UNIVERSITY OF BELGRADE
TECHNICAL FACULTY IN BOR
MANAGEMENT DEPARTMENT

INTERNATIONAL MAY CONFERENCE ON
STRATEGIC MANAGEMENT

STUDENTS SYMPOSIUM ON STRATEGIC
MANAGEMENT

BOOK OF PROCEEDINGS

Hotel “JEZERO” – Bor
INTERNATIONAL MAY CONFERENCE ON STRATEGIC MANAGEMENT

STUDENTS SYMPOSIUM ON STRATEGIC MANAGEMENT

PROCEEDINGS

Bor's Lake, 23-25 May 2014
Conference is financially supported by the Ministry of Education and Science of the Republic of Serbia

Konferencija je finansijski podržana od Ministarstva prosvete i nauke Republike Srbije
The conference is also supported by the international Visegrad Fund (V4), http://visegradfund.org, in the form of the Small Grant Project.

Scientific Board (SB) of the Conference:

Prof. dr Živan Živković, University in Belgrade, Technical faculty in Bor, President of the SB.

Members of SB:

Prof. dr Aljaž Ule, University of Amsterdam, Faculty of Economics and Business, CREED - Center for Research in Experimental Economics and political Decision-making, The Netherlands, vice-president of the SB.
Prof. dr Darko Petkovic, University of Zenica, Bosnia and Herzegovina
Prof. dr Peter Schulte, Institute for European Affairs, Germany
Prof. dr Michael Graef, University of Applied Sciences Worms, Germany
Prof. dr Jaka Vadinjal, GEA College Ljubljana, Slovenia
Prof. dr Petar Jovanović, Faculty of the organizational sciences (FON); Belgrade
Prof. dr Dragana Živković, University of Belgrade, Technical faculty in Bor
Prof. dr Geert Duysters, ECIS (Eindhoven Centre for Innovation Studies), Eindhoven University of Technology, Eindhoven, The Netherlands
Prof. dr Michale. D. Mumford, The University of Oklahoma, USA
Prof. dr John. A. Parnell, School of Business, University of North Carolina-Pembroke, Pembroke, USA
Prof. dr Antonio Strati, Dipartimento di Sociologia e Ricerca Sociale, Universities of Trento and Siena, Italy
Doc. dr Aca Jovanović, University of Belgrade, Technical faculty in Bor
Prof. dr Rajesh Piplani, Center for Supply Chain Management, Nanyang Technological University, Singapore
Prof. dr Musin Halis, University of Sakarya, Business and Administration Faculty, Serdivan, Turkey
Prof. dr Rekha Prasad, Faculty of Management Studies, Banaras Hindu University, India
Prof. dr Ofer Zwikael, School of Management, Marketing and International Business ANU College of Business and Economics The Australian National University, Australia
Dr inż. Renata Stasiak-Betlejewska, Institute of Production Engineering, Faculty of Management, The Czestochowa University of Technology Poland
Prof. dr Simon Gao, Edinburg Napier University, United Kingdom
Prof. dr Jadip Gupte, Goa Institute of Management, India

Prof. dr Jan Kalina, Institute of Computer Science, Academy of Sciences, Czech Republic
Prof. dr Vesna Spasojević Brkić, University of Belgrade, Faculty of Mechanical Engineering, Belgrade, Serbia
Prof. dr Milan Stamatović, Faculty of Management, Metropolitan University, Serbia
Prof. dr Jifang Pang, School of Computer and Information Technology, Shanxi University, China

Organizational Board of the Conference:
Prof. dr Ivan Mihajlović, president of the Organizational Board
Doc. dr Dorde Nikolić, vice - president of the Organizational Board
Doc. dr Predrag Đorđević, vice - president of the Organizational Board
MSc. Milijić Nenad, PhD student, vice - president of the Organizational Board

Organizational Board for the students symposium:
Mr Tamara Rajić, PhD student, president of the Students Symposium Organizational Board
MSc. Marija Savić, PhD student, vice-president of the Students Symposium Organizational Board.

Published in 300 copies
Bor – May 2014.
CHARACTERISTIC FEATURES IN MANAGEMENT OF THE BUSINESS PROCESSES OF THE ORGANIZATION

Ivaylo Stoyanov

D. A. Tzenov of Economics - Svishtov, “Management Department”, Bulgaria

istovanov@uni-svishtov.bg

Abstract: Systematic aspects of the organization are the basis of modern understanding of business process management occurring in this various sectors. Therefore, the process of business organization is a chain of sequential actions occurring on the input to the output of the system. For business process management commitment of sources and technology to work, underpinning the competitiveness of organizations. Most of the sectors of the economy undergo revolutionary changes affecting business organizations. Customers have more choices of goods and services and companies adapt to their requirements (customization of products). A speed of execution, by reducing costs and improving the quality of goods and services. Business processes are key areas of activity of each organization and must be set according to specific standards. Without such categorization companies will operate chaotically and would not add value to users, stakeholders and the parties interested. The article aims to highlight the features in the management of the business processes of the organization.

Keywords: business processes, process orientation, management

1. INTRODUCTION

In the literature and the written works, there are different views characterizing the idea of managing business processes of the organization. Taking into account some key points it is clear that the authors focus on the holistic aspect and process orientation in management, which is dominant in modern organization [1]. It is reflection of how companies do business, so to satisfy customer’s requirements. This way of working is based on the process approach to management of organizations. In the process orientation the activities should be understood as a synonym for making a certain kind of tasks and the work that is done. Work is determined by the nature of the tasks and that they purposes. Top-down management assumes that tasks are well planned. All work must be properly structured, so that there is no duplication of its implementation. In the globalization, business processes is a complex activity that requires unusual ideas to solve situational arisen or chronic organizational problems.

2. THESIS

In order to be effective, the management of business processes is necessary to take into account their characteristics, the most important of which are the following:
1. Characteristics in business management

These features are related to the work of the senior management, since the objectives and strategy for business process management are defined. Certain guidelines are planned, that are needed to implement the process model (forming a team and working meetings, training, evaluation of the competitive level of the organization, etc.). It is necessary to determine the scope of the project, the level of change and maturity model process.

All the plans must comply not only with the technical aspects of process management, but also with the organizational culture. The idea of business process management is not just software engineering, since it reflects the overall business of the organization. It covers all aspects of management and related approaches, methods and techniques.

2. Features of the structure of the business processes

In order to control the value chain of the organization, the management must establish and set what is the structure of business processes. Diagnosing key processes and those that are not essential to the company's operations is also very important. Processes are linked with the strategy and objective; it is important to match the chain of value (mainly used eTOM / NGOSS, Supply Chain Council SCOR (Design Chain Council, Customer Chain Council), VCOR, CMMI, etc.).

Problem areas in the structure of business processes indicate which ones are subject to change. [6]. In order to diagnose the business processes according to the objectives it is necessary to build adequate information base to provide the managers and the team the information needed. In its structure, a great part of them is bound much of the core business processes of the organization, documentation for their specific rules, procedures and business models. These are the intellectual assets of the company covering its know-how and business development [4].

Information about the structure of business processes is important because it is used to identify future initiatives for its control or change. Every process must have certain characteristics and actual data that will be used for its description, modeling and simulation.

3. Characteristics in modeling and simulation of business processes

The important and essential thing here is that, the activities and tasks are subject to specification by diagnosing the processes subject to change (not adding value). That is why we use the process tool (here we apply different methodologies for analysis, modeling, simulation and management of business processes - ABC, Activity Diagrams, IDEF0, UML, EXTEND, BPMI's, BPMN, PRG, PDL, xBML, BPR, BPI, Six Sigma DMAIC, ARIS, GRAI-GIM, CIM-OSA, GERAM, PERA, etc.) that explores the structure of business processes, change them and contribute to their effective management.

The main purpose of the concept of business process management is to create appropriate conditions for their transformation (change) as a priority management is the organization to be flexible external environment. In other words, it is adaptive (innovative) to market changes and business processes that form its internal architecture. The mere change is hard work because it affects different aspects of business organization and processes that must comply with the requirements of the clients.

Description of the business process is an activity that relates to the current state of the organization. Sketches of the available business processes are made in order to identify
where the critical (problem) areas for the company are. This process should be done in terms of customers, which are important criteria for their implementation. Identify the process provides information on the status and future amendment. Working drawings schemes of all the processes that are the subject of analysis are made. For this purpose, two basic instruments are used [6]:

- *Process Profile Worksheet* - document for a description of the business processes that generate information about their operation. The form contains data about the name of the process and the owner who is responsible for its implementation. The beginning and end of the process are fixed (incoming - outgoing parameters) operations contained, management, risks and the expected benefits.

- *Workflow Survey* - document for a description of the business processes that are filled by people who manage or perform/execute the tasks. They are required (in a free text form) to indicate what the specifics of the process are, where the problem areas are, how to function optimally, etc. This gives people who know the business processes the freedom to act and at the same time they are useful for improving their effectiveness.

It is of particular importance for the effective management of business processes to be presented in a way that will facilitate analysts to make the optimal decision for the particular situation. Large-scale processes are difficult to analyze and evaluate, so they are decomposed into separate parts (blocks/chunks). This approach to the study of business process has some advantages that allow us to quickly diagnose, they save time and resources and reduce the number of mistakes done by management and staff.

After the description of business processes, it becomes clear which ones are critical and why are they subject to change, and whether it will be effective- it depends on the reliability of the data and capabilities of the team. Possible ways to eliminate the business processes that do not add value depends on various activities such as:

- Simplification of the work;
- Limitation of the document action;
- Ranking process that customers will not pay;
- Prioritizing of the critical processes, etc.

Modeling of business processes covers their optimization by simply using graphical tools and software. They complement the description of business processes by compiling models for the transition of the system from one state to another (which is desirable). The Meta models are used an abstract representation of the structure of the available models or making new ones. They are also used to regulate the syntax and semantics of modeling languages

Simulation of business processes is used to determine how valid (effective) models for their amendment can be. Software applications are used through which we can predict the effect of business processes in different situations. The main objective of the simulation is to show how the process works and what adjustments will be made if necessary. For this purpose we adapt the advantages of simulation by emphasizing a combination of simulation languages and graphic simulators (Extend, VenSim, and PowerSim).
4. Characteristics in putting into work of the human factor

In order to achieve optimum results in the management of business processes, people need to be trained to be proactive and have competencies. Their work is determined by the approaches and programs (e.g. International Society of Performance Improvement) to increase productivity, knowledge and behavior in the workplace. In order to achieve results that correspond to the objectives and strategy of the organization's business process management, it is important to provide educated employees, who are professionals in their field. Today this is a prerequisite for effective business.

In the knowledge economy it is the qualities of the people and their intelligence that are the most important things. Increasing productivity and shortening of business cycles is a priority of the modern companies. In the recent years, this is due to two trends - high technology and intellectualization of the business processes. These circumstances began to ignore the cheap labor work force and low-skilled labor [5].

To achieve greater impact of business process management and limit the loss of time, managers need to rely on collaborators who are additionally involved in the project. Their task is to provide reliable information on the state of the process. These may be planners, controllers, dispatchers and other professionals supporting the management team. They follow the procedures in the work and immediately inform managers if they are not respected or violated.

The team involved in the project management of business processes is external and internal. The first is composed of experts (consultants) who have practical experience, and the second- by specialists of the organization. In business process management work is different from the common understanding of the chain of command, the total control, the strict rules and guidelines. Some features of work in the process management are the following:

- Common initiative in business process management

  The work is designed on a team basis, and people perform certain roles and tasks. There is a personal responsibility for each fragment of the business processes, but overall and common to the quality of products and services. Contractors are maximally engaged in the management process by cooperating and helping.

- It is the highly creative ideas and innovation that are valued

  Process management requires creativity and improvisation in the work at the expense of rules and giving strict directions. People can offer interesting ideas and make management decisions if they enrich the nature of work and lead to higher efficiency (productivity).

- It is the quality that is stimulated, not work norm

  People have to work according to the requirements of the customers who are willing to pay the cost of goods or services. An output does not matter if it does not satisfy consumers and the price the customers pay for it.

- It is the calculated risk that is encouraged, not inaction

  To empathize with people execution of business processes, it is important to promote and to encourage their activity. They must be convinced that the calculated risk is the key
factor for the occurrence of unusual and useful solutions. This process requires good social climate and support from senior management.

5. Characteristics in the software business process management

Advanced software products (software packages and applications such as ERP, CRM, Workflow, BPEL, TOGAF, MDA, etc.) allow processes to be managed in real time, and their optimization is through models that reflect the latest trends in information technologies. This approach is particularly relevant when you need to ensure the competitiveness of the organization and its flexibility to the business environment.

Today, process control requires the use of “cloud” software solutions for changing business operations. Process software should be adaptable to the organization, to meet the personal requirements of customers and to reduce the time and cost [2] for the execution of business processes. For specialists of the Gartner Group [3] in the management of business processes, organizations are moving towards intelligent business operations (Intelligent Business Operations - IBO).

In the future this work will be of particular importance for the competitiveness of firms/companies, because they apply predictive analysis in real time with new forms of collective/joint work. The importance of the IBO is to establish best practices that are relevant to the improvement of business processes of organizations. Using modern information technology, managers can make rational management decisions because IBO suggest the best options for changing business processes.

The principle is that the quick response of a specific (problem) situation creates conditions for effective access to reliable information. Its application in practice leads to quality customer service, increasing revenue and reducing the business risk. In light of the above-stated, the Gartner experts advise that the managers should realize the importance of the IBO and benefit from their advantages.

3. CONCLUSION

Business processes of the organization is a chain of successively occurring activities (operations) from the entrance to the exit of the system that add value for customers stakeholders and the parties interested. For the management of the business processes we make use of different resources and technology, which are the basic foundations for the competitiveness of organizations. By this publication following results were achieved:
- emphasis is placed on some key points from the process orientation in management;
- focus on characteristics in the management of business processes of the organization.

REFERENCES

3. **CFO – Gartner**: Company moves to intelligent business operations: [http://cfo.cio.bg](http://cfo.cio.bg)


CONTENTS:

INTERNATIONAL MAY CONFERENCE ON STRATEGIC MANAGEMENT - IMKSM2014

Plenary lectures

INTERNATIONAL MANAGEMENT AND ENTREPRENEURSHIP: CASE OF SLOVAK ENTERPRISES
Ladislav Mura, Mária Igazová ................................................................. p1

HUMAN RESOURCE MANAGEMENT AT THE LOCAL SUBSIDIARIES OF MULTINATIONAL COMPANIES IN LIGHT OF TWO RESEARCH SURVEYS IN CEE COUNTRIES
József Poór, Katalin Szabó, Marzena Stor, Adam Suchodolski, Kinga Kerekes, Monica Zaharie, Agnes Slavic, Ruth Alas, Renata Machova, Allen Engle ................................................. p7

CONTEMPORARY ASPECTS OF STRATEGIC PROJECT MANAGEMENT
Dejan Petrović ...................................................................................... p16

BEE COLONY OPTIMIZATION
Dušan Teodorović ................................................................................ p25

Conference papers

MOTIVATING MANAGERS EXPECTATIONS AND REALITY (POLISH EXPERIENCE)
Joanna M. Moczydtowska¹, Urszula Widelska² ................................................................................ 1

CHALLENGES IN MILK PROCESSING SECTOR IN ALBANIA (TIRANA REGION)
Sadete Patushi, Vasilika Kume ........................................................................... 11

ETHICS OF INTELLECTUAL PROPERTY IN BUILDING A RECOGNIZABLE IMAGE FOR COMPETITIVE ADVANTAGE
Gordana Tasevska; Goce Dzukleski ........................................................................ 22
STRATEGIC PLANNING BY MANAGING STRATEGIC ISSUES AND WEAK SIGNALS IN THE ENVIRONMENT
Lidija Stefanovska, Mende Soluncevski

MANAGEMENT OF ENVIRONMENTAL SECURITY IN LIBYA
Gamal Juma Ali Aboulgasem

DEVELOPMENT AND POSITIONING STRATEGY OF A TOUR PRODUCT
Safronova Natalia, Petrova Irina

DIFFERENTIATING MICROCREDITING SERVICES IN BOSNIA AND HERZEGOVINA
Saša Vujić, Slobodan Vujić, Aida Abduzaimović, Ibrahim Obhodaš

OPERATION MANAGERS IN COMPANIES WITH MANUFACTURING ACTIVITY
Toni Sklevski

CANDIDATES RANKING FOR THE PROJECT MANAGER JOB POSITION: ABSOLUTE MEASUREMENT
Violeta Cvetkoska, Marko Danilov

MEASURING THE EFFICIENCY OF CERTAIN EUROPEAN COUNTRIES IN TOURISM: DEA WINDOW ANALYSIS
Violeta Cvetkoska, Petra Barisic

STRATEGIC MANAGEMENT OF THE INNOVATION AND THE INNOVATION ACTIVITY IN THE SMES IN THE DANUBE REGION OF THE REPUBLIC OF BULGARIA
Daniela Ilieva

INNOVATE OR DIE? BOB BEAMON VS SERGEY BUBKA
Vasily Kovalev

PARTICIPATION OF EMPLOYEES IN COMPANY MANAGEMENT - LEGAL BASIS FOR ITS IMPLEMENTATION IN THE REPUBLIC OF MACEDONIA
Ljupcho Petkukjeski, Marko Andonov, Zoran Mihajloski, Kristina Misheva

INSIDE ORGANIZATION MARKETING: THEORETICAL APPROACH
I. V. Kotlyarevskaya, L.I. Arnautova, E.V. Yazovskikh
"STRATEGIC DRIFT" AND STRATEGIC CRISIS MANAGEMENT OF ORGANIZATION
Tzveta Zafirova ........................................................................................................118

APPLICATION OF IFRS FOR THE PREPARATION OF FINANCIAL REPORTS IN THE OIL SECTOR IN LIBYA
Abdelaziz Hussin Mohammed ...................................................................................128

CLUSTER FOR INNOVATION AND GREEN TECHNOLOGIES
Anna Zaušková, Zuzana Bezáková ..............................................................................137

OPEN "GREEN" INNOVATION AS CHALLENGE FOR GLOBAL DEVELOPMENT IN THE 21 CENTURY
Anna Zaušková, Adam Madleňák ................................................................................145

MODERN TEACHING METHODS FOR PART-TIME STUDIES IN HIGHER EDUCATION
Daniela Velkova .........................................................................................................152

EUROPEAN MARKET AND MACEDONIAN FOOD PROCESSING COMPANIES
Ljupco Veleski, Makedonka Dimitrova; Krum Efremov; ................................................161

ENVIRONMENTAL COST MANAGEMENT IN FOOD RETAIL
Vojteski-Klijenak Dragana, Sljivic Slavoljub, Pavlovic Milenko ....................................171

BOST AS THE INNOVATIVE RESEARCH METHODOLOGY IN THE STRATEGIC DEVELOPMENT FACTORS ANALYSIS
Renata Stasiak-Betlejewska, Stanislaw Borkowski ......................................................180

STRATEGY FOR CLEANER PRODUCTION IN INDUSTRY AS PART OF THE SUSTAINABLE DEVELOPMENT CONCEPT
Dragana Tančić ...........................................................................................................190

ABSOLUTE COST LEADERSHIP STRATEGY IN PRODUCTION OF OILSEEDS IN VOLGOGRAD REGION
Timofeyeva Galina Vladimirovna, Belikina Anna Vasil’evna .........................................199

THE IMPLEMENTATION OF LENIENCY PROGRAM IN POLAND AND ITS IMPACT ON MANAGEMENT OF COMPANIES
Agnieszka Barcik, Piotr Dziwiński ...............................................................................204
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>VERIFICATION OF LINEAR MODEL FOR PREDICTING THE MOVEMENT OF STEEL PRICES IN THE WORLD MARKET</td>
<td>212</td>
</tr>
<tr>
<td>DEVELOPING EFFICIENT AND EFFECTIVE E-LEARNING MODULE</td>
<td>218</td>
</tr>
<tr>
<td>THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE</td>
<td>227</td>
</tr>
<tr>
<td>MARKETING 3.0 – NEW ISSUES IN MARKETING</td>
<td>237</td>
</tr>
<tr>
<td>MEASURING SOCIAL MEDIA RETURN ON INVESTMENTS</td>
<td>245</td>
</tr>
<tr>
<td>MBTI PERSONALITY TYPES ANALYSIS, IN A VEHICLE SERVICE CENTRE</td>
<td>255</td>
</tr>
<tr>
<td>THE INFLUENCE OF THE GLOBAL FINANCIAL CRISIS ON THE ANTI-CRISIS STRATEGY OF FOOTBALL CLUBS</td>
<td>265</td>
</tr>
<tr>
<td>CLARIFICATION OF THE LIMITATIONS OF APPLYING OF MASS CUSTOMIZATION IN THE INDUSTRIAL ENTERPRISES</td>
<td>270</td>
</tr>
<tr>
<td>TESTING HERZBERG’S DUALITY THEORY: ANALYZING JOB SATISFACTION AMONG STATE ADMINISTRATION EMPLOYEES</td>
<td>277</td>
</tr>
<tr>
<td>STRATEGIC POSITION OF SERBIAN ECONOMY AND INTERNATIONAL COMPETITIVENESS RANKING</td>
<td>287</td>
</tr>
<tr>
<td>SWOT ANALYSIS OF SERBIAN ECONOMY</td>
<td>294</td>
</tr>
<tr>
<td>CLUSTERS – AN EFFECTIVE FORM OF ENHANCING THE COMPETITIVENESS OF SMALL AND MEDIUM-SIZED ENTERPRISES</td>
<td>300</td>
</tr>
</tbody>
</table>
FINANCIAL STATEMENTS AS THE BASIS FOR MODERN ENTERPRISES MANAGEMENT
Nemanja Damjanović ........................................................................................................310

DUE DILIGENCE AND FINANCIAL ANALYSE
Milan Majernik, Stefan Majernik .....................................................................................317

THE ROLE OF CONSUMER PROTECTION IN RISK MANAGEMENT IN THE FOOD FIELD
Ardelean Dorina, Anghelina Andrei Romania ................................................................323

SHOULD I BECOME AN ENTREPRENEUR OR AN EMPLOYEE: DILEMMAS OF STUDENTS IN MACEDONIA AND SLOVENIA?
Makedonka Dimitrova, Jaka Vadnjal, Ilijana Petrovska ...................................................334

FOOD QUALITY MANAGEMENT SYSTEM
Milovanović Ružica ......................................................................................................343

BUILDING AN AIR QUALITY MANAGEMENT SYSTEM – APPROACHES AND CHALLENGES
Beti Angelevska, Aleksandar Markoski ...........................................................................349

CHARACTERISTIC FEATURES IN MANAGEMENT OF THE BUSINESS PROCESSES OF THE ORGANIZATION
Ivaylo Stoyanov ............................................................................................................357

HARMONIZATION OF MANAGEMENT SYSTEMS ACCORDING TO THE REQUIREMENTS OF ANNEX SL
Dragana Tančić .................................................................................................................363

THE TYPICAL PRODUCTS AND SERVICES FOR ISLAMIC BANKS IN LIBYA
Hatim Zgheel ....................................................................................................................371

CONTEMPORARY INFORMATION SYSTEMS IN ACCOUNTING
Alseddig Ahmed Almadani ..............................................................................................381

FUTURE VISION TO LIBYAN FOREIGN POLICY TOWARDS AFRICAN COUNTRIES
Mohyedein Ahmed Almadaney ......................................................................................389
PROGRAM MANAGEMENT OF THE PROJECT ON FILLING IN THE "JAMA" BOR IN ORDER TO PRESERVE THE GROUND SURFACE
Valentina Velinov, Slavica Miletic, Bojan Stojcetovic

Proceedings of papers in Serbian

FUZZY MODEL OF DETERMINING THE OPTIMAL PRODUCTION LEVEL
Duška Pešić, Aleksandar Pešić, Slavko Ivković

ENVIRONMENTAL SAFETY AND ENVIRONMENTAL MANAGEMENT
Aleksandra Ljuština

INNOVATIONS IN BANKING SERVICES
Aleksandra Đurić, Slađana Đurić, Stanka Đurić

THE ROLE OF QUALITY IN CONCEPT OF VALUE CHAIN IN TOURISM
Jovana Gligić – Đumonjić, Anja Gligić – Savić

PHENOLIC RIPENESS GRAPE AS A SOURCE OF COMPETITIVE ADVANTAGE IN THE WINE MARKET
Vladimir Radovanović, Snežana Dekić, Blaga Radovanović

SWQI AS AN INDICATOR OF ENVIRONMENTAL PROBLEMS ALONG THE RIVER TOPILICA
Kristina Smiljković, Ivan Krstić, Amelija Đorđević

APPLICATION OF EIA AND SEA DIRECTIVES ON THE SYSTEM WORKING AND LIVING ENVIRONMENT
Kristina Smiljković

DETERMINATION OF ECONOMIC GROWTH SERBIAN EXCHANGE RATE CHANGES
Ljiljana Stošić Mihajlović, Petronije Jevtić

PUBLIC PROPERTY AS THE ECONOMIC DEVELOPMENT OF LOCAL GOVERNMENT
Zoran Antić, Svetlana Trajković, Ljiljana Mihajlović
ORGANIZATION GUIDED BY STRATEGY
Ljiljana Savić, Vladimir Radovanović

FINANCIAL MANAGEMENT AND BANKING MARKETING
Kristijan Ristić, Zarko Ristić

QUALITY MANAGEMENT AS A GENERATOR OF INCREMENTAL NEW PRODUCT DEVELOPMENT
Radovan Vladisavljević, Dragan Janjušić, Marina Simin, Bogdan Ivković

THE ROLE OF TQM AND BPR CONCEPTS IN ERA OF KNOWLEDGE ECONOMY
Ernad Kahrović, Ivana Jovanović

TRUST ACQUIRED KNOWLEDGE - IN WORLD ORGANIZATION GOOD BOSS IS A LEADER
Ljiljana Stošić Mihajlović, Petronije Jevtić, Vaso Pajić

TOP MANAGEMENT'S STAFF OPERATIONS
Petronije Jevtić, Ljiljana Stošić Mihajlović, Jasmina Stare

SMALL AND MIDDLE ENTREPRENEURSHIP AS A FACTOR OF COMPETETION GROWTH
Adriana Radosavac, Dunja Dernirović, Sanja Đukić

IMPORTANCE OF LEADERSHIP IN THE MANAGING OF ORGANIZATIONAL CULTURE IN CRISIS BUSINESS CONDITIONS
Ivana Jošanov-Vrgović, Jelena Vemić-Durković, Nebojiša Pavliović

AUTHENTIC LEADERSHIP AND ORGANIZATIONAL CULTURE
Ivana Jošanov-Vrgović, Nebojiša Pavliović

SOCIAL RESPONSIBILITY OF COST - BENEFIT ANALYSIS (CBA) - THE EXAMPLE OF ENVIRONMENTAL PROTECTION
Slađana Plačkov, Vukica Majstorić, Jelena Vojnović

IMPACT OF QUALITY TOOLS APPLICATION ON BUSINESS PROCESSES AND PERFORMANCE OF THE COMPANY
Marija Savic, Predrag Djordjevic, Tanja Randjelovic, Zivan Zivkovic
INFRASTRUCTURE QUALITY DEVELOPMENT AND IMPACT ON REGIONAL DEVELOPMENT
Slaviša Moljević, Ranka Gojković, Marko Lalović

POPULATION AND CADRES AS THE FACTORS OF DEVELOPMENT
Slobodan N. Bracanović

APPLICATION OF CONTEMPORARY METHODS FOR PROJECTS SELECTION AND PRIORITIZATION IN PORTFOLIO
Nenad Milijić, Dejan Bogdanović

RATING AND EMPIRICAL MODELS
Sladan Neogradi

THEORETICAL CONCEPT OF IDENTIFYING POSSIBLE DEVELOPMENT OPPORTUNITIES OF ENTREPRENEURSHIP IN SERBIA
Saveta Vukadinović, Jovanka Popović, Vlado Radić

INFORMATION SUPPORT FOR THE LEAN CONCEPT OF COST MANAGEMENT
Vojteski-Klijenak Dragana, Sljivc Slavoljub, Pavlovic Milenko

INNOVATIVE CONCEPTS IN STRATEGIC MANAGEMENT
Aleksandar Dejanović, Slavka T. Nikolić, Jelena Stanković

STABILIZATION OF ORGANIZATIONAL CHANGES THROUGH BY CHANGING THE ORGANIZATIONAL CULTURE
Radmila Micić

CULTURE AND LEADERSHIP IN PROJECT GLOBE
Radmila Micić

E-MAINTENANCE MANAGEMENT IN E-BUSINESS PROCESSES OF DIGITAL COMPANIES
Ramona Markoska, Aleksandar Markoski, Mitko Kostov, Mile Petkovski

STRATEGIES FOR THE USE OF SOCIAL NETWORKS IN PUBLIC RELATIONS
Saša Perić, Tamara Uroš
EFFECTIVE LEADERSHIP – ONE OF THE PRINCIPLES OF TOTAL QUALITY MANAGEMENT FOR ACQUIRING COMPETITIVE ADVANTAGE OF ORGANIZATIONS IN THE REPUBLIC OF MACEDONIA
Katerina Kareska

AN EXAMINATION OF THE DETERMINANTS AND EFFECTS OF RETAIL CUSTOMER SATISFACTION
Tamara Rajić, Isidora Milošević, Dejan Riznić

THE STRATEGIC IMPORTANCE OF COMMITMENT IN THE CUSTOMER–SUPPLIER RELATIONSHIP
Isidora Milošević, Tamara Rajić

LOW-TEMPERATURE GEOTHERMAL WATERS IN SOUTHERN SERBIA
Njegoš Dragović, Milovan Vuković, Nada Štrbac

SECURITY AND ECOLOGICAL ASPECTS OF USING OF GEOTHERMAL ENERGY
Njegoš Dragović, Milovan Vuković, Nada Štrbac, Ivana Ilić-Krstić

ADAPTING THE CURRICULUM OF MANAGEMENT STUDY PROGRAM TO CONDITIONS OF DISTANCE LEARNING
Milan Krstić, Ana Skorup, Marija Marković-Blagojević

RELATION AND INTERACTION BETWEEN ENTREPRENEURSHIP AND MANAGEMENT
Goran Babić

CRITERIA FOR SELECTION OF CRM SOFTWARE SOLUTIONS
Ana Skorup, Milan Krstić

STRATEGIC MANAGEMENT OF TOURIST DESTINATION
Srdan Borić, Ivana Andrić, Jovan Rudež

ANALYSIS AND FACTORS AFFECTING THE SERBIAN BALANCE OF PAYMENTS
Vojnović Jelena, Plačkov Sladjana, Koós László

PUBLICITY IN THE MARKETING ACTIVITIES OF SERBIAN RAILWAYS
Dejan Riznić, Milovan Vuković, Tamara Rajić
PARTNERSHIP OF TOURISM AND AGRICULTURE – BASIS FOR COMPETITIVE ADVANTAGE
Slobodanka Krivokapić .................................................................794

ANALYSIS OF ENVIRONMENTAL AWARENESS IN URBAN AREAS
Milovan Vuković, Snežana Urošević, Nada Štrbac................................803

THE IMPLICATION OF BUSINESS STRATEGY IN HUMAN RESOURCE MANAGEMENT
Ljiljana Savic, Jelena Bozovic .........................................................815

ANALYSIS OF THE SOURCES OF SO₂ AND ASPECT OF SOME OF THE ENVIRONMENTAL IMPACT
Slobodan Radosavljević Milan Radosavljević, Jovana Radosavljević...........823

QUALITATIVE APPROACH IN RISK ANALYSIS MINING AND ENERGY
Slobodan Radosavljević Milan Radosavljević, Jovana Radosavljević...........838

FACTORS THAT CONTRIBUTE TO SME INNOVATIVENESS IN TRANSITION ECONOMY, SERBIA
Milica Arsić*, Aleksandra Fedajev, Marija Savić, Danijela Voza..................851

Milica Arsić, Aleksandra Fedajev, Marija Savić, Danijela Voza..................851

ANALYSIS OF PROGRESS IN TRANSITION PROCESS AND ITS IMPACT ON ECONOMIC DEVELOPMENT AND EXPORT ACTIVITY OF TRANSITION COUNTRIES
Aleksandra Fedajev, Radmilo Nikolić ..............................................856

BENCHMARKING ANALYSIS IN FUNCTION TO IMPROVE HIGHER EDUCATION IN MONTENEGRO
Boban Melović, Marija Cinbaljević .................................................867

DECISION MAKING IN PRODUCTION PROCESS MANAGEMENT IN ORDER TO OPTIMIZE PRODUCTION CAPACITIES
Laslo Koš, Sladana Plačkov, Jelena Vojnović .....................................877

SAFETY CLIMATE MODELING IN THE METALLURGICAL SECTOR
Nenad Milijić, Ivan Mihajlović, Isidora Milošević .........................887
COMPARATIVE TECHNO-ECONOMIC ANALYSIS OF TECHNOLOGIES FOR CREATION OF PERSONALIZED OSTEO-FIXATION MATERIALS
Dalibor Djenadic, Dejan Tanikic, Jelena Djokovic .................................................. 900

LEASE QUALITY SUPPORT SERBIAN ECONOMY
Silvana Ilić, Srđan Žikić, Aleksandra Cvetković .................................................. 911

MANAGEMENT OF PUBLIC - PRIVATE PARTNERSHIPS IN SERBIA
Silvana Ilić, Srđan Žikić, Aleksandra Cvetković .................................................. 920

ASSESSMENT OF HUMAN RESOURCES ABILITIES AS PART OF HUMAN RESOURCES MANAGEMENT
Mladen Mitrović, Marija Stefanović .................................................. 929

UGOVA TOP MENADŽMENTA U UPRAVLJANJU PROJEKTIMA IMPLEMENTACIJE ERP SISTEMA
Nebojša Denić, Boban Spasić, Momir Milić .................................................. 939

ANALYSIS OF EXPERIENCE IN IMPLEMENTATION OF SIX SIGMA METHODOLOGY
Saša Spasojević .................................................. 950

METODOLOŠKA ANALIZA RIZIKA U UPRAVLJANJU ERP PROJEKTIMA
Nebojša Denić, Momir Milić, Boban Spasić .................................................. 956

THE ROLE OF MANAGEMENT IN DESIGNING ORGANIZATIONAL STRUCTURE AT THE EXAMPLE OF COMPANY “METALAC”
Srđan Žikić, Silvana Ilić, Aleksandra Cvetković .................................................. 966

QUANTITATIVE APPROACH IN RISK ANALYSIS ON THE PROJECT “CONSTRUCTION OF THE FIBER OPTIC CABLES NETWORK FOR THE MSAN DEVICE CONNECTION”
Ivan Jovanović .................................................. 975

VERIFICATION OF LINEAR MODELS FOR PREDICTING THE MOVEMENT OF THE DOW JONES GLOBAL INDEX
Ivica Nikolić, Ivan Mihajlović, Aleksandra Fedajev, Predrag Đorđević, Nenad Nikolić .................................................. 987

DEVELOPMENT OF THE ALGORITHM FOR SELECTION OF APPROPRIATE NUMERICAL MODELING APPROACH
Ivan Mihajlović* , Živan Živković, Isidora Milošević, Predrag Đorđević .................................................. 987
ECONOMIC DEVELOPMENT IN LIBYA
Abdalghani Mohamed Ashkal

APPLICATION OF THE AHP METHOD IN MODELLING CRITERIA FOR RANKING AUDIT FIRMS IN SERBIA
Dragan Nedeljković, Marko Jovanović, Katarina Simićević

CHALLENGES OF AGGREGATE PLANNING - EXAMPLE OF SERBIA
Mimoza Allaraj, Vladimir Simić, Dragana Životić, Susanne Lind-Braucher

CONTEMPORARY STRATEGIES OF THE CONSTRUCTION INDUSTRY ON THE POLISH CONSTRUCTION EXAMPLE
Renata Stasiak-Betlejewska

THE CONSTRUCTION ENTERPRISE IMAGE MANAGEMENT WITH INTERNET TECHNOLOGY APPLYING IN VISEGRAD COUNTRIES
Renata Stasiak-Betlejewska

COMPETITION AND MARKET UNIVERSE
Leposava Jovanovic

STRATEGIC PLANNING ORGANIZATIONAL STRUCTURE MARKETING DEPARTMENT RAILWAYS
Zoran Pavlovic

REGIONAL COMPETITIVENESS AND CLUSTER APPROACH
Sibel Ahmedova, Darina Pavlova

BUILDING CODE MYTH OR REALITY: EVIDENCE FROM THE WESTERN BALKANS
Makedonka Dimitrova, Ognen Dimitrov, Viktoria Eremeeva Naumoska, Maksim

THE NATURE OF BANKING MANAGEMENT
Elena Doneva, Biljana Bjrankarova

OTVORENE INOVACIJE KAO FAKTOR KONKURENČNOSTI
Katarina Lukić, Jelena Lukić
Students Symposium on
Strategic Management

BEHAVIOUR OF PEOPLE IN ORGANIZATIONS
Jelena Ristić ................................................................. 996

BENCHMARKING AND BUSINESS ETHICS
Nikolić Miloš ........................................................... 1002

GROUP FOCUS: COOPERATION, HARMONY AND TEAM BEHAVIOUR IN
DIFFERENT CULTURES
Ivana Vasić, Ana Jurčić, Nikolina Vrcelj .................................. 1008

PERFORMANCE OPTIMIZATION OF PROFESSIONAL WEB SITE BY
USING SEO METHODS
Nenad Nikolić, Ivan Mihajlović, Ivica Nikolić ................................ 1009

SYSTEMS ENGINEERING (SE)
Marija Kostić ............................................................. 1018

INNOVATION IN MODERN CONSTRUCTION INDUSTRY USING YTONG
MATERIALS
Darko Velojić .............................................................. 1030

POSSIBILITIES OF IMPROVING BUSINESS ENVIRONMENT IN SERBIA
Danijela Rutović, Vuk Bevanda ........................................... 1042

THE CREDIT RATING AGENCIES
Jasmina Đađić, Alma Žildžić ............................................. 1052

CLASSICAL AND SYSTEMATIC WAY OF THINKING IN THE
MANAGEMENT OF ORGANIZATION
Cvetkovic Vidosava ........................................................ 1064

KLASIČAN I SISTEMSKI NAČIN RAZMIŠLJANJA UPRAVLJANJA
ORGANIZACIJOM
Cvetković Vidosava .................................................... 1064

1158
IMPACT OF THE SOCIAL NETWORK FACEBOOK AS AN AID TO LEARNING IN ACADEMIC INSTITUTIONS
Sanela Arsić, Danijel Nikolić

M-LEARNING AS AN INNOVATIVE APPROACH TO HIGHER EDUCATION: CASE STUDY – TECHNICAL FACULTY IN BOR, UNIVERSITY IN BELGRADE
Danijel Nikolić, Sanela Arsić

THE IMPACT OF DEMOGRAPHIC CHARACTERISTICS OF THE EMPLOYEES TO THE PROBLEM OF ABSENTEEISM AND FLUCTUATION IN ORGANIZATIONS
Sanela Arsić

INNOVATIVE TECHNOLOGIES IN THE MERCEDES-BENZ COMPANY
Nemanja Najdenov

STRATEGY OF GROWTH AND DEVELOPMENT OF VIRTUAL ENTERPRISE FOR SHOE PRODUCTION
Marko Todorović, Dušan Zdravković

"MISSION - VISION" TODAY FOR TOMORROW - CASE STUDY OF VIRTUAL COMPANY
Zvezdana Petruconić, Milena Vladić

„GREEN INNOVATION“ IN FUTURE TECHNOLOGY DESIGNED FOR REGIONAL DEVELOPMENT
Muntean Lucian Gabriel

HISTORICAL DEVELOPMENT THEORY OF THE SYSTEM
Ana Marjanovic

APPLICATION OF PROMETHEE GDSS MODEL ON THE EXAMPLE OF A SWOT ANALYSIS OF THE TECHNICAL FACULTY IN BOR
Milan Miljuš

THE STRATEGY OF MARKET DEVELOPMENT OF VIRTUAL ENTERPRISE FOR SELLING CHILDREN'S EQUIPMENT
Bili Petrović, Sanela Đoković, Milica Krstić

APPLICATION OF MONTE CARLO SIMULATION MODEL FOR PRODUCT ASSEMBLEMENT
Vuk Mihajlović
UTICAJ INFORMACIONO-KOMUNIKACIONE TEHNOLOGIJE NA ALOKACIJU PRAVA ZA DONOŠENJE ODLUKA: ERA VELIKIH PODATAKA
Jelena Lukić.................................................................1135

METODE KOMUNIKACIJE INFORMACIONO KOMUNIKACIONIH TEHNOLOGIJA U VISOKOOBRAZOVNIM INSTITUCIJAMA
Vladimir Aleksić, Dragana Trifunovic, Mirjana Tankosic.................................................................1136

KORIŠĆENJE SIMULACIONOG MODELDA ZA OPTIMIZACIJU RADA HITNE SLUŽBE, STUDIJA SLUČAJA: SLUŽBA HITNE MEDICINSKE POMOĆI U BORU
Iva Ogrenjac........................................................................1136

THE SPIN OFF AND THE OPPORTUNITIES FOR UNIVERSITIES IN CREATING SPIN OFFS
Viktor Való .................................................................1138