnik of Požega, Croatia & DAAAM International Vienna, Austria;

NUMBER OF PAPERS in THE DATA BASE

Web of Science 89, Cited 866 ; h index 17

Current Content 45

Scopus 113 papers; Cited 1114

h index – 18

AWARDS and recognitions

The IJHRM most cited paper in 2016.

Emerald Literati Award for Outstanding Papers: Highly Commended Paper 2016 Baltic Journal of Management

Emerald Literati Network
April 2016

<http://www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2016>

Highly Commended Paper 2016 of the *Baltic Journal of Management*

Emerald Literati Award 2019 for Outstanding Reviewer

2014, 2015, 2016 Author with highest number of papers and citations in the Wos at University of Zagreb Faculty of Economics and Business Croatia

TOP HOT 25 IN The Journal of World Business FOR PERIOD 2000 – 2007.

Anna Shaojie Cui, David Griffith , S. Tamer Cavusgil, Marina Dabić(2006) The Influence of Market and Cultural Environmental factors on Technology Transfer: A Croatian Illustration, *The Journal of World Business* , Vol. 41. No 2 pp. 100-111

Annexes

LIST OF PUBLICATIONS

Call for papers

1. Dabić, M., Daim, T., Bogers, M., Menton A-L. The limits of open innovation: Failures, risks, and costs in open innovation practice and theory” *technovation*, IF. 5.8 ABS 3*
<https://www.journals.elsevier.com/technovation/call-for-papers/special-issue-the-limits-of-open-innovation>
2. Bianchi, M., Marzi, G., Dabić, M. Agile beyond software – In search of flexibility in a wide range of innovation projects and industries – *IEEE Transactions on Engineering Management*, IEEE ABS3 *
3. Dabić, M. Kovač, I. Ratten, V. International Networks Between Europe, the United States, Australia and Emerging markets: Challenges in the "New Reality" - *European Journal of International Management*, IF ABS 2 *
4. Dabić, M. Moeller, M., Caputo, A., Stoermer, S. Knowledge Sharing and its Management in an International Work Environment: Drivers, Challenges and Consequences – *Journal of Global Mobility*, Emerald ABS 2*
5. Bresciani, S., Dabić, M., Bertelo, A. Collaborative technological development for addressing grand challenges: opportunities, limitations, and new frameworks – *Technology in Society*, ELSEVIER
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Marina Dabić received the master degree in Economics, M.Sc. in Marketing and PhD. focus on transfer technology from the University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia. She has dual position at University of Zagreb and at Nottingham Trent University, the United Kingdom.

She is professor of International Entrepreneurship, Transfer technology, New Business venturing, Open innovation in Global Networks and International Business at UNIZG and at NTU.

Prof. Marina Dabić is the first Croatian **grant holder** of the Tempus Joint Project: “*Fostering Entrepreneurship in Higher Education*” in 2008, with a budget of EUR 1.03 million. In her career, she has achieved success and acclaim in a range of different projects, such as HORIZON 2020 RISE, ERASMUS +, LLL Leonardo da Vinci, EC Interreg, and is a working package leader for Industry 4.0 in the Openinnotrain project granted by the European Commission.

Since 2016 she is a permanent reviewer for the EC Horizon 2020 projects on “Circular Economy Calls”. She has evaluated more than 50 projects to date. She is evaluator for the European Science Foundation France and the junior and senior research projects of the Research Foundation Flanders (FWO) Netherland.

She prepared background report for OECD/EC HEInnovate for Croatia and has been contact person for Digital Innovation Hubs Catalogue by EU. She is a partner for the GLOBE research.

In 2012 she received The Ellen MacArthur Foundation fellowship for training in circular economy and Cradle to Cradle (Amsterdam, Netherland).

Currently, she is the guest editor for: *IEEE-TEM*, *Technovation*, *Journal of Knowledge Management*, *Management of Environmental Quality*, *Journal of Intellectual Capital*, *British Food Journal*, and *European Journal of International Management*. Jointly with professor Tugrul Daim she is the editor of the book serial Applied Innovation and Technology Management, published by Springer.

Encompassing 200 journal articles, 12 book chapters and 7 books (edited as well as the monograph), her work has been published in the wide variety of international journals, including the *Journal of International Business Studies*, *Journal of World Business*, *Journal of Business Research*, *Technological Forecasting and Social Change*, *Small Business Economics*, *Management International Review*, *International Business Review*, *International Journal of Human Resource Management*, *IEEE- Transactions on Engineering Management*, *Journal of Business Ethics*, *Organizational Dynamics*, *Journal of Transfer Technology*, *Technology in Society*, *Technology Analysis & Strategic Management* among many others.

She was established editor of the International Journal of Transition and Innovation systems, Inderscience. She participated at more than 130 international conferences and has been invited speaker at more than 30 conferences, as well as the member of the conference board at more than 70 conferences. Currently she is the chair for the IEEE-TEMSCON Europe planned for May 17th-19th 2021.

Prof. Dabić is an **Associate Editor** of the *Technological Forecasting and Social Change*, Elsevier, Department Editor for *IEEE - Transactions on Engineering Management* (both journals are listed as ABS 3*) and associate editor for *Technology in Society* Elsevier. She is member of the editorial board of *Journal of Knowledge Management*, *Journal of Business Research* and is on fifteens other journal's editorial boards. Additionally, prof. Dabić served as member of the Editorial Board of *Journal of World Business* from 2006-2019.

In the Scopus scientific database, she has 113 papers and 1113 citations, an h-index score of 18 and she is the most cited Croatian scientist in the field of economics. In 2014, 2015, 2016, 2017 and 2018 she received recognition of the Faculty of Economics, University of Zagreb for her special contributions to scientific productivity of the faculty, for having the highest number of indexed papers and the highest overall citation score of faculty staff on the database Web of Science Core collection.

In 2016, she co-authored a monograph entitled *Entrepreneurial University in Innovation Seeking Countries Challenges and Opportunities* (MacMillan Palgrave, USA). In 2019, she was editor of the book *R&D Management in the Knowledge Era Challenges of Emerging Technologies*, published by Springer.

Prof Dabic is Head of Accreditations at University of Zagreb, Faculty of Economics and Business EPAS and AACSB accredited school, and AACSB member of volunteers.

Prof Dabić served as EPAS review team member for Kingston University, University of Krakow, University of Belgrade, RISEBA, Estonia, HSEC, Liege, Belgium, among others. She has been invited speaker at AACSB conference in Washington DC 2018 on Research/Intellectual contribution and AACSB European conference 2020.

She was a member of the executive evaluation board of BICRO and a consultant for the World Bank.

Professor Dabić Marina has been elected to the IEEE-TEMS Board of Governors for period 2020-2022 and its representative in IEEE - Women in Engineering board.

She received **Phi Beta Delta award** for International Scholars at CSU, Georgia, USA, where she had been visiting professor during 2012.

She served as the main supervisor for 6 PhD candidate and external evaluator for more than 10 PhDs at: University of Portland, USA; Leicester University and University of Gloucestershire, the United Kingdom; Polytechnic Milano, Italy; University of South Australia; Australia Lappeenranta University, Finland; Complutense University of Madrid, Spain; University of Zagreb, Croatia among others. She has been external examiner at MBA level for the University of Malta. In the 2012 winter semester, she was a visiting professor and bearer of the Milder Muller Fellowship at Columbus State University, Georgia, (USA).

Prof Dabic received the “Highly Commended Award” at the Emerald Literati Network Awards for Excellence in 2017 and 2018 and TOP HOT 25 in the Journal of World Business for period 2000 – 2007.

Prof Dabić is member of supervisory board of Podravka Company, biggest food company in CEE.

She has received a 4.87 mark for her teaching as part of the evaluation at Nottingham Trent University. Her areas of interest include innovations, open innovations, product development, absorption capacities, circular economy, circular economy business models, development of the ecosystems, knowledge management, knowledge transfer and technology, strategic decision-making, multinational corporations, industry 4.0, work values and smart specialisations.

Funding

Funded Grant Proposals: EU PROJECTS or international grant holder or partner

1. 2018 -2022 H2020-MSCA-RISE-2018 title: Open Innovation – Research Translation and Applied Knowledge Exchange in Practice through University Industry-Cooperation.
2. 2016 – 2019 ERASMUS + Entrepreneurial Universities for Industry Alliances (EUFORIA) EUFORIA.
3. 2013 - 2017 ERASMUS Network project Open Innovation.
4. 2012- 2014 EC - LLL Leonardo Project, SLIM - Transfer of Innovation from Idea to Market, partner with Manchester Metropolitan University as grant holder.
5. 2012-2014 Tempus expert on the project Achieving Sustainable Programmes in Regeneration and Entrepreneurship: Jordan, Lebanon and Palestinian Territories, Occupied - ASPIRE Tempus project.
6. 2012 - Taiwan Research Visiting Scholar Grant Program funded by Education division, Taipei Economics and Cultural Office in Austria.
7. Tempus 2008 – 2011. EU Fostering Entrepreneurship in higher education (grant holder); Project number: 144713- Tempus 2008 HR-JPCR (2008-4745), budget 1.1 mil Euros; 12 partners from Croatia (University of Split, University of Zagreb, University of Pula),

Poland, Austria, Slovenia, Israel, Belgium, France and Lithuania. Please visit the web site: <http://www.tempus.efzg.hr>

8. 2008 - 2010 : Croatian Slovenian Project: Management Tools in EU and Croatia – project grant holder.
9. 2008- 2010 Tempus project - Capacity Building for Research in Croatia. Participants: Groningen, the Netherlands; TARTU, Estonia; Granada; Spain. Tempus – EU 2006-2007 STEAMED Standardization Education in Medicine; position: expert.
10. 2003 - Tempus - EU individual Mobility grant; Project title: “Developing Teaching Models in Transfer Technology Fields”, with University of Strathclyde, DMEM Department, Glasgow, SCOTLAND, UK.
11. 2003 - Academic Links and International Scheme ALIS - International bilateral project (Croatia-United Kingdom); main researcher of the project “Managing Technology transfer - issues and dimensions in a globalised market”, University of Strathclyde, Glasgow, Scotland; UK.
12. 2002- Main Croatian researcher for the research project “Work and working values”, University Fellows Research Consortium, University Oklahoma, USA.
13. 2002 - Academic Links and International Scheme ALIS -International bilateral project (Croatia-United Kingdom), Project leader.
14. Project Title - Managing Technology transfer - issues and dimensions in a globalised market, University of Strathclyde, Glasgow, Scotland; UK.
15. 2001 - Academic Links and International Scheme ALIS -International bilateral project (Croatia-United Kingdom), Project leader.
16. Managing Technology transfer- issues and dimensions in a globalised market 3 weeks, University of Strathclyde, Glasgow, Scotland; UK.

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7. [Circular economy and entrepreneurial ecosystems: A missing link? - Management of Environmental Quality, Emerald](#)
8. Dabić, M. Kiessling, T., Ratten, V. [Enhancing policies and measurements of intellectual capital: Macro, meso or micro analysis – Journal of Intellectual Capital IF 4.8 ABS 2*](#)
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2021 IEEE Technology & Engineering Management Conference - Europe (TEMSCON-EUR) - Virtual Conference and In-Person Event in Dubrovnik (Conditions Permitting) 17th -21st May 2021 INNOVATION NETWORKS, ENTREPRENEURSHIP, INFORMATION TECHNOLOGY AND ARTIFICIAL INTELLIGENCE, <https://2021.europe.temscon.org/>



Sveučilište u Zagrebu

REPUBLIKA HRVATSKA

Na temelju članka 21. i 84. Statuta Sveučilišta u Zagrebu,
sukladno članku 67. stavku 3. Zakona o izmjenama i dopunama Zakona o znanstvenoj
djelatnosti i visokom obrazovanju,
na prijedlog Povjerenstva za utvrđivanje kriterija i potvrdu izbora u zvanje,

Senat Sveučilišta u Zagrebu potvrđuje da je

dr. sc. **MARINA DABIĆ**

redovita profesorica
Ekonomskog fakulteta Sveučilišta u Zagrebu
izabrana u trajno znanstveno-nastavno zvanje

REDOVITE PROFESORICE

u području društvenih znanosti,
polje: ekonomija, grana: organizacija i menadžment

Klasa: 640-03/14-07/40
Urbroj: 380-021/081-14-1
Zagreb, 20. svibnja 2014.

REKTOR

Prof. dr. sc. Aleksa Bjeliš



Europass Curriculum Vitae

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Radno iskustvo

Datumi **24.09.2021. – danas Univerzitet Crne Gore**
Zanimanje ili radno mjesto **Redovni profesor na Univerzitetu Crne Gore**
Glavni poslovi i odgovornosti Izvodi nastavu na grupi predmeta iz naučne oblasti **Menadžment i marketing**. Predmeti na kojima je angažovan na osnovnim studijama: **Biznis, Principi marketinga** na **Ekonomskom fakultetu** u Podgorici i **Teorija menadžmenta** na **Pomorskom fakultetu** u Kotoru. Na studijskom programu **Menadžment** u Podgorici i Bijelom Polju, izvodi nastavu na predmetima **Biznis, Preduzetništvo, Osnovi marketinga**. Na **Postdiplomskim master studijama** Ekonomskog fakulteta angažovan je na predmetima **Brend menadžment, Strategijski marketing** i **Metrika marketinga**, dok je na master studijama na **Mašinskom fakultetu** angažovan na predmetu **Satisfakcija potrošača**. Na doktorskim studijama na Ekonomskom fakultetu angažovan na predmetu **Metrika marketinga**. Na doktorskim studijama na **Fakultetu za turizam i hotelijerstvo** izvodi predmet **Marketing istraživanje u turizmu**.

2021 - Član Naučnog odbora Univerziteta Crne Gore
2019 – 2022 Prodekan za međunarodnu saradnju
2017 – 2022 Član Odbora za upravljanje sistemom kvaliteta na Univerzitetu Crne Gore
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2016 – 2019 Predsjednik komisije za Postdiplomske studije
2016 – 2019 Predsjednik Komisije za kvalitet na Ekonomskom fakultetu
2015 – 2016 Rukovodilac akademskih studija Ekonomskog fakulteta
2013 – 2014 Prodekan za nastavu
2013 – 2014 Rukovodilac programa *Distance learning - Učenje na daljinu*
2013 – 2015 Rukovodilac Centra za razvoj karijere na Ekonomskom fakultetu
2013 – 2016 Član Komisije za nastavna pitanja na Ekonomskom fakultetu
2013 – 2014 Predsjednik Komisije za kvalitet na Ekonomskom fakultetu

Ime i adresa poslodavca **Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Jovana Tomaševića 37, 81000 Podgorica, Crna Gora, www.ucg.ac.me/ef;**

Datum **27.10.2016. – 24.09.2021. Univerzitet Crne Gore – Vanredni profesor**
02.06.2011 – 27.10.2016. Univerzitet Crne Gore - Docent

Datum **01.02.2004. – 02.06.2011. Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Zanimanje ili radno mjesto **Saradnik u nastavi**
Glavni poslovi i odgovornosti Na **Ekonomskom fakultetu** u Podgorici, kao saradnik u nastavi, dr Boban Melović bio je angažovan na većem broju predmeta iz oblasti marketinga i menadžmenta: **Marketing, Menadžment, Marketing malog biznisa, Razumijevanje potrošača i Razvoj organizacije**. Na **Studijama menadžmenta** u Podgorici bio je angažovan na predmetima **Osnovi marketinga, Istraživanje marketinga, Marketing menadžment malog biznisa, Marketing u trgovini i Ekonomija firme**. Na **Studijama menadžmenta** u Bijelom Polju bio je angažovan na predmetu **Osnove marketinga**. Na **Mašinskom fakultetu** u Podgorici bio je angažovan na predmetu **Marketing u saobraćaju**.

Datum	01.02.2003. – 01.02.2004. Ekonomski fakultet Podgorica, Univerzitet Crne Gore
Zanimanje ili radno mjesto	Demonstrator
Glavni poslovi i odgovornosti	Demonstrator na predmetu Menadžment
Obrazovanje i osposobljavanje	
Datumi	19.03.2007. - 17.12.2009.
Naziv dodijeljene kvalifikacije	Doktor ekonomskih nauka
Glavni predmeti / stečene profesionalne vještine	Doktorska disertacija: „ Marketing menadžment u funkciji kreiranja brenda – primjer Crne Gore “
Ime i vrsta organizacije pružatelja obrazovanja i osposobljavanja	Univerzitet Crne Gore, Ekonomski fakultet Podgorica
Datumi	01.10.2003 - 13.07.2006
Naziv dodijeljene kvalifikacije	Magistar ekonomskih nauka
Glavni predmeti / stečene profesionalne vještine	Postdiplomske studije - Ekonomski fakultet Beograd Smjer: Međunarodni menadžment i marketing Položio 10 ispita i odbranio javno dva pristupna-seminarska rada sa najvećim ocjenama. Magistarska teza: „ Strategijski značaj međunarodnog benchmarkinga za unapređenje menadžmenta i marketinga “
Ime i vrsta organizacije pružatelja obrazovanja i osposobljavanja	Univerzitet u Beogradu, Ekonomski fakultet, Kamenička 6, 11000 Beograd, Srbija
Datumi	01.10.1999. - 11.07.2003.
Naziv dodijeljene kvalifikacije	Diplomirani ekonomista
Glavni predmeti / stečene profesionalne vještine	Prosječna ocjena na studijama 9.75. Diplomski rad: „ Uloga menadžmenta i značaj strategijskog menadžmenta u savremenom poslovanju preduzeća na primjeru preduzeća “Telekom Crne Gore” AD “
Ime i vrsta organizacije pružatelja obrazovanja i osposobljavanja	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, 81000 Podgorica, Crna Gora
Datumi	1995. – 1999.
Naziv dodijeljene kvalifikacije	Srednja stručna škola Pljevlja
Glavni predmeti / stečene profesionalne vještine	Đak generacije i dobitnik diplome "Luča". Učesnik većeg broja državnih i lokalnih takmičenja.
Ime i vrsta organizacije pružatelja obrazovanja i osposobljavanja	Srednja stručna škola Pljevlja, Pljevlja, Crna Gora
Datumi	1987. – 1995.
Naziv dodijeljene kvalifikacije	Osnovna škola “Boško Buha“ Pljevlja
Glavni predmeti / stečene profesionalne vještine	Đak generacije i dobitnik diplome "Luča". Učesnik većeg broja državnih i lokalnih takmičenja.
Ime i vrsta organizacije pružatelja obrazovanja i osposobljavanja	Osnovna škola “Boško Buha“, Pljevlja, Pljevlja, Crna Gora
Studijski boravci – (odabrano)	Prof. dr Boban Melović je obavio veći broj nekoliko specijalizacija u inostranstvu, među kojima su: Češka (2019), Poljska (2018), Univerzitet u Temišvaru (2018), Jiangnan University China (2014); Catholic University of Portugal, Lisbon (2012); Faculty of Law, ELSA, Istanbul, Turkey, (2011); Ekonomski fakultet Sarajevo (2010); Colchester, Velika Britanija (2010); Ekonomski fakultet Univerziteta u Ljubljani (2009); Royal Institute of Technology (KTH), Stocholm, Švedska (2008); Zagrebačka škola ekonomije i menadžmenta, Hrvatska (2008); RESEGE, Chisinau, Moldova (2005); FNEGE foundation, Ohrid, Makedonija (2004).

Nagrade i priznanja u toku studija

Tokom studija bio je dobitnik brojnih akademskih nagrada, među kojima se posebno ističu: redovne godišnje nagrade za najbolje studente Ekonomskog fakulteta (laureat za sve četiri godine studija), Nagrada Ministarstva prosvjete i nauke (više puta), Nagrada opštine Pljevlja, Nagrada Vojvođanske banke, Nagrada Kombinata aluminijuma Podgorica.

Dobitnik je i brojnih godišnjih stipendija: Stipendije Ekonomskog fakulteta (više puta), Stipendije Opštine Pljevlja (najbolji student opštine), "Stipendije za talentovane studente" Ministarstva prosvjete i nauke Crne Gore (više puta). Takođe, jedan je od dobitnika stipendije AtlasMont banke, koja se namijenjena najboljim studentima u Crnoj Gori. Na trećoj i četvrtoj godini studija bio je dobitnik i nagrade Univerziteta Crne Gore.

Lične osobine i kompetencije

Jezici

Samoprocjena

Evropski nivo

Engleski

Razumijevanje		Govor		Pisanje			
Slušanje		Čitanje		Govorna interakcija		Govorna produkcija	
C1		C1		C1		C1	

(*) Common European Framework of Reference for Languages

Bibliografija, angažmani – sumarno

Autor ili koautor je četiri knjige, više poglavlja u međunarodnim monografijama i velikog broja naučnih i stručnih radova iz oblasti marketinga, menadžmenta, preduzetništva, brenda i turizma. Učestvovao na velikom broju domaćih i međunarodnih naučnih skupova. U dosadašnjoj karijeri učestvovao je u većem broju naučnih i stručnih projekata i bio član različitih ekspertskih i radnih grupa. U periodu 2012-2020. godine bio je član Centra mladih naučnika Crnogorske akademije nauka i umjetnosti (CANU). Gostujući je profesor na nekoliko fakulteta. Član međunarodne redakcije i uredništva više časopisa, te član naučnog i organizacionog odbora većeg broja naučnih konferencija. Posjeduje *WorldSkills Europe Expert Certificate*. Dvostruki je dobitnik Priznanja Univerziteta Crne Gore za postidgnute rezultate i posebne doprinose u razvoju naučno-istraživačkog rada i međunarodnog pozicioniranja (2019, 2020).

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Knjige studijskog karaktera:

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Mitrović, S., Melović, B. (2013) **"Challenges for management engineers in modern business environment"** (Chapter IX), In: Hans-Jörg Bullinger and Dieter Spath (Eds.), Challenges for the Future - Engineering Management, *monograph*, pp. 165-179. ISBN 978-3-902734-01-3. Published by: Faculty of Technical Sciences, (University of Novi Sad); Fraunhofer IAO (Stuttgart, Germany) and DAAAM International (Vienna, Austria).

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Radovi objavljeni u časopisima koji se nalaze u međunarodnim bazama (SCI/SSCI lista):

Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). *The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro*, Technology in Society, Vol. 63, 101425.

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Mentorstva

Na Ekonomskom fakultetu i Studijama menadžmenta u Podgorici i Bijelom Polju dr Boban Melović je bio mentor pri izradi više od velikog broja **diplomskih radova**. Takođe, do sada je bio mentor na **većem broju magistarskih i specijalističkih radova**.

Gostujući profesor

ERASMUS mobilnost u studijskoj 2016/2017, 2017/2018, 2018/2019, 2019/2020, 2021/2022.

Univerzitet u Istočnom Sarajevu, Ekonomski fakultet Pale, gostujući profesor na akademskim postdiplomskim magistarskim studijama, izabran za studijske 2014/2015 (Odluka Senata UCG 08-1280/3 od 04.09.2014.); 2015/2016. godinu (Odluka Senata UCG 08-3124/1 od 23.12.2015.) i 2017/18. godinu (Odluka Senata UCG 03-2783/1 od 06.11.2017. godine).

CEEPUS gostujući profesor na University of Novi Sad, Faculty of Technical Sciences u studijskoj 2015/16, 2016/17 i 2017/18. godini (kondenzovana nastava na predmetu *Principi inženjerskog menadžmenta* – tematska oblast: Brend menadžment), CEEPUS mreža: CIII-SK-0044-10-1516 – *Applied Economics and Management*

Faculty of Economics Skopje at St. Cyril and Methodius University - predavač na IVth International Summer School “Make A Difference - Become a Sustainable Competitive Advantage EU Leader”, Ohrid, Macedonia, 08-17.08.2015.

Organizacija naučnih skupova

Član Naučnog i Organizacionog odbora konferencije Jahorinski poslovni forum, Jahorina, 2016.

Član Naučnog odbora 2. Kongresa sportskog turizma: globalni i nacionalni izazovi sportskog turizma, Makarska, Hrvatska, 2016.

Član Naučnog odbora Međunarodnog naučnog skupa Turizam u funkciji razvoja Republike Srbije – banjski turizam u Srbiji i iskustva drugih zemalja, Univerzitet u Kragujevcu, Fakultet za hotelijerstvo i turizam u Vrnjačkoj Banji, 2016.

Član Naučnog i Organizacionog odbora konferencije Jahorinski poslovni dani, Jahorina, 2015.

Član Organizacionog odbora IV International Conference on Entrepreneurship and Innovation as Precondition for Economic Development, Podgorica, 2014.

Član Naučnog odbora konferencije Socijalni identitet u uslovima krize: problemi i rješenja, Novi Sad, 2011.

Član Organizacionog odbora konferencije Socijalni identitet u uslovima krize – zaposlenost i nezaposlenost, Novi Sad, 2012.

Rad na projektima

Pored rada sa studentima, dr Boban Melović učestvovao je u izradi jednog broja značajnih projekata i studija koje je realizovao Ekonomski fakultet, a koji su se odnosili na transformaciju i restrukturiranje preduzeća, procjenu vrijednosti imovine, izradu tenderske dokumentacije, kao i izradu biznis planova, investicionih programa i poslovnih strategija brojnih crnogorskih preduzeća, od kojih se posebno izdvajaju:

Naučno-istraživački projekti:

Erasmus+ project: **Strengthening capacities for the implementation of dual education in Montenegro higher education (DUALMON)**, EPPKA2 - Cooperation for innovation and the exchange of good practices - Capacity Building in higher education - Structural Projects.

Bilateralni projekat: 2019-2021. **Brendiranje organskih prehrambenih proizvoda zasnovano na principima održivog razvoja - komparativna studija između Crne Gore i Srbije** (Univerzitet Crne Gore, Univerzitet u Novom Sadu)

Bilateralni projekat: 2019-2021. **Impact of the exchange rate on the foreign trade imbalance in the conditions of the crisis – sustainable development of the new countries of EU and the Western Balkans**, bilateral project

Bilateralni projekat: 2016-2018. **Jačanje konkurentnosti kroz podsticaj razvoja organske poljoprivrede - komparativna studija između Crne Gore i Srbije** (Univerzitet Crne Gore, Univerzitet u Novom Sadu)

Bilateralni projekat: 2016-2017. **Kauzalitet poslovnih ciklusa i strukture finansiranja preduzeća u Bosni i Hercegovini i Crnoj Gori – komparativna analiza** (Univerzitet Crne Gore, Univerzitet "Džemal Bijedić" u Mostaru)

Međunarodni projekat 2011-2014: **Transformacija socijalnog identiteta Srbije u uslovima krize i njen uticaj na evropske integracije**, Univerzitet u Novom Sadu, Fakultet tehničkih nauka Novi Sad, Ministarstvo nauke Republike Srbije, broj 179052, 2011-2014. godina

Bilateralni projekat: 2014-2016. **Podizanje konkurentnosti kroz saradnju: komparativna studija o naučno-tehnološkim inovacijama u poljoprivredi, difuziji i komunikacionim sistemima između Kine i Crne Gore** (University of Montenegro, Jiangnan University China)

Nacionalni projekat: 2012-2014. **Konkurentnost građevinskog sektora u Crnoj Gori – uslovi, mogućnosti i pravci unapređenja**, Ministarstvo nauke Crne Gore.

Nacionalni projekat: 2009-2011. **Primjena koncepta intelektualnog kapitala u savremenoj poslovnoj praksi**, Ekonomski fakultet Podgorica, Ministarstvo prosvjete i nauke Crne Gore.

Privredni projekti:

Marketing strategija Crnogorskog Olimpijskog Komiteta – pozicioniranje sporta kao elementa nacionalnog brenda, COK, Podgorica, 2016. godina

Biznis plan preduzeća "Open Box Studio", Podgorica 2016. godina

Pravno-finansijska analiza poslovanja FK "Sutjeska", Nikšić, 2014. godina

Investicioni elaborat za proširenje djelatnosti preduzeća „Tehnoput“ DOO, Tehnoput DOO, Podgorica, 2011. godina

Biznis plan preduzeća "Primera Polis" DOO, Primera Polis, Podgorica 2011. godina

Investicioni elaborat za rekonstrukciju restorana „SPORT CAFE“ – Shopping Mall „Delta“, Sport Cafe, Podgorica, 2011. godina

Investicioni elaborat za modernizaciju sportske dvorane „VENOM“, VENOM, Podgorica, 2010. godina

Investicioni program kompanije "Barska plovidba" AD Bar, Barska plovidba AD Bar, 2010. godine

„Ocjena efekata dosadašnje privatizacije u Crnoj Gori“, Vlada Crne Gore, Podgorica, 2009. godina

„Ažuriranje procjene vrijednosti osnovnih sredstava Elektroprivrede Crne Gore“, EPCG, Nikšić, 2008. godina

„Marketing istraživanje konkurentnosti poljoprivrednih proizvoda područja Bihor“, BMC Podgorica, 2008. godina

„Izbor najboljeg preduzeća u Crnoj Gori 2007. godine“, Direkcija za MSP, Podgorica, 2008. godina

Izrada tenderske dokumentacije AD "VEKTRA", AD Vektra, Podgorica, 2007. godina

Investicioni program štamparije "AP Print", AP Print, Podgorica, 2007. godina

Izrada tenderske dokumentacije AD "VEKTRA", AD Vektra, Podgorica, 2006. godina

"Izbor najboljeg preduzeća u Crnoj Gori 2005. godine", Direkcija za MSP, Podgorica, 2006. godina

Biznis plan AD "Marina" Bar za 2006. godinu, AD Marina Bar, 2006. godina

„Nivo razvoja i kvalitet funkcionisanja saobraćajnog sistema Crne Gore“, Direkcija za puteve i Ministarstvo saobraćaja, Podgorica, 2005. godina

Marketing strategija preduzeća "Gradina Company Rožaje", Gradina Company, Rožaje, 2005 godina

Član Centra mladih naučnika Crnogorske akademije nauka i umjetnosti - CANU (2012-2020)

Član Nacionalnog partnerstva za preduzetničko učenje

Član Saveza ekonomista Crne Gore

Član Udruženja ekonomista Podgorice

Član Centra za promociju zdravlja

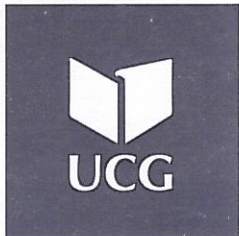
Članstvo u udruženjima

Ostale reference

- Pored navedenih aktivnosti, u toku dosadašnjeg rada ističu se i sljedeće reference:
- Worldskills Europe Expert Certificate – Expert in Entrepreneurship representing Montenegro (2016);
 - Član Savjeta za preduzetničko učenje (april 2016).
 - Član Tehničkog komiteta ISME/TK 007 (predstavnik Ekonomskog fakulteta u Tehničkom komitetu ISME/TK 007 – Društvena odgovornost - Institut za standardizaciju Crne Gore, od 2014. godine)
 - Član radne grupe za izradu Zakona o nacionalnom brendu (Ministarstvo ekonomije, 2015-2016.);
 - Član Komisije za izbor idejno-grafičkog rješenja vizuelnog identiteta (žiga) nacionalnog brenda Crne Gore (Ministarstvo ekonomije, 2015-2016.);
 - Koordinator RESICA mreže (u ime Ekonomskog fakulteta, od 2014.);
 - Koordinator mreže CEEPUS za Crnu Goru: Applied Economics and Management, CIII-SK-0044 (2015/2016.);
 - Član radne grupe za izradu Strategije za cjeloživotno preduzetničko učenje 2014-2019. (Ministarstvo ekonomije, Direkcija za razvoj malih i srednjih preduzeća);
 - Član Nacionalnog partnerstva za preduzetničko učenje, Ministry of Economy, Directorate for development of small and medium sized enterprises;
 - Član stručnog žirija Superbrands Montenegro 2015/16.;
 - Konsultant Ministarstva nauke, Ministarstva prosvjete i Centra za stručno obrazovanje (od 2012.);
 - Predstavnik Ekonomskog fakulteta u saradnji sa kompanijom Ernst&Young (program obrazovanja u okviru strategije za razvoj talenata "Tvoja karijera može početi ovdje" (Ernst&Young i Zavod za zapošljavanje Crne Gore, 2014-2016.);
 - Član stručnog žirija Takmičenja u rješavanju studije slučaja (Ernst&Young, 2014-2016.);
 - Član međunarodne redakcije i recenzent časopisa Economics, izdavač Oikos institut, Bijeljina, Republika Srpska;
 - Stalni recenzent u časopisu Zbornik radova Ekonomskog fakulteta u Istočnom Sarajevu - časopis za ekonomsku teoriju i praksu (od 2014);
 - Član u Scientific council of journal Marketing of Scientific and Research Organisations, Poljska (2017);
 - Recenzent u Časopisu Hotel and Tourism Management, Fakultet za turizam i hotelijerstvo, Vrnjačka Banja (2017);
 - Član redakcionog odbora u časopisu Zbornik radova Ekonomskog fakulteta Brčko (od 2016);
 - Savjetnik za eksterno utvrđivanje kvaliteta obrazovno-vaspitnog rada u JU Srednja ekonomska škola „Mirko Vešović“ u Podgorici (2014, 2015);
 - Član Komisije za dodjelu Studentske nagrade Glavnog grada Podgorice (2013, 2014);
 - Rukovodilac mentoring programa Socijalnog preduzetništva (Centar za razvoj nevladinih organizacija i Ekonomski fakultet, 2014-2015.);

Reference

Reference su dostupne na zahtjev.



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Datum / Date 24.09.2021



Crna Gora
UNIVERZITET CRNE GORE
EKONOMSKI FAKULTET
Broj 01/ 2656
Podgorica, 04.10.2021 god.

Na osnovu člana 72 stav 2 Zakona o visokom obrazovanju („Službeni list Crne Gore“ br 44/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19, 72/19 i 74/20) i člana 32 stav 1 tačka 9 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore na sjednici održanoj 24.09.2021. godine, donio je

ODLUKU O IZBORU U ZVANJE

Dr BOBAN MELOVIĆ bira se u akademsko zvanje redovni profesor Univerziteta Crne Gore iz oblasti **Menadžment i marketing** na **Ekonomskom fakultetu Univerziteta Crne Gore**, na neodređeno vrijeme.



SENAT UNIVERZITETA CRNE GORE
PREDSJEDNIK

B. Božović
Prof. dr Vladimir Božović, rektor



Curriculum vitae



Lični podaci

Prezime i ime **Prof. Dr Mitrović Veljković Slavica, redovni profesor**

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Datum rođenja 05 April 1981.god. u Pljevljima, Crna Gora

Pol ženski

Radno iskustvo

Datum **Oktobar 2005- trenutno**

Zanimanje / radno mesto **Doktor tehničkih nauka/ redovni profesor**
Ime i adresa poslodavca **Univerzitet u Novom Sadu / Fakultet tehničkih nauka, Trg Dositeja Obradovića 6**

Glavni poslovi i odgovornosti Prof.dr Slavica Mitrović Veljković je zaposlena na Fakultetu tehničkih nauka, Univerziteta u Novom Sadu od 2005 godine, na Departmanu za industrijsko inženjerstvo i menadžment. Predavač je na osnovnim, specijalističkim i dokorskim studijama iz oblasti inženjerskog menadžmenta. ***Nastavu izvodi na predmetima: Preduzetništvo i inovacije; Inovacije i preduzetništvo u visokotehnološkim preduzećima; Menadžersko donošenje odluka; Principi inženjerskog menadžmenta i Preduzetni menadžment.***

Takođe, akreditovani je predavač u Nacionalnoj agenciji za javnu upravu pri Vladi Republike Srbije (Upravljanje u javnoj upravi - Donošenje odluka).

Autor i koautor je preko 10 radova na SCI/SSCI listi i velikog broja naučnih radova objavljenih u nacionalnim i međunarodnim časopisima i saopštenih na međunarodnim i domaćim konferencijama (ukupno preko 100 objavljenih radova u širem području od interesa). Koautorka je udžbenika "Principi savremenog menadžmenta" za 2017, kao i koautorka dve fakultetske monografije i jednog praktikuma za vežbe. Pored toga, učesnik je u više naučnoistraživačkih projekata/podprojekata i tema kod Ministarstva prosvete, nauke i tehnološkog razvoja RS i Pokrajinskog sekretarijata za nauku i tehnološki razvoj APV-a, kao i lokalni koordinator mreže CEEPUS.

Obrazovanje	
Datum	2000.-2011. Diplomirani inženjer 2007. Magistar tehničkih nauka 2011. Doktor tehničkih nauka
Naziv dodijeljene kvalifikacije	Doktor tehničkih nauka Iz oblasti: Industrijskog inženjerstva i inženjerskog menadžmenta
Ime i vrsta organizacije gde je stečeno obrazovanje	Univerzitet u Novom Sadu Fakultet Tehničkih Nauka Industrijsko inženjerstvo i menadžment Inženjerski menadžment
Lične veštine i kompetencije	
Eduikator	Služba za upravljanje kadrovima (sada Nacionalna agencija za javnu upravu) pri Vladi Republike Srbije od 2015.godine i u velikom broju organizacija.
Strani jezici	
Nivo (napredni, srednji, početni)	Engleski (čitanje -napredni, pisanje - napredni, govor – napredni) Ruski(čitanje - početni, pisanje - početni, govor – početni) Italijanski (čitanje - početni, pisanje - početni, govor – početni)
Vozačka dozvola	„B“ Kategorija - 2004.god.
Rad na računaru	Odlično poznavanje radna na računaru - MS Office (Word, Excel, Power Point, Outlook Express, Internet Explorer)

Selektovane reference

Knjige, poglavlja, tematski zbornici, praktikum, monografije

1. **Mitrović, S.**, Melović, B. (2017). *Principi savremenog menadžmenta*, drugo izdanje, Univerzitet u Novom Sadu, Fakultet tehničkih nauka, Novi Sad, ISBN 978-86-7892-951. *udžbenik*.
2. **Mitrović, S.**, Melović, B. (2013) Challenges for management engineers in modern business environment (Chapter IX), In: Hans-Jörg Bullinger and Dieter Spath (Eds.), *Challenges for the Future - Engineering Management*, monography, pp. 165-179. ISBN 978-3-902734-01-3. Published by: Faculty of Technical Sciences, (University of Novi Sad); Fraunhofer IAO (Stuttgart, Germany) and DAAAM International.
3. Melović B., **Mitrović Veljković S.**, Čirović D., Đaković Radojičić I.: *Managerial Decision-Making Process in the Modern Business Conditions in the EU: Importance of Cultural Influence*, In *Handbook of Research on Social and Economic Development in the European Union*, IGI GLOBAL, 2019, pp. 324-348, ISBN ISBN13: 978179981188
4. Lošonc, A., Ivanišević, A., **Mitrović, S.** (2012). "Strukturalna kriza: Forme i uzroci" Monografija, Fakultet tehničkih nauka, Novi Sad, str. 1-232, ISBN 978-86-7892-375-3. (po Fakultetskoj kategorizaciji)

5. Lošonc, A., Ivanišević, A., **Mitrović, S.** (2009). "Globalizacija-remenja i dileme", Monografija, Fakultet tehničkih nauka, Novi Sad, str. 1-264, ISBN 978-86-7892-207-7. (po Fakultetskoj kategorizaciji)
6. Lošonc, A., Ivanišević, A., **Mitrović, S.** (2008). Praktikum iz principa ekonomije, Fakultet tehničkih nauka, Novi Sad, str. 1-91, ISBN 978-86-7892-140-7

Selektovani relevantni RADOVI (SCI/SSCI, SCOPUS, Konferencije):

1. **Mitrović Veljković S.**, Nešić Tomašević A., Dudić B., Gregus M., Delić M., Meško M.: Emotional Intelligence of Engineering Students as Basis for More Successful Learning Process for Industry 4.0, Mathematics, Mathematical Methods and Analysis for the Industrial Management and Business, 2020, Vol. 8, No. 8, 1321, pp.1-9, ISSN 2227-7390. (Mathematics, 28/325; IF 2019 = 1,747)
2. **Mitrović Veljković, S.**, Marić, M., Subotić, M., Dudić, B., Greguš, M. (2019). Family entrepreneurship and personal career preferences as the factors of differences in the development of entrepreneurial potential of students. Sustainability, 11(20), 1-23. <https://doi.org/10.3390/su11205693> (Socio-humanities sciences; IF 2017=2.075)
3. Melović, B., **Veljković, S.M.**, Ćirović, D. et al. Entrepreneurial decision-making perspectives in transition economies – tendencies towards risky/rational decision-making. Int Entrep Manag J (2022). <https://doi.org/10.1007/s11365-021-00766-2>
4. Melović, B., Rondović, B., **Mitrović Veljković, S.**, Batić-Očovaj, S., Dabić, M. (2020). Electronic Customer Relationship Management Assimilation in Southeastern European Companies—Cluster Analysis. IEEE transactions on engineering management, doi: 10.1109/TEM.2020.2972532 (Technical and technological sciences, IF 2019=2.048), doi: 10.1109/TEM.2020.2972532.
5. **Mitrović, S.**, Grubić-Nešić, L., Milisavljević, S., Melović, B., Babinkova Z.: Manager's Assessment of Organizational Culture, E+M Ekonomie a Management, 2014, Vol.17, No 3, pp. 35-49, ISSN 1212-3609. (Management, 106/185; IF 2014 = 1,021)
6. Subotić M., Marić M., Mitrović S., Meško M.: Differences between adaptors and innovators in the context of entrepreneurial potential dimensions, Kybenetes, 2018, Vol. 47, No. 7, pp. 1363-1377, ISSN 0368-492X. (Computer Science, Cybenetics, 14/23; IF 2018 = 1,381)
7. **Mitrović, S.**, Borocki, J., Sokolovski, V., Nesic, A., Melovic, B.: Potential of Young Entrepreneurs: Is There any Possibility of Their Development Though Education? The New Educational Review, 2013, Vol.32, No2, pp. 288-298. ISSN 1732-6729. (Education & Educational Research, 204/219; IF 2012= 0.149)
8. Rondović, B., Melović, B., **Mitrović, S.**, Batić-Očovaj, S.: (2018). Determinants of ECRM adoption and diffusion-Multi stage analysis in the South-Eastern Europe. Transformations in Business & Economics, 17(3C), 328-347. DOI (Technical and technological sciences; IF 2018=1.058)
9. Ćulibrk J., Delić M., **Mitrović S.**, Ćulibrk D. (2018): Job Satisfaction, Organizational Commitment and Job Involvement: The Mediating Role of Job Involvement, Frontiers in Psychology, Vol. 9, pp. 1-12, ISSN 1664-1078, UDK: <https://doi.org/10.3389/fpsyg.2018.00132>. IF 2018=2.129)
10. Milisavljevic, S., **Mitrović, S.**, Grubic-Nesic, L., Antic, A., Simunovic, G., Kozak, D.: The level of correlation between cultural values and system of customer relationship management, Tehnicki Vjesnik = Technical Gazette, 2013, Vol.20, No 6, pp. 1037-1042, ISSN 1330-3651. (Engineering, Multidisciplinary, 56/87; IF 2013= 0.615)
11. Grubić-Nešić L., Matic D., **Mitrović S.**: The influence of demographic and organizational factors on knowledge sharing among employees in organizations Tehnicki Vjesnik = Technical Gazette, 2015, Vol. 22, No4, pp. 1005-1010. ISSN 1330-3651. (Engineering, Multidisciplinary 63/85; IF 2014= 0.579)
12. **Mitrović, S.**, Nešić, A., Nikolić, D., Melović, B. (2017). The role of conformism in business decision-making. The 8th PSU-UNS International Conference on Engineering and Technology (ICET-2017), Novi Sad, Serbia, June 8-10, 2017 University of Novi Sad, Faculty of Technical Sciences. Paper No. PS-1.13, pp. 1-4. ISBN 978-86-7892-934-2.
13. Dragana Milin, Slobodan Morača, Nenad Simeunović and **Slavica Mitrović**: Impact of organizational structure on success of projects in the food industry in transition countries, Journal of Food Agriculture and Environment, 2013, Vol.11, No 3&4, pp. 88 - 92, ISSN: 1459-0255. (Food Science & Technology, 100/124; IF 2012= 0.435)
14. Grubic-Nesic, L., **Mitrović, S.**, Melović, B., Milisavljevic, S.: Differences between the state/public and private sectors in organizations in Serbia regarding the functionality of managers' decision making, Journal for east european management studies, 2016, Vol.21, No1, pp. 82-102, ISSN 0949-6181. (Management, 164/192, IF 2015 = 0.576)
15. **Mitrović, S.**, Grubić-Nešić, L., Stefanović, D., Subotić, M. (2016). Procena kompetencija značajnih za zapošljavanje mladih. *Mogućnosti zapošljivosti mladih*. Univerzitet u Novom Sadu/Naučno društvo ekonomista Srbije, str.19-26. ISBN 978-86-82923-14-5.
16. Melovic, B., **Mitrović, S.**, Stefanovic, D., Moraca, S. (2013). Innovation of the new generation" - Entrepreneurial marketing innovation as a therapy for crisis. *International Entrepreneurial Conference Crisis and innovation trough prism of entrepreneurship (3)*. Faculty of Economics, Podgorica, Montenegro. ISBN 978-86-80133-69-0 pp. 193-203.
17. **Mitrović, S.**, Melović, B., Ćosić, I. (2012). Entrepreneurial education as an employment-influencing factor. *International entrepreneurship conference „Recruitment in the light of entrepreneurship“*, organized by Faculty of Economics, Podgorica, Montenegro. ISBN 978-86-80133-63-8, pp.42-50.

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19. Milisavljević, S., **Mitrović, S.**, Lošonc, A. (2012). The effect of small and medium size enterprises on environmental protection and sustainable development – the stakeholder approach. *International conference sed 2012: science and higher education in function of sustainable development*. ISBN 978-86-83573-26-4, pp.24-28.
20. **Mitrović S.**, Milisavljević S., Lošonc (Losoncz) A.: Social Responsibility in the Function of Growth and Development of Companies. High Business-Technical School of Uzice,2013,ISBN 978-86-83573-39-4, pp.5-19.
21. Melović B., **Mitrović S.**, Pelinković A., Đaković I.(2015). “Guerrilla marketing” - an entrepreneurial approach to marketing in small and medium enterprises in Montenegro. Montenegrin International Conference for Entrepreneurial Development. University of Montenegro, Faculty of Economics. ISBN 978-86-80133-72-0, pp.121-130.
22. Cabrilo, S., Grubic-Nesic, L., **Mitrovic, S.** (2014). „Study on Human Capital Gaps for Effective Innovation Strategies in the Knowledge Era“. *Journal of Intellectual Capital*, Vol.15(3): 411-429. Emerald Group Publishing Limited. ISSN: 1469-1930 (M24). Doi: 10.1108/JIC-05-2014-0058.
23. **Mitrović, S.**, Brkljač, N., Melović, B., Nešić, A., Nikolić, J. (2017). Primena savremenih koncepata obrazovanja i tehnologija u visokoobrazovnim ustanovama u cilju jačanja konkurentnosti. Trendovi razvoja TREND (23; Zlatibor; 2017). Fakultet tehničkih nauka, Univerzitet u Novom Sadu. ISBN 978-86-7892-904-5. Str.205-208.
24. **Mitrović, S.**, Brkljač, N., Milisavljević, S., Vrhovac, V., Žižakov, M. (2017). The importance of an adequate organization management system in contemporary business conditions. XVII International Scientific Conference on Industrial Systems (IS'17), Novi Sad, vol.17, pp.310-313, ISBN 978-86-7892-978-6.
25. Subotić M, **Mitrović Veljković S.**, Melović B., Nikolić D.: Uticaj inovativnih obrazovanih metoda i modela na razvoj preduzetničkog potencijala mladih, 26. TREND – Trendovi razvoja, Kopaonik: Fakultet tehničkih nauka, 16-19 Februar, 2020, str. 424-427, ISBN 978-86-6022-241-3.
26. Čirović D., Vukčević M., Melović B., **Mitrović Veljković S.**: Organska proizvodnja u Crnog Gori – analiza stanja i mogućnosti u funkciji brendiranja proizvoda, 8. naučna konferencija sa međunarodnim učešćem „Jahorinski Poslovni Forum 2019“, Jahorina: Univerzitet u Istočnom Sarajevu, Ekonomski fakultet Pale, 27-29 Mart, 2019, str. 369-376
27. **Mitrović Veljković, S.**, Raut, J., Melović, B., Čelić, Đ. (2020). Development of Digital Entrepreneurship and New Business Models as a Result of the Expansion of Information Systems BT - Proceedings on 25th International Joint Conference on Industrial Engineering and Operations Management – IJCIEOM. In Z. Anišić, B. Lalić & D. Gračanin (Eds.) (pp. 396-404). Cham: Springer International Publishing: doi: 10.1007/978-3-030-43616-2_42.

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Broj heterocitata 69.

PROJEKTI

- IPA: Cross-border Knowledge and Technology Transfer Platform to support young researchers and innovative SMEs and to catalyze their business-academia type cooperation, (2018-2020)
- ERASMUS+: Strengthening capacities for the implementation of dual education in Montenegro higher education (2021-2024).
- INTERREG: Development and promotion of local systems to support innovative S.M.E. in Albania, Bosnia and Serbia” (SVILOPIM 06SER02/01/08), 2007.
- WUS: Regional policies and development, 2008
- CEEPUS: Applied Economics and Management, CIII-SK-0044 (2013-
- Provincial Secretariat for Science and Technological Development of AP Vojvodina : *The possibilities and limitations of entrepreneurship development in selected municipalities of the Autonomous Province of Vojvodina*, 2006-2008.
- Ministry of Sciences and Technology, *European Competitiveness Index of Serbia*, 2009-2010.
- Ministarstvo nauke Republike Srbije: Transformacija socijalnog identiteta Srbije u uslovima krize i njen uticaj na evropske integracije, Univerzitet u Novom Sadu, Fakultet tehničkih nauka Novi Sad, , broj 179052, 2011-2019
- Ministry of Sciences and Technology, *Biosensing technology and global system for continuous research and integrated biosystems*, 2011-2019
- Provincial Secretariat for Science and Technological Development of AP Vojvodina: *Research employability of students of the University of Novi Sad - Trends, chances, barriers and needs*, 2015-2016.
- Bilateralni: 2016-2018, Jačanje konkurentnosti kroz podsticaj razvoja organske poljoprivrede - komparativna studija između Crne Gore i Srbije (Univerzitet Crne Gore, Univerzitet u Novom Sadu).

PREDAVAČ I EDUKATOR NA SEMINARIMA I KURSEVIMA (Oblast Preduzetništvo i Menadžment)

- Seminar for Entrepreneurs and Small entrepreneurs with the topic „Entrepreneurship skills“ and „Digital entrepreneurship-challenge and opportunities
- **Lecturer (educator) in Human Resource Management Service in Government of the Republic of Serbia (Managerial Decision Making and Time Management), 2015-2021.**
- Was a lecturer on Czech University of Life Sciences Prague, Faculty of Economics and Management(Lecturer, 28.03.2015-8.04.2015)
- Seminar for doctoral students on “Managerial Decision Making, and Effectiveness and Efficiency of Managers in Organisations” at Faculty of Economics, Mendel University in Brno, Czech Republic (Lecturer, 19.05.2014-13.06.2014)
- Seminar for bachelor students from International Business with Agrarian Commodities programme with the topic “The Principles of Management and Managerial Decision Making in Organisations” at the Faculty of Economics and Management, Slovak University of Agriculture in Nitra, Slovakia, (Lecturer, 14.03.2016-03.04.2016).
- Seminar for doctoral students on “Managerial Decision Making ” at Faculty of Management, University of Primorska, Koper, Republic of Slovenia (Lecturer, 09.02.2018-23.02.2018)
- Lecturer on International Summer school Ohrid 08-17.august 2014: Make a Difference – Become a Sustainable Competitive Advantage EU Leader (Faculty of Economics Skopje at Ss. Cyril and Methodius University in Skopje), with the topic: *Improving management skills through theoretical and practical approach.*
- Lecturer (educator) in many organizations in field Entrepreneurship and Management.

OSTALE AKTIVNOSTI

Mentor i učesnik na preko 100 master i diplomskih radova, mentor 7 specijalističkih strukovnih radova, kao i mentor tri odbranjene doktorske disertacije iz oblasti Preduzetništva i Menadžmenta..

Број: 04-137/4-1-2-3
Датум: 19. јул 2021. године

На основу члана 58 став 3 тачка 5 и члана 75 Закона о високом образовању („Службени гласник РС” број 88/2017, 73/2018, 27/2018 – др. закон, 67/2019, 6/2020 – др. Закон, 11/2021 – аутентично тумачење, 67/2021 и 67/2021 - др. закон), члана 67 став 1 тачка 5 Статута Универзитета у Новом Саду број 01-226/1 од 29. септембра 2020. године, чланова 2, 3 и 4 Правилника о ближим минималним условима за избор у звање наставника на Универзитету у Новом Саду број 01-134/4 од 25. фебруара 2021. године и члана 7 Правилника о начину и поступку стицања звања и заснивања радног односа наставника Универзитета у Новом Саду број 04-179/7 од 12. јула 2018. године, Сенат Универзитета у Новом Саду на седници одржаној електронским путем са роком за изјашњавање до 19. јула 2021. године, једногласно је донео

ОДЛУКУ

Др Славица Митровић–Вељковић бира се у звање редовног професора за ужу научну област Производни и услужни системи, организација и менаџмент на Факултету техничких наука Универзитета у Новом Саду.

Одлука се примењује од дана закључења уговора о раду лица изабраног у звање наставника из става 1 ове одлуке са деканом Факултета.

Образложење

На основу одлуке декана Факултета техничких наука Универзитета у Новом Саду објављен је конкурс за избор наставника у звање ванредног или редовног професора за ужу научну област Производни и услужни системи, организација и менаџмент на Факултету техничких наука Универзитета у Новом Саду. Конкурс је објављен у листу Послови дана 7. априла 2021. године.

На објављени конкурс пријавила се кандидаткиња: др Славица Митровић–Вељковић.

Одлуком Наставно-научног већа Факултета техничких наука Универзитета у Новом Саду број 01-873/2 од 31. марта 2021. године именована је Комисија за писање реферата о пријављеним кандидатима за избор у звање наставника, у следећем саставу:

- Др Илија Ћосић, професор емеритус Факултета техничких наука Универзитета у Новом Саду (ужа научна област Производни и услужни системи, организација и менаџмент)
- Др Гордана Кокеза, редовни професор Технолошко-металуршког факултеа Универзитета у Београду (ужа научна област Економске науке и Индустијски менаџмент)
- Др Здравко Тешић, редовни професор Факултета техничких наука Универзитета у Новом Саду (ужа научна област Производни и услужни системи, организација и менаџмент)
- Др Лепосава Грубић-Нешић, редовни професор Факултета техничких наука Универзитета у Новом Саду (ужа научна област Људски ресурси и комуникације)
- Др Веселин Перовић, редовни професор Факултета техничких наука Универзитета у Новом Саду (ужа научна област Производни и услужни системи, организација и менаџмент)

Комисија за писање реферата о кандидатима за избор у звање наставника је дана 22. априла 2021. године доставила Изборном већу Департамента за индустријско инжењерство и менаџмент Факултета техничких наука Универзитета у Новом Саду, реферат број 01- 1071/1 од 22. априла

2021. године у коме је предложила да се др Славица Митровић–Вељковић изабере у звање редовног професора.

Реферат Комисије стављен је на увид јавности 1. маја 2021. године, објављивањем на интернет страници Универзитета у Новом Саду, у Билтену бр. 1625 од 1. маја 2021. године.

Изборно веће Департмана за индустријско инжењерство и менаџмент Факултета техничких наука Универзитета у Новом Саду на седници одржаној 22. јуна 2021. године утврдило је резултате рада:

1. обавезни елементи:

- 1.1. Способност за наставни рад или резултати у наставном раду у претходном изборном периоду
- 1.2. Способност за научно-истраживачки, односно уметнички рад или резултати у научно-истраживачком, односно уметничком раду у претходном изборном периоду

2. изборни елементи:

- 2.1. Стручно-професионални допринос
- 2.2. Допринос академској и широј заједници
- 2.3. Сарадња са другим високошколским, научно-истраживачким, односно институцијама културе или уметности у земљи и иностранству

и утврдило Предлог одлуке о избору др Славице Митровић–Вељковић у звање редовног професора.

Факултет техничких наука Универзитета у Новом Саду доставио је документацију прописану чланом 4 Правилника о начину и поступку стицања звања и заснивања радног односа наставника Универзитета у Новом Саду Стручном већу за техничко-технолошке науке Сената Универзитета у Новом Саду.

Стручно веће за техничко-технолошке науке Сената Универзитета у Новом Саду на седници одржаној електронским путем са роком за изјашњавање до 5. јула 2021. године дало је позитивно мишљење о предлогу одлуке о избору др Славице Митровић–Вељковић у звање редовног професора.

Имајући у виду сву достављену документацију, Сенат Универзитета на седници одржаној електронским путем са роком за изјашњавање до 19. јула 2021. године једногласно је донео одлуку да се др Славица Митровић–Вељковић изабере у звање редовног професора за ужу научну област Производни и услужни системи, организација и менаџмент на Факултету техничких наука Универзитета у Новом Саду.

ПОУКА О ПРАВНОМ ЛЕКУ:

Ова одлука је коначна и против ње незадовољни учесници Конкурса могу покренути управни спор пред Управним судом у Београду, Немањина 9, у року од 30 дана од дана пријема. За подношење тужбе за покретање управног спора предвиђена је такса у износу од 390 динара.

Проф. др Владислав Зекић
Председавајући Сената Универзитета

Одлуку доставити:

1. Лицу изабраном у звање наставника путем Факултета
2. Факултету техничких наука Универзитета у Новом Саду
3. Архиви Универзитета у Новом Саду

Примљена дана 13.10.2021. год

BIOGRAFIJA MIRJANA KULJAK

Lični podaci

Datum rođenja: 19.01.1962.

Adresa: Ekonomski fakultet, J. Tomaševića 37, 81 000 Podgorica, Crna Gora

E-mail: mirjana.kuljak@gmail.com

Mob.tel: + 382 69 070744

Državljanstvo: crnogorsko, hrvatsko/EU

Radno iskustvo

1989 – Univerzitet Crne Gore, Ekonomski fakultet, docent, oblast poslovne Ekonomije (Ekonomija firme, Menadzment, Preduzetnistvo, Menadzment medjunarodnog poslovanja, Marketing menadzment malog biznisa)

2005 (feb-nov): UNDP, LO Montenegro, glavni ekonomista na Programu *Strategija smanjenja siromaštva* (PRSP)

2002 (sept) - 2003 (nov): UNDP, LO Montenegro, saradnik na Programu *Strategija smanjenja siromaštva* (PRSP)

2001 (april) - 2002 (sept): Parlament Crne Gore, poslanik Liberalnog saveza Crne Gore (LSCG)

1987- 1988: Služba društvenog knjigovodstva Crne Gore, Centrala, Sektor Analize (banke I osiguravajuća društva)

Obrazovanje

2005: doktorat ekonomskih nauka, Univerzitet Crne Gore, Ekonomski fakultet, uza oblast – sistemi korporativnog upravljanja

1995: magisterij ekonomskih nauka, Univerzitet u Beogradu, Ekonomski fakultet, uza oblast – mjerenje performansi poslovanja preduzeća

1986: diploma studija ekonomije, Univerzitet Crne Gore, Ekonomski fakultet, oblast – turizam

Oblasti znanja

Pored specijalističkog znanja iz oblasti poslovne ekonomije, detaljnije poznavanje akademskih, političkih, ekonomskih i socijalnih prilika u Crnoj Gori, značajno poznavanje ekonomske, socijalne i političke situacije i međunarodnih politika na prostoru bivše Jugoslavije i Balkanu, kao i poznavanje principa funkcionisanja UN sistema.

Članstva

2013 - South East Europe Corporate Governance Academic Network (SEE CGAN)

2012 - 2014: Institut za standardizaciju Crne Gore, tehnički komitet TC 007 – Društvena odgovornost

2012 - 2013: Mreža za društvenu odgovornost (Nacionalni savjet za održivi razvoj Crne Gore)
2003 - Nansen Dialogue Network, Crna Gora
2002 – Naučno društvo ekonomista Jugoslavije, Beograd, Srbija/Jugoslavija
1998 - British Chevening Society, Velika Britanija

Specijalističke obuke

1997: Small Business Management Training Programme, ECPD, Miločer
1995: ISO 9000 obuka za konsultante/ocjenjivače, Cetinje
1993: Management Development Programme, Stirling University, Stirling, Škotska, Velika Britanija

Stipendije

2013 (March): CEEPUS, gostujući predavač, Ekonomski fakultet Univerziteta U Beogradu, Beograd, Srbija
2008 (June): CEEPUS, gostujući predavač, Vienna University of Economics and Business Administration, Beč, Austrija
2007 (May): CEEPUS, gostujući predavač, University of Shkodra, Skadar, Albanija
2004 (Jan - March): program međuuniverzitetske saradnje, gostujući istraživač, Katz Business School, Pittsburgh University, Pitsburg, SAD
1998 (Nov) - 1999 (Feb): British Chevening Scholarship, stipendija za doktorsko istraživanje, Strathclyde University, Glazgov, Škotska, Velika Britanija

Konsultantska i ostale aktivnosti

- Član Uređivačkog odbora Programskog komiteta OFEL International Conference on Governance, Management and Entrepreneurship, April, 2014, Dubrovnik, Croatia.
- Nacionalni ekspert, *Varieties of Democracy Project 2013, 2017, 2018*, University of Notre Dame Center for Research Computing, University of Gothenburg Department of Political Science, Helen Kellogg Institute for International Studies, 2013.
- Nacionalni konsultant, UNDP Montenegro, projekat *Procjena nastanka rizika korupcije u privatizaciji i javnim nabavkama*, april, 2011.
- član konsultantskog tima na projektima razvoja menadžmenta i restrukturiranja u firmama u raznim djelatnostima (telekomunikacije, gradjevinarstvo, hotelijerstvo, maloprodaja), 1990-tih

Radovi

Oko pedeset objavljenih radova u stručnim časopisima, nekoliko prevedenih knjiga sa engleskog na srpsko-hrvatski jezik iz oblasti poslovanja, ekonomije, metodologije istraživanja: https://www.researchgate.net/profile/Mirjana_Kuljak/

Strani jezici: engleski (IELTS), italijanski

Ostala interesovanja: filozofija, psihologija, sociologija, politika, muzika, ples, sport



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University of Montenegro

Proj. Broj / 03-987

Datum / Date / 17.05.2022

1313
17.05.2022

Na osnovu člana 72 stav 2 Zakona o visokom obrazovanju („Službeni list Crne Gore“ br 44/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19, 72/19 i 74/20 i 104/21) i člana 32 stav 1 tačka 9 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore, na sjednici održanoj 17.05.2022. godine, donio je

ODLUKU O IZBORU U ZVANJE

Dr **MIRJANA KULJAK** bira se u akademsko zvanje **docent** Univerziteta Crne Gore iz oblasti **Ekonomika i organizacija** na Ekonomskom fakultetu Univerziteta Crne Gore, na period od pet godina.

SENAT UNIVERZITETA CRNE GORE
PREDSJEDNIK
Prof. dr Vladimir Božović, rektor



Tamara Backović je rođena 10.01.1981. godine u Prištini, na Kosovu i Metohiji. Osnovnu školu završila je u rodnom gradu, kao i Prvu prištinsku gimnaziju, a tokom školovanja je bila dobitnik „Vukove nagrade“. Ekonomski fakultet u Podgorici upisuje 1999. godine i na smeru „Preduzetništvo i preduzetničke finansije“ diplomira 2003. godine sa prosečnom ocenom 9.46/10 odbranivši diplomski rad na temu „Žene u biznisu“. Dobitnik je nagrada Ekonomskog fakulteta za postignuti uspeh tokom studiranja za sve četiri godine studija i plakete Univerziteta Crne Gore za oblast društvenih nauka 2003. godine. Na ovom fakultetu 2004. godine upisuje postdiplomske studije „Preduzetnička ekonomija“, a 2007. je javno odbranila magistarski rad na temu „Primenjena analiza vremenskih serija“ iz oblasti primijenjene ekonometrije. Doktorske studije na Ekonomskom fakultetu u

Podgorici upisala je 2008. godine, gde je 2015. godine odbranila doktorsku tezu pod nazivom „Ekonometrijsko istraživanje volatilnosti tržišta kapitala Crne Gore“ pod mentorstvom prof.dr. Vesne Karadžić. Centralna Banka Crne Gore joj je dodelila godišnju nagradu za najbolji doktorski rad u 2016. godini.

Radni odnos na Ekonomskom fakultetu u Podgorici zasnovala je u februaru 2004. godine kao saradnik u nastavi na predmetima Biznis i Konstitucionalna ekonomija. Godine 2005. angažovana je kao saradnik u nastavi za predmete Ekonometrija, Operaciona istraživanja, Primijenjena ekonometrija i Modeli odlučivanja. Bila je angažovana kao saradnik u nastavi i na Osnovnim primijenjenim studijama - Menadžment u Podgorici i Bijelom Polju na predmetima Biznis statistika, Poslovno odlučivanje i Operativni menadžment. U julu 2021. godine izabrana je u zvanje docenta za predmete Primijenjena ekonometrija, Ekonomsko matematički metodi i modeli i Biznis statistika. Od juna 2022. godine obavlja funkciju prodekana za međunarodnu saradnju.

Često je angažovana kao konsultant ili kao tim-lider na projektima iz oblasti ekonometrije, statistike, kvantitativnih finansija i operativnog menadžmenta. Neki od najznačajnijih projekata su bili: Global Entrepreneurship Monitor (GEM) – prvo istraživanje te vrste u Crnoj Gori, Analiza socio-ekonomskih uticaja privatizacije u Crnoj Gori, IPA projekat Pacinno itd.

Bila je učesnik na nekoliko specijalističkih škola i kurseva među kojima se posebno izdvajaju "International Management Teachers Academy – Strategic Management track", CEEMAN, Bled, Slovenija (2006) i "Monetary Policy in Forecasting and Modelling" Bank of England i Centralna banka Crne Gore (2008).

U sklopu svojih istraživanja bila je na studijskim boravcima i usavršavanjima na London School of Economics (LSE), University of Greenwich Business School (oba Velika Britanija); Wirtschaftsuniversität Wien (Austrija); Univerza v Ljubljani (Slovenija); NTNU Trondheim (Norveška) i IEDC - Bled School of Management (Slovenija).

Aktivno govori engleski jezik.

Publikovala je više naučnih radova u međunarodnim časopisima, kao i na međunarodnim i nacionalnim konferencijama.

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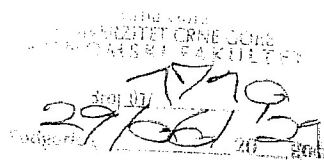
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Broj / Ref: 03 - 946

Datum / Date: 24. 06 20 21



Na osnovu člana 72 stav 2 Zakona o visokom obrazovanju („Službeni list Crne Gore“ br 44/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19, 72/19 i 74/20) i člana 32 stav 1 tačka 9 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore na sjednici održanoj 24.06.2021. godine, donio je

ODLUKU O IZBORU U ZVANJE

Dr Tamara Backović bira se u akademsko zvanje docent Univerziteta Crne Gore za **oblast Kvantitativna ekonomija** na Ekonomskom fakultetu Univerziteta Crne Gore, na period od pet godina.

SENAT UNIVERZITETA CRNE GORE
PREDSJEDNIK
Prof. dr Vladimir Božović, vršilac funkcije rektora



Na osnovu člana 33 Zakona o upravnom postupku ("Službeni list CG", br. 56/14, 20/15, 40/16 i 37/17) i službene evidencije, a po zahtjevu Ćirović Miloje Dragana, izdaje se

POTVRDA O STUDIRANJU

Student **Ćirović Miloje Dragana**, rođena **19-09-1993** godine u mjestu **Pljevlja**, opština **Pljevlja**, Republika **Crna Gora**, upisana je studijske **2019/20** godine, u **I** godinu studija, kao student koji se **samofinansira** na **akademske doktorske studije**, studijski program **EKONOMIJA**, koji realizuje **EKONOMSKI FAKULTET - Podgorica** Univerziteta Crne Gore u trajanju od **3 (tri)** godine sa obimom **180** ECTS kredita.

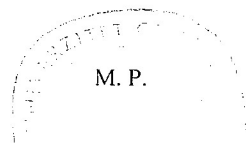
Studijske **2020/21** godine prijavila je *da sluša* **1** predmeta sa **30.00** (trideset) ECTS kredita.

Po prvi put iz **II (druge)** godine, prijavila je *da sluša* **1** predmeta sa **30.00** (trideset) ECTS kredita, što iznosi **50.00%** od ukupnog broja ECTS kredita u **II** godinu.

Saglasno Statutu Univerziteta Crne Gore, **Ćirović Miloje Dragana** je po prvi put prijavila *da sluša* **manje od 2/3**, odnosno **66,67% (šezdesetšest 67/100 %)**, od ukupnog broja ECTS kredita sa **II** godine i studijske **2020/21** nema status redovnog studenta koji se **samofinansira**.

Uvjerenje se izdaje na osnovu službene evidencije, a u svrhu ostvarivanja prava na: (dječji dodatak, porodičnu penziju, invalidski dodatak, zdravstvenu legitimaciju, povlašćenu vožnju za gradski saobraćaj, studentski dom, studentski kredit, stipendiju, regulisanje vojne obaveze i slično).

Broj: 22 / 10 -
Podgorica, 20.10.2022 godine



SEKRETAR,

Na osnovu člana 33 Zakona o upravnom postupku ("Službeni list CG", br. 56/14, 20/15, 40/16 i 37/17), člana 115 Zakona o visokom obrazovanju ("Službeni list CG", br. 44/14, 52/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19, 72/19, 74/20 104/21) i službene evidencije, a po zahtjevu studenta Čirović Miloje Dragana, izdaje se

UVJERENJE O POLOŽENIM ISPITIMA

Student **Čirović Miloje Dragana**, rođena **19-09-1993** godine u mjestu **Pljevlja**, opština **Pljevlja**, Republika **Crna Gora**, upisana je studijske **2019/2020** godine, u **I** godinu studija, kao student koji se **samofinansira** na **doktorske akademske studije**, studijski program **EKONOMIJA**, koji realizuje **EKONOMSKI FAKULTET - Podgorica** Univerziteta Crne Gore u trajanju od **3 (tri)** godine sa obimom **180** ECTS kredita.

Student je položio ispite iz sljedećih predmeta:

Redni broj	Semestar	Naziv predmeta	Ocjena	Uspjeh	Broj ECTS kredita
1.	1	EKONOMETRIJSKI METODI I MODELI	"A"	(odličan)	8.00
2.	1	MAKROEKONOMIJA	"A"	(odličan)	8.00
3.	1	METODE EKONOMSKIH ISTRAŽIVANJA	"A"	(odličan)	6.00
4.	1	METRIKA MARKETINGA	"A"	(odličan)	8.00
5.	2	KOMPJUTERSKE METODE ZA ANALIZU PODATAKA U EKONOM.	"A"	(odličan)	10.00

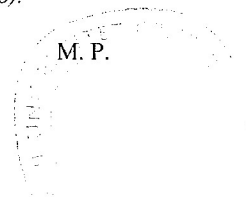
Zaključno sa rednim brojem **5**.

Ostvareni uspjeh u toku dosadašnjih studija je:

- srednja ocjena položenih ispita **"A" (10.00)**
- ukupan broj osvojenih ECTS kredita **40.00** ili **66.67%**
- indeks uspjeha **6.67**.

Uvjerenje se izdaje na osnovu službene evidencije, a u svrhu ostvarivanja prava na: (dječji dodatak, porodičnu penziju, invalidski dodatak, zdravstvenu legitimaciju, povlašćenu vožnju za gradski saobraćaj, studentski dom, studentski kredit, stipendiju, regulisanje vojne obaveze i slično).

Broj: 22 / 10 -
Podgorica, 20.10.2022 godine



SEKRETAR,