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Belgrade



Faculty of Business
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International scientific conference

MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH-EAST EUROPE



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Univ. Prof. Dr. Milija Zečević

Professor Emeritus

Academician, European Academy of Science, Vienna

Rector of European University - Chairman

Professor Dr. Milija Zečević was born in Vasojevići, the village of Vinicka, Montenegro, on Nov. 5, 1940. He graduated from the Belgrade University Faculty of Sciences – Department of Mathematics; he achieved his Master of Science degree from the Belgrade Institute of Economic Sciences; and Doctoral degree from the Belgrade University Faculty of Organizational Sciences. Professor Zecevic has organized numerous symposia and scientific gatherings covering the following topics: European Business and Management, American Business and Management, Japanese Business and Management, International Management, International Relations, International Diplomacy, European Integration Processes, Creating New Europe... Prof. Dr. Zečević is the author of more than 200 papers, published in foreign and domestic collection of scientific papers and publications; he has also authored 39 course books in the field of Management, International Management, Mathematics, International Business, International Relationships, European Business, etc.

- Rector, Owner and Founder of European University, Belgrade;
- Commander of World Order of Science - Education - Culture, EAI, Brussels;
- Grand PhD of Western Philosophy, European Academy of Informatization;
- Honorary PhD, International University Albert Schweitzer, Geneva;
- Member of International Diplomatic Academy Senate;
- Full - time Professor at European Academy of Informatization, Brussels;
- President of UN Distance Education Board, Vienna;
- Academician of American Biographical Institute, New York;

MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH-EAST EUROPE

European University Belgrade is an accredited independent institution of higher education and science which, in compliance with the law of higher education, carries out Bachelor, Master and PhD studies from Social - Humanistic, Technical-Technological field, field of Art and Medicine. Members of European University are Institut Franco - Americain de Management, Paris, Sales Manager Academie, Vienna, European Academy of Science, Vienna, Institute of European Studies, Belgrade, Albert Schweitzer International University, Geneva, Manhattan Institute of Management, New York- Paris- Budapest, as well as numerous partners: Chamber of Commerce, Belgrade, Scientific Society for Management, Belgrade, The College of Hotel Management, Belgrade, European Mangement Association, London, Faculty of Business and Tourism, Budva, Montenegro, University of Rijeka, Croatia, European centre, Maribor, University of Krems, Austria and other partners. Vision and strategy of the European University is linking universities, institutes and economies not only at global, world and European level, but also linking universities, institutes and economies of Central and South East Europe. European University in cooperation with its members and partners organizes International Scientific Conference on the topic of MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH - EAST EUROPE

Objectives of the conference:

- linking institutions and prominent personalities from the countries of Central and South-East Europe;
- the exchange of ideas and experiences in the development of European and international marketing and management, international tourism and hospitality, as well as the promotion of opportunities for further business cooperation.

Strategic goal of this international scientific conference is the development of economies, promotion of value systems and making the most capable operational managers, middle managers and top managers the carriers of efficient, effective and profitable business in Europe, the world, and especially in Serbia and countries of Central and South - East Europe.

KEY NOTE ADDRESS



*Dr. Srđan Verbić
Minister of Education, Science and Tehnological Development,
The Goverment of Serbia*

Dr. Srđan Verbić was born on 27th of May, 1970. in Gornji Milanovac. He graduated Theoretical Physics at Faculty of Physics, University of Belgrade. After that he worked as a manager of Physics programs in Research Station Petnica. He defended his Master thesis, in the field of artificial intelligence, on the topic “Relation between minimizing of free energy, hidden Markov Chain, and decoding of linear block codes” at Faculty of Physics, in 2001.

He finished his PhD studies, thesis “Heuristics for maximizing informational values of knowledge tests” at University of Belgrade in 2014. From 2003, he participates in an international study of pupil’s attainments PISA. Since 2005. he works in Education and Upbringing Quality Evaluation Office, at first as a Counselor-Coordinator of Science, and then, since 2013., as a Director of Examination Center, as well.

During his education he was a student of first programs in Research Station Petnica, and a participant of numerous federal assemblies „Science to Youth“. Dr Vrebic is the author of three primary and secondary school Physics textbooks, and reviewer of numerous books and textbooks on popular science. He is actively engaged in promotion of science. He is highly appreciated by the expert public due to his 20 years of experience in science education of gifted high school students, during which he organized around 100 seminars and workshops for high school students, faculty students and teachers, as well as twelve conferences for young and gifted high school students. He was the leader of creating of proposed standards for the completion of mandatory science education project. He is very active in international network which gathers organizations that deal with gifted students.



Univ. Prof. Dr. Srđan Stanković
Professor Emeritus
President of National Council for Higher Education

Univ. Prof. Dr. Srdjan S. Stanković got his Dipl. Ing. degree from the Faculty of Electrical Engineering, University of Belgrade, Yugoslavia, in 1968. He got his M. Sc. degree in 1972, and Ph. D. degree in 1975 from the same Faculty. His M.Sc. and Ph.D. dissertations were both from the field of System Identification; his Ph. D. thesis supervisor was Professor Pieter Eykhoff, Eindhoven University of Technology, the Netherlands. He was with the Institute for Nuclear Sciences, Vinča, Belgrade, Yugoslavia, from 1968 to 1972. Since 1973 he has been with the Faculty of Electrical Engineering, University of Belgrade, where he is currently Full Professor of Automatic Control. He held the Research Fellow position from 1972 to 1973 at the Eindhoven University of Technology, Eindhoven, the Netherlands. He held the Visiting Professor position at the Santa Clara University, Santa Clara, California, from 1987 to 1988, in 1998, 2001 and 2003.

He also held different part-time consulting positions in Government institutions and industry, as well as in research institutions, taking part in big research and development projects (Institute for Nuclear Sciences, Vinča, Belgrade, Iron and Steel Works, Smederevo, Institute "Mihajlo Pupin", Belgrade, Institute of Applied Mathematics and Electronics, Belgrade, Ministry of Health, etc.).

His teaching activity encompasses different fields. He introduced, at the Faculty of Electrical Engineering, University of Belgrade, the concept of undergraduate and postgraduate courses on Stochastic Systems and State Estimation, Digital Signal Processing, Adaptive Systems, Artificial Intelligence and Neural Networks and Medical Decision Making Systems. He currently teaches different undergraduate and postgraduate courses at the Department of Signals and Systems. He has been supervisor of about 40 M. Sc. theses and 15 Ph. D. theses.

Prof. Srdjan S. Stanković published numerous scientific papers from the fields of System Identification, Stochastic Systems, State Estimation, Digital Signal Processing, Processing of Medical Images, Large Scale Systems and Neural Networks (see the list of publications). He was also leader of numerous scientific and R & D projects either for Yugoslav (or Serbian) Science Foundation or for industry, with a large variety of subjects (Adaptive Control Systems, Development of Intelligent Controllers, Processing and Recognition of Communication Signals, Telemedicine, Design of Real-Time Computer Control Systems for Hot Strip Mills in Iron and Steel Industry, etc.). He published a textbook on Nonlinear Control Systems (with R. Tomović). He has been Scientific Coordinator of two Tempus Projects within the CARDS Program, related to curricula development and life-long education in ICT in Health Care. He gave numerous presentations of his research activities throughout the world. Currently, his main research interests include Large Scale Systems, Multi-Agent Systems, Neural Networks and Decision Making Systems in Medicine.

He was Head of the Automatic Control Department at the Faculty of Electrical Engineering in Belgrade for many elective periods. He is actually Head of the Department for Signals and Systems. He was a member of the Theory Committee of the International Federation of Automatic Control (IFAC).

He has also been a member of Organizing and Program Committees for numerous symposia, of Editorial Boards of scientific journals, as well as of different professional associations.

He is actually President of the Serbian Association for Electronics, Telecommunications, Automatic Control, Informatics and Nuclear Technology.

Univ. Prof. Dr. Srdjan S. Stanković is now President of the National Council for Higher Education of the Republic of Serbia.



*Univ. Prof. Dr. Branko Kovačević,
Honorary President of Rectors Council of Serbia
Dean of the Faculty of Electrical Engineering, University of Belgrade*

Univ. Prof. Dr. Branko Kovačević, Full Member of AESS from 2009, was born in Belgrade, Serbia on 29 June, 1951. He received the B.Sc., M.Sc., and Ph.D. degrees, all from the University of Belgrade in 1975, 1980, and 1984, respectively. From 1975 to 1977 he was a research associate in the Computer Systems Laboratory, Institute Mihailo Pupin, Belgrade. From 1977 to 1981 he was a research fellow in the Department of Automatic Control, Military Institute of Technology, Belgrade. In 1981 he joined the Faculty of Electrical Engineering, University of Belgrade, where he is presently Full Professor, teaching courses in control systems theory and its applications, as well as in signal processing.

He was awarded the Engineers Prize of the Economic Council of Belgrade, the Dušan Mitrović Prize of the Yugoslav Society of Electrical Engineers (ETRAN), the Branko Raković Prize of the Faculty of Electrical Engineering, the Outstanding Research Prize of the Institute of Applied Mathematics and Electronics, the Teaching Prize of the University Students Council; the Prize of Serbian Association for Informatics, the Prize of Association of radio systems engineers, the Prize of Belgrade Alumni and Friends Association, the Prize of Board of European students of Technology (BEST), the Prize of European students of Electrical Engineering (EESTEC), the Vojislav Stanojević Prize and Nikola Tesla award of Serbian association of university professors and scientists, the Mihajlo Pupin award of Foundation Selak, the gold medal of European Economic chamber, the honor President of Friends Association of Serbian and China. He is also a member of IEEE, a member of EURASIP (European Association for Signal Processing), a member of WSAES (World Society and Academy for Engineering and Science), a member of national association for electronics, communications, control and computers named ETRAN, and a full member of Academy of engineering sciences of Serbia and Montenegro. Dr. B. Kovačević is the president of ETRAN Section for Automatic Control, the President of ETRAN Program committee, the president of Serbian Association of electrical engineers, the honour president of the Conference of Serbian Universities and the Editor in chief of the Journal of Automatic Control (published by the Belgrade University Press). He is also a reviewer of IEEE Transactions, IEE Proceedings, IFAC Automatica and Signal Processing.

Dr. Kovačević was vice-dean of the Faculty of Electrical Engineering, University of Belgrade, vice-president of the Belgrade University Senat, vice president of the Faculty of electrical engineering council, the dean of the Faculty of electrical engineering, the Rector of University of Belgrade and the President of Conference of universities in Serbia. The biography of Dr. B. Kovačević was published in Marquis Who's Who in the World, Who's Who in Science and Engineering and Who's Who in Finance and Industry, as well as in the Cambridge bibliographical centre edition. He was also a visiting professor at the Florida State University, Turkey University in Finland, Baghdad State University in Iraq, State University in Tripoli, Libya, as well as a lecturer at the European Institute for System Sciences. Dr. Kovačević is author of twelve books and over 100 scientific journal papers and more than 200 conference papers. He was also the supervisor of nearly 150 Diploma engineering thesis, 40 M.Sc. thesis and 15 Ph.D. thesis, and participated in more than 60 research and scientific projects, as well as at several FP7 and TEMPUS projects. The results of these projects are implemented in industry plants, or are used for designing the military defense systems. Dr. B. Kovačević is also consultant of the LOLA Institute of technology, the Institute for computer controlled systems Mihajlo Pupin and in the Institute for electronics and applied mathematics. In addition, he is consultant of the Serbian government for education and science, and co-president of the Foundation for young talents. His research interests lie in the field of robust estimation, system identification, adaptive and nonlinear filtering, optimal and adaptive control, and digital signal processing. Dr. B. Kovačević is married with Ivana, professor of mathematics, and has one son Ivan.



*Dr. Milan Janković,
President of Belgrade Chamber of Commerce,*

Milan Janković was born on April 29th 1956 in Zemun and is a father of six children. Education wise, Mr. Jankovic holds PhD in Economic Science, University “Megatrend”, Belgrade, Serbia, with thesis referring to new concepts of company management, Master of Science in International Management, European University, Belgrade, Serbia, and a Degree in Economics - Faculty of Economics, University of Belgrade, Serbia.

He was four times elected President of Belgrade Chamber of Commerce since 2000.
He is fluent in English, Italian and French.

Belgrade Chamber of Commerce has become a member of several international institutions in which dr Milan Janković has held significant positions. Some of these institutions are:

- OECD LEED PARTNERS CLUB (regional economic development)
- The Union of Small and Medium-sized Enterprises (SME Union – EPP Party) Brussels
- Danube Chamber of Commerce Association for the region of Balkans and South-East Europe, re-elected vice president
- International Chamber of Commerce – admission into the World Council of International Chamber of Commerce
- Beijing Chamber of International Commerce, first honorary president

Together with the daily activities as the president of the Chamber, he performed duties of:

- President of the Board of Directors of the Pension and Disability Fund of Serbia;
- President of SECI-pro committee;
- Member of the Board of Directors and the Parliament of the former Chamber of Commerce of Yugoslavia;
- Member of the Board of Directors of 'Rekord' Rakovica enterprise;
- Member of the Board of Directors of 'Postal Savings Bank';
- Member of the Parliament of the Serbian Chamber of Commerce;
- Member of the Board of Directors of the Belgrade Business School;
- Member of the Executive Board of the International network of Chambers.
- Member of Serbian Academy of Innovation Sciences
- Elected President of the Assembly of Employer's Association ``Employer`` (43000 companies, with over 550 000 employees)
- In September 2012, he was elected one of twenty one Members of the National Council for Economic Recovery
- Vice President of Belgrade Association of Economists

Actively participating in numerous activities of the associations, centers and other forms of Chamber's work, the president Janković has contributed with his work to the creation of new services and information for the members, as well as the improvement of the work of the Board and the association, which resulted in an increased interest of its members in the work of Chamber.



Mr. Andreja Mladenović
Deputy Mayor of Belgrade

Mladenovic was born in Belgrade on 15 March 1975. He is married with three children. By profession, he is an international manager and a lawyer. He completed his master studies at the European University Faculty of International Engineering Management, and enrolled to doctoral studies with the same university. He is fluent in English. In the period between 2000 and 2004, he served as deputy mayor of Zemun Municipality. In this capacity, he was dealing with issues related to sports and youth, refugee and social problems, and relations with religious communities. Thereafter, between 2004 and 2008, he served as a member of Belgrade City Council. He dealt with sports and youth issues. During this tenure, he also served as Vice President of the Organizing Committee of the European Youth Olympics, the games held in Belgrade in 2007, and as a member of the Executive Committee of the Organizing Board of the Universiade, also organized in Belgrade in 2009. Mladenovic was a member of Zemun Municipal Council between 2000 and 2004. He served as the party whip of the Democratic Party of Serbia at the Belgrade City Council between 2004 and 2008, and also as of 2011 and up to the present. He has been the Democratic Party of Serbia member since its inception in 1994, and served on various posts in the party ranging from a member of the party Executive Board, President of its Youth, spokesperson and chairman of the party Belgrade chapter. The Government of the Republic of Serbia, in November 2013, appointed Mladenovic a member of interim authorities of the Belgrade City Council. Currently serves as the Belgrade deputy mayor.



Assembly of the City of Belgrade



Valeriy Ovsyannikov
President of Executive Board of Sberbank Serbia

Valeriy Ovsyannikov has a 20 year long experience in International Banking, as a professional manager, aiming at the results, working in the business fields of economy and population of the international banking, selling, project finance and risks management.

He started his business career in 1992, in Lloyds Bank in the United Kingdom. He gained his experience in the Russian-American Investment Bank, Tveruniversalbank and Credit Lion Bank, in Russia.

Valeriy Ovsyannikov improved his professional experience working in Guta Bank as a vice-president and in MBRD as the Executive Board (EB) vice-president. After working as a vice-president of international financial group Converse Bank, followed by five-year work as a CEO of VTB Bank Armenia, he joined Sberbank in Russian Federation in 2012, as a Deputy Director of the project office. In March, 2013 he became a new EB president of the Sberbank Serbia. He finished Faculty of Business and Finance, he graduated from Exeter University Business School in the United Kingdom. He is fluent in English and Russian. He is married and has two daughters.

THE INFLUENCE OF RUSSIAN BUSINESS ON THE DEVELOPMENT OF BUSINESS IN SERBIA



The Moscow Kremlin, Moscow, Russia



*Univ. Prof. Dr. Ludvik Toplak
President of AMEU – ECM
Vice-Rector of Alma Mater Europaea*

Rector of the University of Maribor (1993-2002) Ambassador of the Republic of Slovenia to the Holy See (2002-2006) European Faculty of Law in Nova Gorica
Faculty of Postgraduate Governmental and European Studies, Brdo, Slovenia President, European Centre Maribor 2008 Member of the European Academy of Science and Arts 2000 Member of the Collegium Observatory Magna Charta Universitatum (2000-2004) Member of the Steering Committee of the I.C.H.E. (International Conference on Higher Education) 1999 Member of Paneuropean Union
Member and President of the Danube Rectors' Conference (1996-1999)
Member of the international committee European Forum Alpbach 1999 Governor of the American Chamber of Commerce in Slovenia (1999-2001) Member of the board CRE-EUA (1998-2001)
President of the Conference of Independent Colleges in Slovenia 2009
Titles of Honor: STATE: Ambassador of the Republic of Slovenia in Science (2000);
UNIVERSITY: Golden award of University of Maribor;
MUNICIPALITY: Honorable member of Municipality

THE NEED FOR EDUCATION FOR MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH-EAST EUROPE

The term "Central and South-East Europe" has been in use as a political term since the fall of the Berlin wall. In the last 25 years, political circumstances changed. Therefore, the term "Danube region" will be used in the following discussion; a term that has a longer historic and cultural meaning, also being politically neutral. This contribution would like to present the need for education in this area, especially targeting management and marketing development in the process of the European integration. Reintegration of the Danube region as an inseparable part of Europe requires a wholesome approach in education.



*Univ. Prof. Dr. Ivo Armenko
President of Faculty of Business and Tourism,
Budva, Montenegro
Ambassador of Montenegro in Athens*

Prof. Dr. Ivo Armenko was born on 22 May 1946 in Montenegro. He graduated from the Faculty of Economics in Belgrade in 1969, and he was awarded his Magister degree at the Faculty of Economics in Belgrade in 1984. He received his PhD from the Faculty of Economics in Banja Luka in 2004.

He began his career in HTP "Sveti Stefan" in 1968, where he worked until 1980 as a company director.

From 1980 until 1986, he worked as a director of the branch of Yugoslav Tourist Association in London.

From 1986 until 1990 he worked in HTP "Montenegro turist" Budva as a commercial director.

Between 1990 and 1992 he worked in Yugoturs - London as an assistant director. From 1992 until 1996 he worked as a commercial director of HTP "Budvanska Rivijera". From 1996 until 1998, he was the member of the Government of Montenegro holding the post of the Minister of Tourism. From 1998 until 2004 he served as the managing director of HTP "Budvanska Rivijera".

In 2004 he assumed the position of Ambassador of Serbia and Montenegro in Madrid.

In terms of academic experience, he worked as a lecturer and professor at several higher education institutions.

Since 2009 he has assumed the position of Ambassador of Montenegro in Athens and he has been hired as a professor at American University, "Indianapolis" in Athens as a lecturer in the Department "International Relations."

In 2011, Dr. Ivo Armenko, together with Prof. Dr. Rade Ratković, founded the Faculty of business and tourism in Budva and there he teaches the courses of Marketing in Tourism.

During the entire time of his involvement in the economy, Dr. Ivo Armenko was actively involved in many of the working bodies of the Government of Montenegro and professional associations. He was a longtime member and president of Tourism Board of Chamber of Economy of Montenegro, longtime member of the branch of the Tourist Association of Montenegro and the Tourism Organizations of Montenegro.

RURAL TOURISM AS A NEW DEVELOPMENT TREND IN EUROPEAN TOURISM

Rural tourism is, at the same time, a phenomenon both old and new. Enlarged interest for life in the countryside started and rose in the nineteenth century as a reaction of increased and rapid process of urbanization and industrial development.

Poets, artists and other cultural workers have started to renew life in rural settlements. Developing transportation, transport companies and agencies enable transport for higher number of visitors who are interested in the countryside and lives of their ancestors.

However, current rural tourism is completely something else: number of tourists has significantly increased and tourism has been developed in every rural settlement, attracting tourists with its beauty and rich and various tourist products.

At the beginning of the 20th century, tourism development can be related to the sale of first package arrangements in the regions of Switzerland and Italy. The first protected natural district was established in the USA, in 1872.

It was the famous Yellowstone National Park. During the 1960s of the 20th century many European countries started to promote rural tourism as a new trend in the development of total tourism marketing in Europe and worldwide. At the same time, the interest for preservation and protection of natural resource of flora and fauna and old rural settlements begins to rise in the world.

Nowadays, rural tourism is found in policies and development strategies of many world countries. It is not the synonym for agro-tourism, but it includes: an interest for holidays in the countryside, vacation with recreation and fun in the countryside, organization of various manifestations with religious, cultural and other contents, open-space sports activities, shopping of various handicrafts and agricultural produce etc. It also refers to ecotourism, green tourism, ecological tourism, ethno-tourism, etc. It is absolutely certain that rural tourism has been in a phase of growing and changing in its content of products, adapting itself to new market requirements. At the current degree of its development, this kind of tourism takes an important place in local economies of many European countries, especially: Austria, Ireland, Italy, Spain and Greece. Lately, the territory of Istra in Croatia has had very good results in this activity. Montenegro is at the beginning of its policy formulation of rural tourism development. This year, the municipality of Budva promoted its programme of the tourism development pointing out its great opportunities at its area.



Prof. Dr. Slavoljub Vicić
The Director of The College of Hotel Management, Belgrade

Dr. Slavoljub A. Vicić was born in Cicevac in 1957. He lives and works in Belgrade as a professor and headmaster of the Higher Hospitality School. After completing his elementary and high school studies he enrolled to Belgrade University Law School. Upon graduation he continued his studies at the same school and gained a degree of master of legal sciences. He defended his doctoral thesis titled “Legal position of public companies” with honor and earned the title of Doctor of Legal Sciences. He started his working career at the High, now Higher Hospitality School, as an expert adviser for legal issues, and after that as a head of the legal and administrative department. He was appointed lecturer for the subject Business Law in 1989, and later as a professor for subjects Administrative Law and Sociology. He was awarded a title of the assistant professor for the subjects Administrative Law and Commercial Violations with the Belgrade University Faculty of Security Studies in 2000. The Government of the Republic of Serbia appointed him to the post of Headmaster of the Higher Hospitality School in 2001 where he has been serving to the present. Dr. Vicić is the author and co-author of numerous course books and monographs (Business Law; Sociology, Public Companies in Administrative System of SRY; Business Law, as a co-author with Prof. Dr. Mirka Vasiljević – three editions; Commercial Violations and Offences, as a co-author with Prof. Dr. Dragan Jovasević; Sociology, as a co-author with Dr. Miodrag Djordjević; European Union Law, as a co-author with Dr. Bojana Milisavljević. He is also author and co-author of several scientific and professional papers in the field of Law, Sociology and Tourism published in local and foreign scientific magazines and presented at conferences and congresses in the country and abroad.

PERSPECTIVES OF HOTEL INDUSTRY DEVELOPMENT IN SOUTH-EAST EUROPE

The area of South-East Europe has numerous natural and anthropogenic resources which have not yet been sufficiently used in tourism. The main constraining factor of intensive involvement of available resources in the tourism industry is its material basis, i.e. hotel industry. The period of transition of the South- East European countries has brought huge changes in the field of ownership and market transformation of the whole economy, and thus of the hotel industry as a material basis of tourism, as well. The opening of the region towards global tourism market had to be followed by the introduction of global standards in the field of hotel industry. International hotel chains, within their business strategies of expansion, have recognized tourism potential of this region, which resulted in their increased presence in the South-East European countries. This led to stronger competition, so the need to improve national quality standards of hotel offer has emerged. This need was emphasized by the joining of some countries from the region to the European Union, in the context of aspiration to coordinate the quality of hotel offer of the member states. The future of the hotel industry of South- East Europe is determined by strategic commitment of some countries in the field of tourism development. Business and institutional cooperation at the regional level, which can be treated as macro-touristic destination, should contribute to adjustment of hotel offer quality standards and their further improvement.

Key words: HOTEL INDUSTRY, DEVELOPMENT, QUALITY, STANDARDS, HOTEL CHAINS, SOUTH-EAST EUROPE



*Univ. Prof. Dr. Vidoje Vujić
University of Rijeka
Faculty of Tourism and Hospitality Management
Opatija - Croatia*

Dr. sc. Vidoje Vujić, full-time professor and research fellow in tenure, University of Rijeka - Faculty of Tourism and Hospitality Management, Opatija

He graduated from the School of Pedagogy in Rijeka in 1981. He finished the postgraduate studies, scientific-research department, at University Centre for Economic and Organizational Sciences in Rijeka in 1985 and he was awarded academic title of Magister of Sciences in Economics, social – humanistic field.

At the Faculty of Economics in Rijeka in 1991 he defended his doctoral dissertation and acquired academic title of Doctor of Social Sciences in Economics. He participated in the work of several scientific conferences in the field of entrepreneurship, business management, training and development of human resources.

He is an expert in human resources. Quality manager and quality auditor with ÖVQ (EOQ) certificate.

Trainer / teacher of entrepreneurs, managers and students. Consultant for investment studies and entrepreneurial planning. In 2007 he was appointed full-time professor and research fellow in the fields of economics, organization and management at the Faculty of Tourism and Hospitality Management in Opatija.

He is a full-time member of Croatia's network of consultants.

He wrote six books as a co-author and 94 scientific and professional papers from the fields of entrepreneurship, management, quality management systems, and development of human resources. He was a co-author in several scientific projects, he wrote several studies and reports, he was a reviewer of two books and several professional papers, he delivered many lectures at various seminars and other forms of education in Croatia and abroad.

HUMAN DEVELOPMENT AS BASIS OF CENTRAL AND SOUTH EAST EUROPE COMETITIVENESS*

Global economic crisis and the recession that followed have both had a negative influence equally to the economy and human development in Central and South East Europe. Six years in a row we suffer from stagnation and slowdown in economic activities, and parallel to this of a very slow human development. In such circumstances, most countries in South and Southeastern Europe are struggling for staying alive, survival, and development, and are also striving, in these even more difficult circumstances, to raise the level of their own competitiveness. Human development is not essential only for the expansion of business excellence and global competitiveness, but in most part for satisfying all participants in the process of production and providing services. This paper deals with new challenges, phenomena, trends and indicators of human development. It provides definitions and explanations of calculated data from the annual publication issued by the UN Human Development Office. Some global changes are stressed and emphasized, as well as the procedures that can be applied to influence them. Then follows the analysis of how the global changes and trends affect our everyday life and what kind of challenges they bring.

Key words: SUSTAINABLE DEVELOPMENT; KNOWLEDGE MANAGEMENT; SOCIETY AND STATE, INTELLECTUAL CAPITAL

*Scientific paper submitted. Lecturer unable to attend.



Alfred Mahdavy
Academian of European Academy of Science - Viena
Vice President of Mod'ArtInternational, Paris, France

Alfred MAHDAVY is born in 1952. Civil Engineer, Graduated in MBA.
He dedicated all his career to the education system in the USA (New York and Berkley) in Asia (Japan, China) and in Central Europe.
He is now one of the founding members of MOD'ART International the leading university for fashion management and luxury goods originally located in Paris but also in Peru, China, Vietnam, Serbia, Hungary and India.

THE INFLUANCE OF FRENCH BUSINESS ON BUSINESS AND MANAGEMENT DEVELOPMENT IN SOUTH-EAST EUROPE*



The Eiffel Tower, Paris, France



*Mag. Dr. h.c. Walter Seböck,
MAS, MSc, MBA, Danube University, Krems, Austria
Honorary Doctor of European University*

Dr. Seböck completed his master's degree in 1992 and in 2005 his doctorate at the University of Vienna. The topic of his masters thesis was international policy and conflict research and dealt specifically with the Palestinian uprising; the topic of his doctors thesis was "E-Government". Subsequently he worked as a PR consultant in a marketing agency and as a publishing director for continuing education literature. After a period of entrepreneurship in the field of new media / internet during the nineties, he overtook the responsibility for the consulting division of a company that dealt with the impact of new working practices on the job market. Afterwards then he was appointed as project manager for the restructuring of the Technical Museum and subsequently became head of marketing and PR. In 2001 he received an offer from Danube University Krems to restructure a center. Since then, Dr. Seböck deals with the topics of electronic government and related security issues. The findings of several research projects have led him to design an electronic management platform, integrating the municipal sector contrary to the prevailing approach. This implementation has required extensive studies and analysis of municipal sector and the technical possibilities. After a 3-year period of study and design work together with Dr. Parycek, he realized an electronic platform for local administration in cooperation with the Austrian Association of Municipalities at Danube University Krems in 2004. Therewith, Austria was the first and only country in the world to basically put an electronic network management at the local level for all municipalities. This development released the establishment of a clear focus on "e-Government", dedicated exclusively to the field of public administration and thus distinguishes Danube University Krems unique in this area. In 2006 an independent center for e-government was founded. This center is concerned with all aspects of communication in e-government. Topics such as e-democracy, e-voting and eparticipation are central themes that are treated very successfully in research projects, publications and international conferences. One of the most prestigious international conferences on e-democracy is carried out since 7 years at Danube University Krems. The expectant increase in traffic safety issues has been focused by Dr. Seböck in the area of information security. Within this area, parallel to the construction of the topic "E-Government", he implemented research projects and academic conferences relating to the issue of infrastructural security, and thus positions the Danube University Krems accordingly. The merging of different areas of occupational safety led to the start of their own center for infrastructure security in 2011. The combination of these two issues, pointed out a clear profile of an university for further education as the orientation of cross-cutting issues in both teaching and research interests of the economy and the institutional equivalent is demanded. On 1st January 2011, Dr. Seböck was also appointed as Dean of the newly established Faculty of Business and Law. In this new area the target focus is on expanding international cooperation, development of independent research activities and profiling of the "Business and Law School" in an national and international context.

NEW WORLD DISORDER*

9-11 has brought up a new understanding to the worldwide security perception concerning terrorism and threat potential. During the last 10 Years the potential of threats has changed significantly. Cybercrime, cyberterrorism and high tech crime has evolved massively. Simultaneously greed and corruption dragged some states into the abyss. A global economic crisis resulted from these activities. If this will be continued a war on distribution of goods, of resources and of participation of social achievements will be inevitable. On the third hand there is a generation growing up, called the digital natives. They are always online, never near to an analogue presence. This generation has no problems with privacy policies. They serve all channels of information dissemination including social networks. And these social networks are support layers of many of these activities. Obviously the understanding of security is actually changing radically. In the end, there will be no borders between our real life and the electronic life.

*Scientific paper submitted. Lecturer unable to attend.



*Robert Troska
President of Czech Committee for Scientific Management,
Czech Republic*

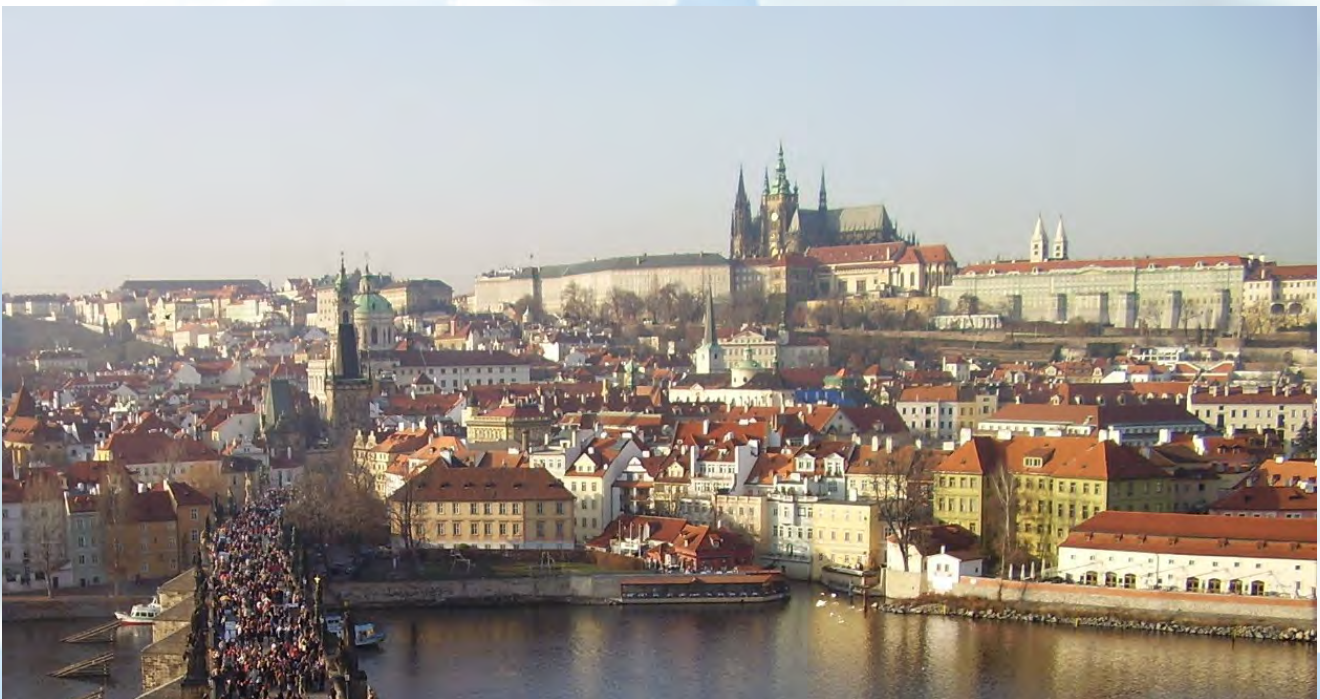
Robert Troska (MS, BA. Ing.) is the founder and executive director of the RITMO (Rationalization, Innovation, Technical development, Management, Organization) Company. He is internationally known as a creator and coordinator of interdisciplinary teams over the last decades. These teams are working in four areas.

1. Application and implementation of new technologies and technical procedures.
2. Industrial enterprise construction.
3. Public administration area.
4. Real Ethic and Personal Philosophy in management.

The interdisciplinary teams carry out necessary analyses, project, construction and mediation - from Design to Turnkey Service.

He is the chairman of the CCSM (Czech Committee for Scientific Management). His team discovers recently new ways in the HRM (Human Resources Management) area in the Science and Technology section of CCSM. He has published special publications in the fields of Real Time Control Systems, Production Engineering and Management.

CONTEMPORARY THEME FOR CHIEF OF EXECUTIVE OFFICERS IN EUROPE*



Prague, Czech Republic



MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH-EAST EUROPE

SESSION 1

European Business and Marketing, Cultural Diversity and Tourism



Vienna, Austria



*Univ. Prof. Dr. Leposava Zečević,
Dean of the Faculty of European Business and Marketing
Head of Marketing Department*

Prof. Dr. Leposava Zečević was born April 24, 1970 in Belgrade. She completed elementary and secondary school in Belgrade. In 1992, she completed undergraduate studies in Belgrade at the Faculty of Economics, Department of Marketing, with thesis titled “The product and price promotions as elements of the marketing mix”. In 1994, Prof. Dr. Leposava Zečević completed IFAM MBA University and acquired the title of BBA-IFAM - graduate manager of international business. In 1997, at the Faculty of International Management, she completed postgraduate Master’s studies, with Master’s theses on the topic: „International marketing and creative approach”, thus gaining the title of Master of Science International Management. In 1999, at the Faculty of International Management Prof. Dr. Leposava Zečević defended her doctoral theses entitled: „International Marketing - a global management approach” and thus acquired the title Doctor of Science International Management. At the Faculty of International Management in the same year, Dr. Zečević gained the position of Assistant professor. In 2003 at the European University - Faculty of European Business and Marketing she gained the position of Associate professor for the courses: International Marketing and European Marketing, and in 2007, gained the position of Full Professor for the scientific field - management and business. Dr. Leposava Zečević is the Dean at the Faculty of European Business and Marketing and at the moment, she is full professor for the courses: Marketing Principles, International Marketing - global approach, Marketing Strategy and Management. Prof. Dr. Leposava Zečević is the author and co-author of numerous scientific and professional papers published in domestic and foreign magazines and monographs, of numerous books, and has participated in a number of scientific symposiums at home and abroad.

MARKETING MANAGEMENT IN THE FUNCTION OF GLOBAL PLANNING

Global market is a whole new arena for internationally oriented companies and their managers. Those who operate on international market need to adapt to foreign environments and skillfully solve conflicts between political, cultural and legal forces with the aim of achieving success. Global marketing is the science and art of doing business which is interrelated with many other disciplines and which is happening around us daily, it has much influence on our life and is of crucial importance for the survival and success of companies. The reason for this is the growth of global business activities which opens more and more possibilities. Planning and product development lies in the heart of global marketing process. New products should be developed or old ones modified in order to satisfy new or altered customers’ needs on a global or regional basis, but at the same time, corporate goals of technical achievements and financial profitability should also be met. In many multinational companies, every product is developed for possible world use and unique multinational market demands are included whenever it is technically feasible. Therefore the main goal of planning process is sometimes in the development of a standard product – a product or an adapted product line into products and their lines which are developed in order to have a global appeal. We need to take into account the following tasks in the function of global planning: 1) identification of unique demands which need to be included in production goals and specifications as well as in technical activities of the managing unit; 2) all other activities necessary for planning, production, introduction and support of products in the interested units; 3) identification of all activities which do not happen simultaneously with the plans and activities of the managing unit. Global companies can have advantage of being able to use resources from all around the world. During the initial stages of the process of global planning and products development, a global emphasis is on the identification and assessment of requirements from both managing unit and interested units and incorporating those requirements into the plan. During later stages, the emphasis is on the efficient development and global product design with a minimum of configuration differences and on the development of support system for each unit’s, i.e. participant’s abilities. The result of the interaction and communication is the activity of planning and product development on a global basis and products aimed at primarily world markets.

Key words: *MANAGEMENT, MARKETING, MARKET, INTERNATIONAL MARKETING, GLOBAL MARKETING, PRODUCT, PRODUCT PLANNING, PRODUCT DEVELOPMENT, GLOBAL PLANNING*



*Univ. Prof. Dr. Olgica Zečević Stanojević
Vice Dean of the Faculty of European Business and Marketing*

Prof. Dr. Olgica Zečević Stanojević was born on 28 December, 1967 in Belgrade. She finished primary and secondary school and the Faculty of Philology (1992) in Belgrade where she also gained her MA degree (1997) and PhD degree (1999) at the Faculty of International Management.

She started her professional career at the Academy of Pedagogy (1992) and the Faculty of Teacher-training in Belgrade. She continued her academic teaching career at the Faculty of International Management and IFAM, European University (1995), where she is still a full professor at Bachelor and Master studies in the field of Management and Business for the courses European Cultural Environment, Cultural Diversity, Cultural Relations and International Cultural Communications at the Faculty of European Business and Marketing in Belgrade. She has been continuously working on cultural diversity and intercultural communication in the field of management and business since the beginning of her academic and teaching career at the European University. She is the author and co-author of numerous academic works and a participant in scientific research projects both at national and international academic and professional conferences in the field of management and business, and she published several editions of the book 'European Cultural Environment', 'Cultural Relations' and 'International Cultural Communications'.

CULTURAL DIVERSITY OF SERBIA THROUGH SYSTEM OF CULTURAL DIMENSIONS

Cultural diversity is a driving force of development, not only for the economic growth, but also as a means for the establishment of better intellectual, emotional, social, moral and business climate in the world. UNESCO took that attitude at its General conference in 2001 by making a Universal Declaration on Cultural Diversity where it says that: '...cultural diversity is as necessary for the mankind as biodiversity is necessary for the nature.' Serbia, as a country with a rich cultural heritage and tradition, has, in this respect, a special role and responsibility in promotion and protection of Serbian culture, as much as cultural diversity of the South-East European region. These endeavours are necessary not only to safeguard cultural-historical identity, but also because of economic prosperity and successful business cooperation in the whole region. Therefore, in its relations with Serbia and the countries of the South-East Europe, the European Union has placed a special accent on improving intercultural dialogue and promotion of cultural diversity for peace, cooperation and prosperity of the region. The acceptance and respect of cultural diversity, through learning about cultural dimensions of one's own and other cultures, particularly with the innovative use of information technologies, media, education systems, management, business and marketing, encourages dialogue between civilizations and cultures and their mutual respect and understanding. Therefore it is particularly important to learn about cultural dimensions of Serbia in business and management, i.e. perceive how they manifest themselves in the business environment, since the awareness of their existence and respect of these dimensions is a prerequisite for successful business and communication.

Key words: *CULTURAL DIVERSITY, SERBIAN CULTURE, CULTURAL DIMENSIONS, SOUTH-EAST EUROPE, INTERCULTURAL DIALOGUE*



Univ. Prof. Dr. Dragan Nedeljković
Vice Dean of the Faculty of European Business and Marketing

Prof. Dr. Dragan Nedeljković was born on February 19, 1962, in Belgrade. He completed his primary and secondary education in Belgrade, and graduated from the Faculty of Sciences - the Department for the Tourism studies, in Belgrade, in 1986. At the Faculty of International Management, Belgrade, Prof. Dr. Nedeljkovic successfully defended his master thesis entitled „The roles and functions of managers, with a special emphasis on the decision-making process” and was awarded the master degree in International Management, in 1997.

In 1999 he successfully defended his doctoral thesis at the Faculty of International Management, entitled „The Process of Making and Implementing Decisions - a Comparative Approach” and was awarded the PhD degree in International Management. From 1986, Prof. Dr. Dragan Nedeljković worked at the Institute for International Management, as a researcher, and as a member of the team he participated in a number of scientific and professional projects. From 1993, Prof. Dr. Nedeljković was employed at the Faculty for International Management, as an assistant for the subject The Introduction to the International Management and Business. After receiving the doctoral degree in 1999, he was awarded the title of an assistant professor for the subjects: Management and Managerial Decision Making, and in 2001, the title of an associate professor at the European University - Faculty of European Business and Management. In 2006, he received the title of a full professor in the field of management and business, for the subjects: Management, Managerial Decision Making, International Business and Management, and European Business.

Prof. Dr. Dragan Nedeljković is the author and co-author of numerous scientific and professional papers published in domestic and foreign magazines and monographs, of numerous books, and has participated in a number of scientific symposiums at home and abroad.

MANAGERIAL DECISIONS IN THE FUNCTION OF INTERNATIONAL BUSINESS DEVELOPMENT

The Decision-making process in the international business operations implies the use of far more complex procedures which involve the influences of numerous factors such as: host country politics, market growth evaluation, capital structure and sources, culture, laws... Management of multinational companies is faced with making complex decisions about various international activities of their companies. Different influences of internal and external environment point at the scenario of future changes in the international business which sets new challenges before company management in the decision-making process. An increasingly pronounced homogenisation of management in the world has an impact on establishing new criteria, approaches and methods in the decision-making process.

Key words: *DECISION MAKING, INTERNATIONAL BUSINESS, MANAGEMENT, MULTINATIONAL COMPANIES OPERATION*



*Univ. Prof. Dr. Bojana Rilke
Secretary of European Academy of Science, Vienna*

Personal data: Born in Osijek, the Republic of Croatia. Academic Background: After high school, she enrolled to Law School at Zagreb (Croatia) University; also graduated from School of Economics in Osijek (Croatia); gained her M.Sc. degree with the Belgrade (Serbia) University Law School; Ph.D. with the Law School in Osijek (Croatia).

Professional Career: She started her career as an assistant to professor at the Law School in Osijek (1976 - 1991); after moving to Belgrade she worked as the advisor to Inex-Interexport Company President (1992 - 1999); as of 2000, she served as a professor with the European University Faculty of European Business and Marketing, in charge of the subjects: Basics of Tourism, Tourism Management, International Tourism and Ecological Tourism. She retired on 9 January 2012.

Publications: more than 50 scientific papers and books, among them: (books) – author of Tourism and Hotel Management - Management Approach; Hotel Management; European Tourism; as well as a co-author of Management.

Manuals: Basics of Tourism; Tourism and Ecology; International Tourism, and over 40 other scientific papers: Sustainable Tourism as Factor of World Peace and Stability; Terrorism as Threat to Modern Tourism; Certain Elements of Establishing Companies within the EU Internal Market; Importance of Court Justice to Communitarian Law and Internal Market Development; Societas Europea (European Societies) – New Form of Company in the EU; Yugoslav Economy Re-integration into World Market Trends; Tourism, Heritage and World Cultural Heritage; Tourism, Ecological Awareness and Ecological Behavior; Importance of Ecological Management to Central and south-East Europe Tourism, Global Warming Influence to Traditional Tourist Destinations; etc.

Prof. Dr. Bojana Rilke is a member of the European Academy of Science, Vienna, Austria.

THE PROTECTION OF WORLD HERITAGE AND ITS IMPORTANCE FOR TOURISM SERBIA AND THE COUNTRIES FROM THE REGION

The heritage represents „something brought from the past or something marked by the tradition”. The United States initiated the idea of cultural conservation with nature conservation. The General Conference of UNESCO adopted the Convention concerning the Protection of the World Cultural and Natural Heritage on 16 November 1972, which came into force on 17 December 1975. Until June 2013, it has been ratified by 190 states. Since the 90's of 20th century the World Heritage Committee started to shape the concept (the idea) of the Oral and Intangible Heritage of Humanity, as the part of world heritage, concerning immaterial goods. From 2003, since the Convention in Abu Dhabi the immaterial heritage has become the part of UNESCO's world heritage. The intangible heritage consists of oral tradition, art performances, social customs, rituals, knowledges and customs connected with the nature and the space, knowledges of ancient handicrafts... It is a great advantage for the country to have a site which could be nominated for the UNESCO's World Heritage List, and it is even more important to be added to the list. It means the additional interest for it, additional impulsion for its tourism and for its economy the additional income. Each country must first take an inventory of its significant cultural and natural properties, what is called the Tentative List. After that it selects the property from this list to place it into the Nomination File. At this stadium the country can get certain help from the World Heritage Fund. The Nomination file is evaluated by the International Council on Monuments and Sites - ICOMOS and the World Conservation Union. These bodies make their recommendations to the World Heritage Committee, which meets once per year to determine whether or not to inscribe each nominated property on the World Heritage List. There are several criteria to be fulfilled but the site has to meet at least one of them to get to the list. If the Nominated Site is in a certain sort of danger (caused by the nature or the human activity) the government that nominated it could request the threatened World Heritage Site to be put on a List of World Heritage in Danger. When the site is already placed on List, it is controlled from time to time, what means that the position on the World Heritage List could, under certain circumstances, be withdrawn. The World Heritage Committee has divided the whole world into five geographic zones whereby Serbia is in the zone - Europe and North America. In Serbia there are four sites under the protection of UNESCO - all of them belong to world cultural heritage, whereby one of them is on the List of World Heritage in Danger. In Serbia UNESCO has protected the town Stari Ras and the Sopoćani Monastery (1979), Studenica Monastery (1986) and Galerius' Palace (Felix Romuliana) in Gamzigrad. On the List of World Heritage in Danger since 2006 there are four monasteries in Kosovo and Metohia – Dečani Monastery, Monastery Peć, Gračanica Monastery and the Church Our Lady of Ljeviš. Serbia has also eleven sites on its Tentative List. For the List of Oral and Intangible World Heritage of Humanity Serbia has independently nominated Krsna Slava, and Djurdjevdan together with some other countries. In general it is very prestigious to have a site on the UNESCO list of world heritage - because these sites are the backbone of the global heritage tourism industry and tourists just love to visit these sites. And it is very well known how important that all is for the tourism for each country and each economy.

Key Words: CONVENTION CONCERNING THE PROTECTION OF THE WORLD HERITAGE, UNESCO, NATURAL HERITAGE, CULTURAL HERITAGE, WORLD HERITAGE IN DANGER, ORAL AND INTANGIBLE HERITAGE, TOURISM



Prof. Dr. Katarina Simićević

Prof. Dr. Katarina Simićević was Born on May 21, 1981 in Belgrade. She graduated from Elementary school 'Светозар Милетић' in Zemun, in 1996 as an all-A marks pupil. She graduated from the Ninth Belgrade High School in 2000. as an excellent pupil. She graduated from the European University of Belgrade– Faculty of International Management in 2004. with GPA 10, with graduation thesis theme: 'International accounting standards as a function of international management and business', mark 10. She graduated from the Faculty of Philology, University of Belgrade – group English language and literature, 2004, with mark 8,96 as an overall success. After becoming a Graduate Manager of International Business in 2004. she enrolled at Master studies at the European University of Belgrade and defended her Master thesis: 'The use of managerial accounting methods as a function of efficient multinational company management', in 2006. She defended her PhD thesis: 'Planning and control system technology as a function of multinational company management development', at the European University of Belgrade, in 2008. She works at the Faculty of European Business and Marketing. She received the title of associate professor in 2013, for the courses of Business prognostics, Business planning and Management business projects. She stayed in London at St. Giles College London Highgate, in 2003, during her studies. She finished a course for Microsoft Office Specialist (Outlook, Word Expert, Excel Expert, Access, Power Point). She speaks English and German.

IMPLEMENTATION OF CONTEMPORARY METHODS IN THE PRODUCTION OF BUSINESS PLAN

Creating a budget should enhance the process of decision making by formalizing planning activities. While preparing the capital budget, managers predominantly make rational decisions, as can be seen in the analysis of the fixed budget preparation in the merchandise company A. However, the other forms of decision making are constantly present in other phases of the capital budget preparation, that is applicable by the company according to its financial and human potentials, as well as the time as a resource. It is very important to properly and efficiently apply various forms of decision making, for the budgeted income statement and balance sheet is the basis of further company business policy.



Prof. Dr. Ana Milenković

Prof. Dr. Ana Milenković was born on April 10, 1978 in Belgrade. She completed elementary school and secondary school in Belgrade. In 2002 she completed undergraduate studies in Budapest at the Manhattan Institute of Management and obtained Diploma: Bachelor of Business Administration. In 2002 she also graduated at the Faculty of International Management in Belgrade and acquired title: Graduate Manager of International business. At the same time she worked at Junex Company which provides consulting services in the construction field as assistant to Project Manager. Specialization thesis is defended at European University in 2005 and acquired title: Specialist in the field of Marketing. In 2006 started to work as an Assistant at the Faculty of European Business and Marketing. Master studies with Master's theses entitled „Marketing with emphasis on promotion and creation of new media“ is defended on 2006 at European University with acquired title: Master of Science Marketing. Doctoral theses entitled: “Marketing Management – analyze, planning, implementation and control” is defended on 2008 at European University and acquired the title: Doctor of Science of European Business and Marketing. In 2013. Dr. Ana Milenkovic became associate professor at the Faculty European Business and Marketing for the courses Marketing Management, Marketing Communications, Marketing in Tourism and Internet marketing. Prof. Dr. Ana Milenkovic uses Windows operating system, Microsoft Office, CorelDraw and Adobe Photoshop. Fluently speaks English and French languages.

THE USE OF DIGITAL MEDIA CHANNELS AS SUPPORT FOR BUSINESS GOALS

Both brand and agency marketers expect digital marketing budgets to continue to grow in 2014. Agencies expect a 20% year-over-year growth in digital spend in 2014, and brand marketers expect a 38% increase. Advertising and marketing decision-makers expect that video spending will continue to grow and will play a dominant role in their 2014 digital marketing plans. Approximately 61% of marketers surveyed plan to use the channel as part of their strategies. Therefore, it is important to consider how the different digital media channels can support business goals. Anyway, digital channels always work best when they are integrated with other channels, so where appropriate digital channels should be combined with the traditional offline media and channels. The ultimate commercial aim of relationship marketing approaches such as e-CRM and social CRM is to increase engagement with customers leading to increase customer loyalty and so direct sales from these customers and indirect sales through advocacy. Understanding the different levers that contribute to increased engagement and loyalty amongst different customer groups should be the starting point in developing a customer retention and growth strategy.

Key words: *DIGITAL CHANNEL, LOYALTY, CUSTOMER, STRATEGY, COMMUNICATIONS, WEBSITE, MESSAGE, ONLINE*



Docent Dr. Marija Lukić

Docent Dr. Marija Lukić was born in Sabac on 6th of March, 1980. In the year of 1998. she was admitted to the Faculty of International Management in Belgrade which she finished as the best student of her generation with the GPA 10,00 and thesis International Management and Business with special reference to Japanese Management (mentor – prof.dr Milija Zecevic, founder, owner and Rector of European University Belgrade). Upon defending the thesis in 2002. she received the degree „Graduate Manager of International business“. In the same year she was admitted to postgraduate-master studies of European University, as scholar of the University where she started working as a teaching assistant – prentice in Faculty of International Management and as a teaching associate of Rector prof.dr Milija Zecevic. Since 2002. she has worked as a teaching assistant – prentice with prof.dr Milija Zecevic for the subject Management, and assistant for teaching organisation, business administration and public relations. Since 2004. she has participated, as a student-Proctor of European University, in conferences of Republic Council for the development of university education. May 2005. She defended specialist paper at European University on the topic International Management and Business with special reference to Japanese Management-Team Management (mentor prof. dr Milija Zecevic) and acquired the title „ Specialist in the field of Japanese Management“. Under mentorship of Rector of European University, prof.dr Milija Zecevic, she began creating Master`s thesis International Management Teams-Team management which she defended in December 2005. and acquired the title „ Master of Science of International Management“. She tested Managing roles and Managing skills through practise, working on business cases and participating in establishing and affirming of licenced American marketing agency Studio marketing J. Walter Thompson, where she has worked as an Account Manager since february 2006., and after that as an Account Director. By working in marketing sector she successfully created and actualized Marketing strategies of multinational companies such as Kraft Foods, Mazda, Gas, Mothercare. Dr. Marija Lukic gave special contribution in organisation of international sport project of tennis tournament Davis Cup (Serbia-Australia) where she played the role of project leader. She defended PhD thesis titled International Management of multinational companies with special reference to the companies from USA, Japan and Europe – comparative approach, mentor prof.dr Milija Zecevic, in front of the commission of European University in october 2008. and acquired the title „ PhD in Science of International Management“. Dr Marija Lukic published the following scientific works:

Management – science, theory or art, published in the collection of works of European Academy of Science, Vienna 2008.
Team management and lobbying, International Conference, Development of Management in Central and South-East Europe, european University, 2012. Management of Change and Innovation as a factor of competitiveness of contemporary companies, Collection of works of Business Academy Novi Sad, 2012. Women and Leadership, Collection of works, International Conference, Development of Management in Central and South-East Europe, 2012. Leadership and Team Management (book), coauthor prof.dr Milija Zecevic, European University, 2014.

LDERSHIP AND TEAM MANAGEMENT

The development and reinforcing of team spirit has become the trend in international and local business. While in certain organisations team spirit motivates and impowers employees, there are others where team work is demotivating and less efficient. The role of the team leader gains more and more importance due to the fact that the team is efficient only when it operates unanimously and directs its energy towards mutually defined goal, otherwise it can be destructive. Teams achieve their goals only if they have clearly defined vision which they follow and efficient team management. Team management consists of two key elements – leader and the team, i.e. the followers.

The team which achieves results has to operate as organised group of people working together towards a certain goal, within specific operational sphere, having the leader and defined attitude towards environment, making team decisions and accepting responsibility. Leader, in the context of team management, is the one who creates conditions, in which the team, working together, achieves results, who motivates and transfers the vision. Leadership in contemporary business gains in importance as a process in which the individual influences the group in order to achieve mutual goals. Team management is the most efficient when personal interests and aims are put in function and subordinate to higher, team goals creating synergy of information and knowledge of team members.

Key words: LEADERSHIP, TEAM, TEAM MANAGEMENT, VISION, GOALS, EFFICIENCY, MOTIVATION



Docent Dr. Goran Džafić

Goran Džafić was born in Belgrade, in 1971. He finished Bachelor studies at IFAM-Paris, Faculty for International Management, Paris, department of finance and marketing. It was followed by numerous professional trainings:

- CPU Microsoft certified technical Education center (Certificate Microsoft Office Standard)
- University of Belgrade, Faculty of Economics (postgraduate studies for working in foreign trade)
- IRI Consultans (campaign organisation)
- NDI National Democratic Institute (public relations)
- McCann erickson (Stand in front of the microphone – public speaking and proceedings)
- European University for Business and Marketing, Belgrade, Graduate manager for European Business and Marketing – MASTER
- „Soko group“ Belgrade, special training for management personnel in the security sector
- University of Belgrade, Faculty of Security Studies, graduate academic MASTER of Security Studies
- Ministry of Public Administration and Local Self-Government Certificate of having passed the state exam by the programme for higher education
- European University of Belgrade, PhD academic studies, PhD in international management

He worked in various companies, as a director, manager or company founder, starting from publishing trade in „BIPIF“ publishing house of Belgrade, to textile and fashion industry in a Turkish company „Fevfki-Ikre“ from Istanbul, „Yogieland commerce“ company d.o.o. Belgrade, as well as in Ateks company a.d. Belgrade.

His knowledge and experience proved his liability to perform numerous functions and competences:

- President of the Board of Directors of „Srpska banka“ a.d. Belgrade
- Vice- President of the municipality City Municipality of Novi Beograd
- Director of the Republic Agency for Development of Small and Medium Enterprises (MERR, Government of the Republic of Serbia)
- Deputy Director of the National Agency for Regional Development (MERR Government of the Republic of Serbia)
- Deputy Director of the Agency for Foreign Investments and promotion of SIEPA export (MERR, Government of the Republic of Serbia)

THE INFLUENCE OF THE EUROPEAN UNION ON ECONOMY OF SERBIA THROUGH PRISM OF CRISIS MANAGEMENT

Taking into account the economy condition in Serbia, foreign capital is fundamental means of its recovery. Serbia didn't use the chance to attract more SDI after eight countries of transition had entered the EU. Investors have abandoned new member states of EU mainly for two reasons. Firstly, new members had to accept expensive EU regulations, that raise costs and reduce business advantages. Secondly, states which joined EU had to eliminate so called vertical subsidies, that caused net loss to the investors. Serbia still has a chance to attract a large number of investors, before joining EU, which is its main goal and basic task. Besides attracting SDI, we, certainly, shouldn't forget, MSPP sector which is the basis of any economic system, and should be of ours, too.



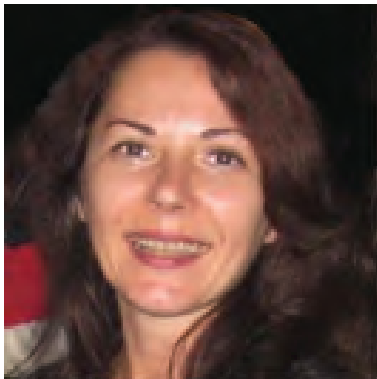
Docent Dr. Lidija Zec

Lidija Zec was born in Podgorica, Montenegro, on Nov. 30, 1976. She graduated from the Belgrade based European University Faculty of International Management in 2001. She completed her postgraduate Master of Science studies at the Podgorica Mediteran University Faculty of Tourism in Bar, and gained the title of Master in Management and Tourism. Ms Zec defended her doctoral thesis at the European University in Belgrade on May 14, 2012, and won a science degree of a Doctor of Science in International Management. Dr. Lidija Zec started her professional career in the Crna Gora Tours tourist agency, where she completed her IATA professional agent training. Between 2001 and 20015, she worked as a sales manager with the UTIP Crna Gora, with the Crna Gora, Ljubovic and Podgorica hotels, and between 2005 and 2007, she served as a head of the Crna Gora. Tours tourist agency. In 2008, she transferred to ALGONQUIN Faculty of International Hotel and Tourism Management in Budva, where she has been serving as an assistant to Professor Dr. Rade Ratković for the courses: Basics of Tourism and Special Dimensions of Tourism. Ms Zec completed the ReSPA Participative Training Techniques course in Dec. 2009 and the SIGMA Training of Trainers program in Oct. 2010. She speaks English, Italian and French.

HUMAN RESOURCES MANAGEMENT IN TOURISM WITH A SPECIAL REFERENCE TO MONTENEGRO

The times, when we could be highly impressed by a grandiose, modern architecture, a spectacular interior design, special effects pleasant and surprising for an eye, are long behind us. Nowadays, this space belongs to fantastic witnesses of life and culture – the Acropolis of Athens, the Roman Pantheon, the Belgrade fortress of Kalemegdan, the Old Town of Ulcinj, while in the newly built hotels of a splendid appearance, with the amazing amenities, a modern consumer can be fully satisfied exclusively by a highest professional level of service. The management of people, human resources management, has a decisive role in providing such services. Trained and skilled staff, with a high level of knowledge and skills, selected personal traits and preferences, is the key for a success of a tourism company in modern conditions.

Key words: HUMAN RESOURCES MANAGEMENT, TOURISM COMPANIES, DEVELOPMENT STRATEGY, PROFESSIONAL SERVICE, PROFESSIONAL COOPERATION



Docent Dr. Neda Samardžija

Docent Dr. Neda Samardžija was born on March 6, 1972 in Vukovar where she finished her primary and secondary school. Upon graduation from the Faculty of Philology in Belgrade (1996), she worked as an assistant lecturer at the Faculty of Philology in Kragujevac. Since 1997 she has been employed as a lecturer at the Faculty of International Management, and then at the Faculty of European Business and Marketing of the European University since its foundation in 2001 where she still teaches as a docent for the courses Tourism Foundations, Tourism Management in the Mediterranean Countries and International Tourism. She finished specialist academic studies in the field of European Cultural Environment (2005) and gained her PhD degree in Tourism Management (2014) at the European University. She is the author and co-author of numerous academic works and a participant in national and international conferences in the field of management and business.

TOURISM DEVELOPMENT IN THE MEDITERRANEAN

Even ancient civilizations discovered the Mediterranean as an attractive travel destination. Ever since Roman emperors' built their villas in Capri, then through 'Grand Tour' of the north European aristocracy who discovered ancient and renaissance cultural heritage of Italian cities, then fashionable resorts in the Azure coast where royal and noble families spent their winters, all the way to the arrival of rich and famous stars such as Audrey Hepburn, Brigitte Bardot or Grace Kelly to its seaside resorts during the mid 20th century, the Mediterranean has developed its position as a glamorous and elite dream destination which, with the advent of mass tourism in the second half of the twentieth century, has finally become available to common people. Mediterranean climate with mild winters and warm summers has attracted the first tourists who enjoyed its sea and sunshine, typical Mediterranean diet, but also a relaxed way of life ('dolce vita') of its inhabitants. Mediterranean fragmented geography has created natural and cultural diversity which is the main feature of this region. Throughout the centuries these cultures have made use of a relatively easy marine communication in order to develop a common fund of cultural and natural symbols, as well as their attitudes towards natural environment, thus creating typical cultural landscapes of the Mediterranean which still attract tourists. Through economic activities in the areas which hardly supported human survival in terms of fresh water shortage, difficult to cultivate terrain prone to erosion and the domination of slowly growing vegetation, a fragile balance between man and nature had been established which lasted for centuries. With the sudden development of mass tourism in Mediterranean destinations, however, this balance has been jeopardized by excessive urban development in the last few decades. Today, those who manage and invest in tourism are increasingly aware that well-preserved natural and cultural environment of the Mediterranean contributes to both economic sustainability and profitability. Tourists demand and expectations are increasingly turning away from traditional model of Mediterranean seaside resort which offers sun, sand and sea (3S tourism) towards more complex tourist products which provide authentic cultural and natural attractions and events in the preserved environment. Therefore, the priority of Mediterranean destinations managers today is the development of tourism which takes care of the balance between economic growth and destination development, preserves natural environment and ecosystems, as well as safeguards and fosters rich tangible and intangible cultural heritage of Mediterranean countries. Creative approach to Mediterranean tourism is necessary in order for these tourist destinations to remain competitive on international and global travel market.

Key words: TOURISM, TOURISM MANAGEMENT, TOURISM DEVELOPMENT, MEDITERRANEAN, TANGIBLE AND INTANGIBLE CULTURAL HERITAGE, CREATIVE TOURISM, SUSTAINABLE TOURISM



Docent Dr. Milena Ilić

Milena Ilić, born on 21 st of April, 1976 in Velika Kladuša. She finished Elementary and Secondary school in Belgrade. She graduated first from College of Tourism in Belgrade, 2002, then from Faculty of Tourism and Hospitality Management, Singidunum University, Belgrade, 2004. Master thesis 'Enterprises cooperation in tourism implementing programmes of frequent consumers', defended at the Singidunum University of Belgrade, in December, 2007. PhD thesis 'Marketing function in public utilities enterprise of Belgrade', defended in 2013. at the Singidunum University. Between the years of 2000. and 2004., she was the alderman in the Municipal Parliament of Zemun. From the year 2000. till 2005. she was employed by public company „Business Center Zemun“ as a Marketing and Information Officer, as well as Senior Associate in charge of collection. From the year 2005. till present, she works in public company „City Construction“, Belgrade in numerous positions (Senior officer for Marketing and Communication, Communication Counselor and Executive of Communication Center). At the moment, she works as an Executive of the before mentioned Communication Center. She published numerous scientific works as well as participated in numerous scientific conferences.

PUBLIC UTILITIES ENTERPRISES MANAGEMENT OF THE CITY OF BELGRADE

Public enterprises in Serbia, as well as public companies in Belgrade achieve the social aims and objectives of users to a certain level. The key disadvantages of public companies are related to unprofitable operations, redundancy, nepotism and low prices that do not cover costs. Public enterprises are also characterized by low liquidity and high bad debt. The main objectives of founding the public enterprises are often related to the maximization of profits and fulfillment of political goals. Public companies are engaged in activities of common interest, and being established by the state, public companies are monopolistic in nature, so it is therefore necessary to protect the users of public services from all the negative characteristics associated with this type of lack of competition. The consumer must be in the focus of public enterprises, which represents the last stage in defining the quality of public services. Also, public companies must be reformed because of its shortcomings. New Public Management has a major role in the reform of public administration and public sector. The paper deals with evaluation of output of the city of Belgrade public utilities by the final users of public services. The paper analyzes the customer satisfaction with quality of produced services, prices and other aspects of public services.

Key words: *NEW PUBLIC MANAGEMENT, PUBLIC ENTERPRISES, OUTPUT, CONSUMERS, PUBLIC SERVICES, SATISFACTION*



MANAGEMENT AND MARKETING DEVELOPMENT IN CENTRAL AND SOUTH-EAST EUROPE

SESSION 2

Engineering Management, Information Technologies, Environment Protection and Pharmacy



The University of Belgrade, Belgrade, Serbia



Univ. Prof. Dr. Maja Đurović-Petrović

Professor Maja Djurović Petrović graduated from Belgrade University Faculty of Technology in 1987, with the average grade 9.07. During her graduate studies, she earned recognition of the best student of the year in two consecutive years, and the best student at the University; and also was one of 30 students who won scholarship from the Serbian Academy of Sciences and Arts. During that period, she received a diploma from the Serbian Chemical Society No. 021/86; the awards “The Best University Student” in 1986, 1987; and recognitions “The Best Student of the Year” in 1984, 1985, and 1986; as well as the scholarship awarded by the Serbian Academy of Sciences and Arts. She defended her Master of Sciences thesis at the Belgrade University Faculty of Technology in 1992, and achieved her doctoral degree at the Faculty of Mechanical Engineering in 1998.

Dr. Djurović Petrović chairs the Renewable Energy Sources Board, which is a part of the Serbia Society of Energy Experts. She is a general secretary of The Thermal Engineer of Serbia Society; also, she is a member of the working group for Energy Safety, which is a part of the OSCE; and a member of the Energy Society Board of the Serbian Chamber of Commerce. Moreover, she tutored the development of the doctoral thesis titled A Comparative Performance Analysis of Belgrade Housing Stock: Determinants of the Carbon Reduction Strategy at UCL – the Faculty of the Built Environment in London.

BASIC CONCEPT OF ENERGY MANAGEMENT SYSTEM IN REPUBLIC OF SERBIA

This paper deals with presentation of basic concept of energy management system in Republic of Serbia. Based on design and concept of energy management system, as well as target sectors, the energy management system in Republic of Serbia has been established. Specifically, the role of Ministry of Energy and Mining is emphasized regarding the needed legislative, as well as its role in the entire Energy Management System in Republic of Serbia. Also, possible issues with energy management system implementation and measures to overcome implementation problems of energy management system are highlighted.

Keywords: *BASIC CONCEPT, ENERGY MANAGEMENT SYSTEM, REPUBLIC OF SERBIA*



*Univ. Prof. Dr. Boris Stanojević
Director of Graduate School of Professional Studies,
Information Technologies*

Boris Stanojević was born on September 14th 1967 in Belgrade, Serbia. During high school and faculty he took part in Petnica Science Center, center for talented students. Graduate at Faculty of Electrical Engineering, University of Belgrade with top mark. He completed his master studies at Faculty of International Management in 1997, where he acquired his Ph.D. on thesis "Management Information Systems - Strategic Approach" in January 2000. Since 1995 he works at Faculty of International Management, first as teaching assistant on "Management Information Systems" and "Information Technology". After acquiring Ph.D. degree he became professor of Computer Science and Information Systems at Faculty of International Management, European University. Prof. Dr. Boris Stanojević published numerous books and papers as author or coauthor and participated in many conferences, such as: book, "Management Information Systems", handbook, "Information Technologies", Paper, co-author, "Intercultural Communication and Information Technologies", paper, "Internet and Globalization", paper, "Strategic Management of Business Information Systems", paper, "Business Information Systems and Statistics", handbook, "Internet and E-business", European University, 2006. He participated in many projects as part of scientific and research career, such as: "International business as key factor for Serbian economy global integration", 1996-2000. He also writes articles for magazines for computer science and science popularization.

CLOUD COMPUTING EXPERIENCES AND MANAGEMENT CHALLENGES

It has been several years since we have Cloud Computing. Now we are able to make a certain overview and see what are the real advantages of this technology and what are the disadvantages that have been found in the meanwhile. What is left as a benefit is the way of arriving to new technologies. Cloud computing facilitates system start-up based on them without much costs and in the short period of time. Cost analysis is easier and more precise. On the other hand, we have security and privacy issues. Somewhere we have a problem in the legal framework because of breach of privacy, and somewhere the problem is data security, which is particularly important after the Snowden affair. Therefore, more and more options have to be thoroughly considered, and opt for the one which is best suited for the business policy and environment of the company. In any case, Cloud Computing technology has passed first experiences and survived. It is up to us to learn about the benefits and flaws which come with it and to use it in the best possible way.



Univ. Prof. Dr. Miodrag Nikolić

Miodrag Nikolić was born in Smederevo, Serbia, on Dec. 18, 1947, where he graduated from elementary school in 1962, and high school in 1966. He completed his graduate studies at the Belgrade University School of Economics – Department of Economics and Organizing Enterprises, in 1972. He enrolled to postgraduate Master of Science studies at the same school, the department of Business Economy, and graduated with the top average grade in 1994. He publicly defended his master thesis titled *Managing Development in Modern Market Economy with Special Reference to Tourism Industry of the Republic of Serbia* on March 21, 1994, and was awarded Master of Science degree in Economics. During his master studies, he wrote ten sizable professional, highly appreciated papers. He defended his doctoral dissertation *Management in Serbia Tourism and Hospitality Industry as a Factor of Joining the European Union* at the European University Faculty of International Management in Belgrade on Dec. 17, 2001, and was conferred the academic degree of Doctor of Science in International Management.

THE INFLUENCE OF EUROPEAN BANKING ON SERBIAN ECONOMY

European banking, i.e. the banking of the most developed European countries (France, Germany, Belgium, Netherlands, Luxembourg, Switzerland) is efficient and effective banking. Attributes of the European banking mentioned, enabled it to shape the direction of general European development during 20th century and in the first decades of 21st century. The success of their influence on economic flows of certain European countries, is highly related to established, and maintained through time, control of its own business. Management of European banks is, as a rule, the management which approaches the development profoundly, in the sense of business ingenuity, not in questioning how much it costs, but in questioning what is the value. It is this deliberation that maintains its importance. European banks are major exporters of capital in particular regions of Europe, as well as the region where the Republic of Serbia is located. Therefore they have great influence on generating of industrialization and, generally, business flow as a whole. In this work, the emphasis is also on the attitude that the influence of European banking is conducted through the support to overcome system limitation, such as privatization concept and its actualization, macroeconomic stabilization concept, institutional reform concept and economy restructuring concept. The value of possessing the money is major. Hence the great influence of European banks, because they possess large amount of money. As well as a great sense when using and investing that money. It is certain that business companies from the Republic of Serbia must have fully justified reasons for using loans and credits from European banks. And also to deliberate daily, the statement of Benjamin Franklin „ If you want to know the value of money, go and try to borrow some “.

Key words: EUROPEAN BANKING, DEVELOPMENT, ECONOMY OF THE REPUBLIC OF SERBIA



*Docent Dr. Srđan Stojanović,
Acting director of the Faculty of Pharmacy, Novi Sad*

Assistant professor dr Srđan Stojanović was born on 17th of January, 1972. He graduated from Faculty of Physics, University of Novi Sad, major: undergraduated chemist, 1996. He received his Master degree in 1999, and defended his PhD thesis, in the field of Organic Chemistry in 2006, at the same Faculty. He is a member of the Serbian Chemical Society and Serbian Biochemical Society. He published numerous scientific works.

2012.-today, "European University – Faculty of Pharmacy", Novi Sad, dean and assistant professor major in organic chemistry

2008.-today, "Omega MS Pharmacy", director

2004.- today, "Eduka Center, Development & Consulting", direktor and lecturer in the field of chemistry: organic chemistry, stereochemistry, new organic materials, general chemistry, inorganic chemistry...; Business skills: leadership, presentation skills, communication skills, timemanagement, project-leading, organizations skills, interview....

2004.-today. Professional training and stay in Poland, Romania, Hungary, Bulgaria, Czech Republic; training certificates in the field of business communication, management skills, business organisation and projects management: "Kepner- Tregoe" (Princeton, New Jersey, USA); "TMI" (Skævinge, Denmark); "Skills" (Belgrade, Serbia) and many others.

2004.-2008., "Avon Cosmetics", Member of three-member supervisor team of Business Development Department and Training Department for South and South-East Europe; Regional Sales Manager for Montenegro; Regional Sales Manager for Belgrade and Central Serbia; Project Manager for key national projects, member of several international projects; Manager of Strategy and Development Department and Training Department Manager (Business Development Manager)

2003. "Avon Cosmetics", Area Sales Manager

2001.-2002. Lecturer in special departments (major: mathematical-physics) High School "J.J.Zmaj", Novi Sad (Departments of Special Education are the high school departments with special superior programme, according to the Ministry of Education schedule).

2000.-2001. Assistant lecturer in Organic chemistry I and Organic chemistry II at the School of Medicine (major: Pharmacy), University of Novi Sad.

2000.-2001. Organisation of initial teaching activities during the foundation of the Pharmacy Department, School of Medicine, University of Novi Sad.

1999. Secretary of the Serbian Chemical Society – Chemical Society of Vojvodina.

1996.-2001. Assistant lecturer in Organic chemistry I and Organic chemistry II, Theoretical elements of organic chemistry, Organic chemistry with elements of stereochemistry, Biomolecules, at the Faculty of Physics (major: Chemistry Graduate, Chemistry professor, Chemical Biology Graduate, Biochemist graduate).

1996.-1999. Project: "Synthesis and physicochemical researches of biologically active compounds and their analogues".

NEW FORMS OF COMMUNICATION IN PHARMACY

Modern trends, not only in Pharmacy, but also in numerous fields related to dealing with people, include maximum approach to the customer aspect and needs, or when it comes to Pharmacy – the patient. Pharmacist in a pharmacy, must be able to respond to any patient's drug-related question, as well as be prepared to refer the patient to the doctor. In the case of not having the required drug, patient must be offered adequate replacement, while complying with moral code and ethical norms. The Pharmacist – Medical Biochemist, needs to be well aware of different complementary techniques, especially pre-analytics, in order to get the result that is valid and relevant for that patient. Modern trends in EU and USA are directing Pharmacy more towards personalized approach to the patient, which implies removal of clichés in diagnosis and considering all of the "small" details in the patient's condition beyond primary illness in correlation with the symptoms of primary pathological condition



Prof. Dr. Veselin Dickov
Director of the Institute for Students Health Care, Novi Sad

Veselin Dickov was born in Novi Sad on May 8, 1963. He is married with a child. Dr. Dickov graduated from the Medical School of the Novi Sad University and passed professional exam as a doctor of medicine before the committee appointed by the Serbian Ministry of Health in Belgrade. He also completed his studies at the IBC-Collage in Management and Marketing in Health Care System. Dickov also completed a specialist training in European Economic Integration, under the auspices of the Foundation Conrad Adenauer, organized by the Embassy of France, and Universities Nancy 2, as well as the another training on the Serbia Accession to the EU.

Professor Dickov completed his specialization in Investment Management and Stock Market, and won his MBA degree in management studies at FTN - IEM / EURO-MBA, University of Novi Sad.

Prof. Dickov defended his doctoral dissertation The Healthcare System of European Countries - Management Approach at the European University Faculty of International Management in Belgrade, and gained a doctoral degree for narrower scientific field - Management, the International Management – the Health Care Management. Since 2008, Dr. Dickov has served as an Assistant Professor with the European University Faculty of International Engineering Management in Belgrade, lecturing subjects related to Health Care Management and since 2012. has served as an Associate Professor. Professor Dickov is a member of international scientific organizations and associations dealing with public health, international management, and health care economy.

Veselin Dickov is the author of a number of articles published in national, international and professional SCI journals, and the author of the specialized course book “Economy Modern” a „Uslužni menadžment,, and „ Health Economics with pharmacyeconomy „.

IMPROVEMENT OF HEALTH MANAGEMENT IN DANUBE COUNTRIES

The center of the health care system is all about men, throughout their lives, from conception to death, with the natural ability to take care of themselves – both when they are healthy and when they fall ill or when they need an organized and specialized help.

Since a disease affects almost all men, it is one of the required priorities to think ahead. People are obliged under certain circumstances to pay for the health care services while they are healthy, and find its organized system available when they are ill. Health care for citizens of Serbia, as well as the coordinated and organized health systems, with their primary, secondary and tertiary health care should be accessible to everyone under equal conditions, the principles of scientific medicine on the one hand, and business performance of health institutions, on the other. It is a human right to use organized and efficient health care system which gives them freedom from disease, and thus creates a free society.

KEY WORDS: *MANAGEMENT, HEALTH MANAGEMENT, TRANSITION, PRIVATIZATION OF THE HEALTH SYSTEM, LOCAL HEALTH POLICY*



Docent Dr. Saša Zečević

PhD Saša Zečević was born on 24th of September 1967 in Berane, Montenegro. He finished primary and secondary school in Belgrade. After his military service in 1988, he enrolled to the Faculty of Mechanical Engineering in Belgrade - major in Thermotechnics, graduated in 1996 and acquired the degree of Graduate Mechanical Engineer of Thermotechnics. He started his postgraduate Master's Studies in 2002 at the European University in Belgrade. He successfully completed his Master's Studies by writing his master thesis International Management with Emphasis on USA: Case Study HP (Hewlett-Packard) and Microsoft and thus acquired the Master of Science Degree of International Management of Information Systems. He finished defended his PhD thesis at the European University in 2008, titled Management of Information Technologies with Emphasis on Banking Information Systems thus acquiring the PhD of International Management.

In 1996, PhD Sasa Zecevic started working in Military Service of National Bank of Yugoslavia as a programmer of banking information systems. In 2005, he became independent associate for technology of information systems in Serbian bank in Stock Company Beograd (succesor of Military Service of NBJ, YU GARANT Bank).

After succesfully defending his PhD thesis in 2008, he was chosen for an Assistant Professor at the Faculty of European Business and Marketing, at the European University for Informatics and Electronic Operations courses.

PhD Saša Zečević is author and coauthor of academic and scientific works published in magazines and he participated in number of scientific gatherings in the field of informatics and electronic operations.

Also, PhD Saša Zečević participated in realization of many projects in the field of information technologies, especially banking information systems.

THE IMPLEMENTATION OF STANDARDS IN THE FIELD OF INFORMATION TECHNOLOGY AND THEIR INFLUENCE ON THE DEVELOPMENT OF FINANCIAL INSTITUTIONS

The implementation of adopted international standards in development and implementation processes of information systems contribute to realization of efficient, reliable and safe information management. Being part of the world means accepting methods, standards, technical regulations, terminology etc. used in the world. If we implement standards we could have more understanding for our environment and be understood better (by the environment itself). It is also a condition for good communication, exchange and efficient use of information and communication technology (ICT) in information systems (IS). Every institution, especially the financial one, should establish an adequate information system, according to nature, volume and complexity of business, meeting, at least, the following requirements:

- 1) to possess capacities, functionalities and performances which can offer an appropriate support to business processes.
- 2) to provide prompt, exact and complete information important for making business decisions, high performance of business activities and risk management, regarding reliable and stable business institutions;
- 3) that it is planned to have an appropriate control for data validation at input, during the processing, as well as at the output of the system, in order to prevent phenomenon of data and information inaccuracy and inconsistency.

According to nature, volume and complexity of business as well as the information system complexity, the institution should establish, monitor, regularly revise and improve the process of information system management in order to reduce exposure to risks and to keep the information system safe and functional. Nowadays, contemporary business is unthinkable without implementation of information technologies. Information become an important resource which the organisation existence and development depend on.

Organisations are becoming more open connecting its information systems with clients, providers and other consignees.

This leads to numerous safety threats like computer frauds, espionage, sabotage, vandalism, fires, floods etc. The damage of organisations in form of malignant code, computer hacking and service denial is more common. No matter how information is stored, it must be adequately protected. In order to safe information in a proper way all users have to be familiar with the concept and required protection measures.



Docent Dr. Slobodan Milivojević

Slobodan Milivojevic was born on 15 May 1959. He graduated from the Belgrade University Faculty of Organizational Sciences, Department of HR Management in 1984. He acquired the title of Master of Science International Management in 1997 from the Faculty of International Management in Belgrade. Academic title Doctor of Science International Management was awarded to him in 2002 at the European University, Faculty of International Management in Belgrade. He is currently in the process of preparing another doctoral thesis on "The inherent characteristics and impact of social environment to management: distinguishing aspects of sports management and management in sports," with the Peace University established by the United Nations, European Center for Peace and Development. In 2013 he was appointed assistant professor of science in Engineering Management at the European University Faculty of Engineering International Management. He was appointed Professor of Professional Studies in 2014, at the Belgrade Football Academy. He has participated in several scientific projects: Milivojevic has headed the Innovation Project Type 1, "Creating a simulation model with practical application in the simulation of business-EPS (ENTERSPRISE SIMULATION PROGRAM)". He is the initiator of the innovation project with the Belgrade University Faculty of Mechanical Engineering Innovation Center. He participated in the development of professional rules for construction supervision and verification of vessels capabilities (these rules are sub-laws), also in working out the project of a passenger pier on the left bank of the Sava river, as a project manager; and in the development of software for data encryption. He is a co-author of applications: The monitoring system using the most modern devices in Railways and connecting to a VPN network, "Hermes"; also "Games of chance via electronic communication systems. He is the author of patents (in the procedure of getting protection)", "Motor Dragon with vertical and horizontal rudder", "Marine Drive with single engine and two propellers with different regimes of simultaneous revolutions", "Ergonomic grip of a tennis racket." Recent published scientific works include: "Risk modeling of complex dynamic systems", 4th International Conference, 27-28th August 2009 Paris; "Rules of establishing the ability of inland waterways ship to perform trial trip" Jugoregistar, Belgrade 2009. "Requirements of the International Maritime Organization on the inclusion of the quality standards required for the implementation of the STCW Convention, " Quality Festival 2010, 19 – 21 May 2010 Kragujevac; "Conditions for the Initiation of Motion and Transport of Sediment In Torrential Watercourses" (the paper is at SCI (SSCI) list), "Analysis of the water quality of the Ralja River", "Forestry", Belgrade 2013th (Original scientific paper).

INFORMATION AND COMMUNICATION TECHNOLOGIES APPLICATION IN DEVELOPMENT OF SHIP MANAGEMENT ON THE DANUBE

International Marine Management is an integrated method of managing shipping and business systems. Homogenous management approach to such complex systems is very demanding, and therefore a manager, who is also the commander of the ship, should possess extensive knowledge and engagement. It is also time consuming, and as a rule there is always a lack of it, so the need to use certain tools to efficiently manage the aforementioned systems naturally imposes itself. This paper is to present three apps: RIS, River Information Services; AMOS, Asset Management Operating System; and EDI, Electronic Data Interchange. By linking these applications and using electronic connections that are made over the internet, extranet, intranet, groupware, mobile, and other information and communication technologies, can meet the specific requirements related to marine, resource management, business administration and correspondence.

Key words: *MARINE MANAGEMENT, INFORMATION AND COMMUNICATION TECHNOLOGIES, SHIPPING SYSTEMS...*



Docent Dr. Vladan Zečević

Dr. Vladan Zecevic was born on 22nd of June 1960 in Berane, Montenegro., father Milutin Zecevic and mother Radmila Zecevic , maiden name Petrovic. He finished primary school and Gymnasium in Berane. He was actively engaged in sports, in that period he was youth handball representative of Montenegro. Upon finishing high school he is admitted at Faculty of Economy in Belgrade where he acquires the title Graduated Economist, in 1984. He acquired academic title Master of Science of International Management at European University Belgrade on 31st of May 2004, and defended PhD thesis „Expanding of European Union and the process of transition in Eastern Europe countries with special reference to iron and steel industry“, in front of European University comission, on 11th of july 2005 and acquired academic title PhD of Science. Upon completion of faculty studies, he is employed by foreign trade company “Universal”, Belgrade, where he gains specific experience in the field of foreign trade business. He decides very quickly to try out, at that time unsafe waters of private business, and founds a company “INTERUNION” which dealt with import of footwear and accomplishes remarkable results in that industry sector. In the meantime he tried working as a private entrepreneur in various activities and chores, and on 31st of March,1999. he founded ‘Europolis ‘company. ‘Europolis ‘company started to work at the same time of NATO aggression on Serbia. The main activity of the enterprise was international and domestic trade of iron and steel products and equipment for construction and industry. Six years later, on the 13th of December , 2005. essential diversification was performed by production launching and opening ‘Nova Fabrika.’ That is how ‘Europolis ‘ became dominant manufacturing company, but it withheld the existing developed trade network, which will, several years later, have an important role in an export expansion of the company. ‘Nova Fabrika’ was built in only 100 days and it represented the greatest individual domestic investment in 2005, worth more than 9 million euros. Due to the enormous enthusiasm for work , ‘Europolis’ company , in only two years, became a leader in the manufacture of mesh, binor carrier, as well as smooth and ribbed reinforcement of all lengths and diameters, respectively, steel construction material.

STRATEGY FOR CIVIL ENGINEERING DEVELOPMENT IN SERBIA



Dr. Mirko Tufegdžija

Dr. Mirko Tufegdžija, born July 16, 1962 in Bosanska Dubica. He received his undergraduate university education at the Police Academy, Zagreb and the Faculty of sport and physical education, Novi Sad where he received a Master degree. He achieved a PhD from European University in Belgrade.

He works as the Head of Department at the Pan-European University of Banja Luka „Apeiron“, Novi Grad and as a professor at the Faculty of Physical Education.

DIRECTIONS OF DEVELOPMENT IN EDUCATION MANAGEMENT IN BOSNIA AND HERZEGOVINA

It is almost impossible to talk about educational process if we do not take into account the management in this area of social life. Management in education is not an idea any more, nor a philosophical concept but it is reality of everyday life, the cause and the effect of every kind of positive development. So it needs an application which can make it more effective avoiding the elements and improvisation. Management in education is stratified so it needs more levels of education. In that sense we can talk about more levels of management in the process of education: management of the whole education which is developed through the educational system, in other words through the system of education, then management of educational institutions, management of educational programmes, in other words management of educational teaching processes and management of projects in education. When we talk about management in education we have to consider the way of operating, the way of delegating of competences and the way of decision making. Management in education have to consider financial aspect of the educational institution, as well as the way of management and the way of gathering financial means in educational institutions, to the effect of attaining the higher rate of efficiency of educational organisation.

Key words: *MANAGEMENT IN EDUCATION, MANAGEMENT OF FUNCTION, EDUCATIONAL CONCEPTION, EDUCATIONAL STRATEGY, EDUCATIONAL PROGRAMMES, SYSTEM OF EDUCATION, POLICY OF EDUCATION, MANAGEMENT OF EDUCATIONAL INSTITUTION, MANAGING, WAY OF OPERATING, DECISION MAKING, DELEGATING, BUSINESS PLAN, EFFECTIVENESS, EFFICIENCY*



Dr. Momčilo Stojanović

Dr. Momčilo Stojanović was born on 26.08.1954. in Batocina. After graduating from Academy of Hotel Industry, during which he had been sent to attend the seminar in Switzerland, he was referred to three-months long specialisation in France. Upon return, he was hired by the Academy of Hotel Industry where he is still employed. He graduated from Faculty of Hotel Industry in Opatija, department for Hospitality and Tourism. He finished specialisation and passed specialist exam at Faculty of Mathematical Science in Novi Sad, and then, at the before mentioned Faculty, defended master's thesis on the topic „Planning, organising and conducting the training in hotel enterprise“ and gained academic title Master of Science. He defended PhD thesis „International Hospitality Management with special reference to Catering Services“ and gained academic title PhD of International Management Science on 05.05.2014. at European University. Most of his work life, 35 years, he was teaching, first as an associate-demonstrator and then as a Professor of subjects related to Restaurant Business and Catering Business, which he has been teaching till present. Upon a proposal by the Tourist Association of Belgrade he was named a member of a work-group for creating the rule book about chategorisation of hospitality facilities. Upon the initiative of Syndicate of the city of Belgrade and The Association of Caterers of Serbia, he was engaged as a member of the jury during Hospitality Assembly: Zlatibor, Vrnjačka Banja, Herceg Novi, Novi Sad, Kopaonik, Kladovo, Kragujevac. He participated in Barflam fest in 2001. on Jahorina, manifestation held under patronage of Chamber of Commerce of Srpska Republic, with the topic „Finishing the meal in front of the guest“, where he also presented his handbook which was published immediately prior to this fest. He published his scientific works repeatedly in professional journal of theory and practise of hospitality industry – Hotel link. He is engaged in student mentoring in preparing for international competitions of the AEXT organisation, where they participated in 2010. in Bled, in 2011. in Hague and 2012. in Ohrid, Skopje.

MANAGEMENT AND ORGANISATION IN FIVE STAR HOTELS

Hospitality is one of the crucial components of service industry. It significantly influences the turnover and its characteristics, in particular business and tourist destination. Business and tourist destinations acquire recognisable market values by the existence and development of the high-category hotels, especially five-star hotels. Five-star hotels are oriented towards business people, conference groups, tourist groups and residents (local population) by offering hospitality products of their interest and needs. By making, presenting and placement of hospitality products of the required specificity, five-star hotels are creating the three-lane road, metaphorically speaking. First one leads to understanding the values intended to be conveyed to hotel customers, second one – ensuring customer satisfaction, and the third one – maintaining their loyalty. In order to successfully apply this formula, hotel management needs to create the image of successful exchange process (to close the relation circle: hotel customer – hotel) on the basis of creating and applying high – performance hotel standards, and upgrade its key competences: by continuously informing, continuously learning and continuously innovating. In this way hotel management, with adequate work organisation, can contribute to the utilisation of possibilities to accomplish competitive advantage on hospitality market, for the larger market share. Management of the five-star hotel needs to possess four key attributes. First attribute consists of the guidance towards overall ultimate business aims – vision, mission and goals; second attribute consists of the need to consider numerous interest groups in the decision – making process; third attribute includes focus on short-term as well as long-term perspective (hotel managers need to deliberate business future, but to take operational actions as well); fourth attribute consists of recognising compromises between effectiveness and efficiency (through awareness of necessity for constant effective and efficient hotel work). Hotel management needs to possess the ability to recognise different business situations and to apply solutions that are in accordance with the dominant factors in that particular market situation. In other words, hotel management needs to continually adapt to changes in relation to its service programme and hospitality market. In the short-term management should strive to adjust the demand of hospitality products to their possibilities, and in the long term to adjust their possibilities to the demand of hospitality products. General approach to the management of the five-star hotel, as a process of creating and maintaining the conditions in which the hotel staff, while working in determined (business structured) work departments, i.e. services and sectors, efficiently achieves pre-determined business goals, can be functionally viewed as a composite unit (ideas, means and objects of work, people) which provides the basis for considering three different levels of management: top management, strategic management and operational management. Work organisation is a key component of the ability of the five-star hotel to adjust and influence the environment in which hotel performs its service activities. Work organisation in the hotel of this category needs to be viewed as continuous process of adapting to the dynamics of new demands and environmental changes. Thereby, it's relevant to point out that the organisational ability to adapt depends more on how different parts (departments, services, work sectors) influence each other, than on how they function independently. Five-star hotel is large and complex organisation system. Therefore, when forming work organisation, hotel management should consider business goals and strategic development direction first. Formulated strategy is the baseline for work division, which is again the baseline for creating appropriate organisational structure. Successful results of hotel management are, as a rule, always the reflection of properly established work organisation. On the other hand, the change of goals and strategies of hotel management requires the review of work organisation and its possible adjustment. Five-star hotels are altogether oriented towards hospitality market. As well as other more important hospitality formats, uder the influence of hotel demand and competition, they need to set work organisation on the basis of strategic management concept. Hotel management focus, in this particular context, needs to be on: effectuation of the leadership in hospitality products, effectuation of the leadership in technological perfection, and on effectuation of the leadership in relations with hospitality consumers. Respectable business arrangement of the management, when it comes to hospitality products, exists if hospitality products are the result of useful innovations. Respectable business arrangement of the management, when it comes to technological perfection, exists if the technology perfection is the result of „acquiring new knowledge and adding new techniques to the set of already available techniques“. Respectable business arrangement of the management, when it comes to hospitality consumers, exists if available hospitality products are the result of individualised needs of hospitality consumers. Work organisation focus in a hotel needs to be on creating the conditions in which every employee accepts the business concept which insists on the fact that demands of hospitality market and satisfying the needs of hotel customers are always the basis of every activity or relation.

Key words: FIVE-STAR HOTELS, MANAGEMENT, WORK ORGANISATION



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Dunja Polovina was born on 21st of June 1987. in Vrsac, mother Dragana, father Zlatibor. She had finished primary and secondary school in her hometown, after which she finished high school in Schiller International High School, Dunedin, Florida. Upon successful completion of high school, she is admitted at University of Tampa, Tampa, Florida, where she is ranked as one of the best students from this area in International Business Department, and carries the title - President of International Students Community. Upon graduating from College, Dunja moves to Madrid, Spain, in order to improve the knowledge of Spanish language, where she started Master Studies in the field of Marketing and finished before determined deadline, and, right before finishing Master studies, receives an employment offer in pharmaceutical company Fresenius Medical Care Serbia ltd. Along with working full-time as Acquisition Manager, Dunja is admitted at European University PhD Studies in 2011., and successfully finishes the studies on 10th of March 2014., with her scientific research in the field - Development of International Management in Pharmaceutical Industry of Western Europe, using comparative approach. Today, Dunja lives and works in Belgrade.

THE DEVELOPMENT OF THE PHARMACEUTICAL INDUSTRY IN CENTRAL EUROPE

Pharmaceutical industry of Central Europe consists of production, distribution and sales of pharmaceutical products (medicaments, adjuvant/liquid preparations, creams/ointments, medical equipment / scanners, dialysis apparatus, maintenance of the apparatuses etc) by pharmaceutical companies. It actualizes its economic activity in European social-economic environment, and represents specific logistical support for supplying the health-care systems of European countries with pharmaceutical products of importance for human health. The changes and innovations which take place on global level, not only in the field of economy and production, but also in demographic and ecological environment, are closely related to the pharmaceutical industry market and its further development (i.e. the development of all of the production-business work sectors which, potentially, can contribute to more effective and efficient work processes in Central Europe pharmaceutical companies). Hence the level of success of production-business flows of Central Europe pharmaceutical industry causes constant need for business development and consequently its scientific deliberation.

The development based on scientific knowledge and its use is principal protection for Central Europe pharmaceutical companies from the influence of competitive forces/competition between existing pharmaceutical companies in pharmaceutical industry, entering of the new pharmaceutical companies in European pharmaceutical market, the appearance of substitutes, negotiating advantages of customers and suppliers. Scientific solutions in this domain are the only condition for the development of successful strategies of international management in Central Europe pharmaceutical companies, towards the improvement of existing, and constant commitment to development of new pharmaceutical products and services. European pharmaceutical environment as a whole, can confirm, or deny, scientifically profiled strategic approach of international management of Central Europe pharmaceutical companies, as indispensable condition for creating competitive advantage. Because the competitive advantage represents the heart of highly valuable effect of Central Europe pharmaceutical companies on competitive pharmaceutical market.

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Univ. Prof. Dr. Milija Zečević and Univ. Prof. Dr. Branko Kovačević



*From an honorary doctorate award ceremony the
Ambassador of the Russian Federation Aleksandar Konzuin*



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- Creation of strategy of economic development of Belgrade region and Republic of Serbia, sector and branch strategies.

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