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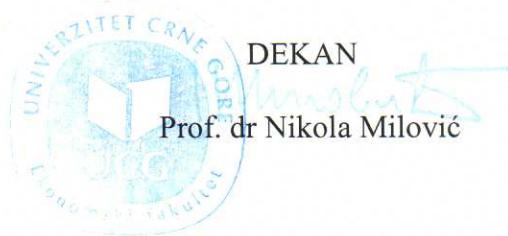
**UNIVERZITET CRNE GORE
-Odboru za doktorske studije i Senatu-**

Predmet: Materijal za sjednicu Odbora i Senata

Poštovani,

U skladu sa članom 38. Pravila doktorskih studija, dostavljamo Vam materijal za narednu sjednicu Odbora za doktorske studije, odnosno Senata Univerziteta Crne Gore i to:

-Obrazac D2 (Ispunjenošć uslova doktoranda) sa propratnom dokumentacijom za kandidata mr Ivana Radevića.



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

Br. 01/

Podgorica, 06.02.2020.god.

Na osnovu čl. 64. Statuta Univerziteta Crne Gore, a u vezi člana 55., 38. i 41. Pravila doktorskih studija, Vijeće Ekonomskog fakulteta je na sjednici održanoj 06.02.2020.godine donijelo

O D L U K U

1. Utvrđuje se da su ispunjeni uslovi iz Pravila doktorskih studija za dalji rad na doktorskoj disertaciji „**Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija**“ doktoranda **mr Ivana Radevića**.
2. Predlaže se Odboru za doktorske studije i Senatu UCG da formira Komisiju za ocjenu doktorske disertacije „**Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija**“ doktoranda **mr Ivana Radevića** u sastavu:
 - Dr Vlado Dimovski, redovni profesor, Ekonomski fakultet Ljubljana, Univerzitet u Ljubljani, Slovenija
 - Dr Andelko Lojpur, redovni profesor, Ekonomski fakultet Podgorica, Univerzitet Crne Gore
 - Dr Božo Mihailović, redovni profesor, Ekonomski fakultet Podgorica, Univerzitet Crne Gore
3. Odluka se dostavlja Centru za doktorske studije UCG na dalji postupak.

O B R A Z L O Ž E N J E

Doktorand **mr Ivan Radević** je uradio doktorsku disertaciju „**Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija**“, nakon čega je Komisiji za doktorske studije podnio zahtjev za formiranje Komisije za ocjenu doktorske disertacije.

Komisija za doktorske studije je, nakon razmatranja dokumentacije, predložila Vijeću fakulteta da donese Odluku kojom predlaže Senatu UCG formiranje Komisije za ocjenu doktorske disertacije „**Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija**“ doktoranda **mr Ivana Radevića**.

Na osnovu izloženog odlučeno je kao u dispozitivu.



DOSTAVLJENO:

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

PISMENA SAGLASNOST

Saglasan sam da doktorski rad „Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija“, kandidata Ivana Radevića, bude predat organizacionoj jedinici Univerziteta radi sprovođenja dalje procedure, odnosno da se imenuje Komisija za pregled i ocjenu doktorske disertacije, budući da sadrži sve neophodne elemente propisane za dalju proceduru.

Takođe, napominjem da je kandidat objavio rad *Decentralisation Processes in Montenegrin Public Administration: Challenges of Health System*, kao prvi autor, u časopisu koji se nalazi na SSCI (Social Science Citation Index) listi. U ovom radu kandidat je koristio rezultate iz doktorske disertacije na adekvatan način, odnosno u navedenom radu su prezentovani djelovi doktorske disertacije kandidata, u skladu sa pravilima doktorskih studija.

Reference za publikovani rad koji se nalazi na SSCI listi:

Radević, I. & Haček, M. (2019). Decentralisation Processes in Montenegrin Public Administration: Challenges of Health System, *Lex Localis - Journal of Local Self-Government*, Vol. 17, No. 3, pp. 471-493, July 2019

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Podgorica,
30. decembar 2019.

S poštovanjem,
Vlado Dimovski
prof. dr Vlado Dimovski

ISPUNJENOST USLOVA DOKTORANDA

OPŠTI PODACI O DOKTORANDU			
Titula, ime, ime roditelja, prezime	mr Ivan (Vukota) Radević		
Fakultet	Ekonomski fakultet Univerziteta Crne Gore – Podgorica		
Studijski program	Doktorske studije ekonomije		
Broj indeksa	D13/1		
NAZIV DOKTORSKE DISERTACIJE			
Na službenom jeziku	Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija		
Na engleskom jeziku	Knowledge Management and Organizational Design as Quality Factors of Health Organizations' Services		
Naučna oblast	Menadžment		
MENTOR/MENTORI			
Prvi mentor	prof. dr Vlado Dimovski, redovni profesor	Ekonomski fakultet Univerziteta u Ljubljani	Menadžment i organizacija
KOMISIJA ZA PREGLED I OCJENU DOKTORSKE DISERTACIJE			
Prof. dr Božo Mihailović, redovni profesor	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Crna Gora		Marketing menadžment
Prof. dr Vlado Dimovski redovni profesor	Univerziteta u Ljubljani, Ekonomski fakultet Ljubljana, Slovenija		Menadžment i organizacija
Prof. dr Andelko Lojpur redovni profesor	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Crna Gora		Menadžment i organizacija
Datum značajni za ocjenu doktorske disertacije			
Sjednica Senata na kojoj je data saglasnost na ocjenu teme i kandidata	20. 11. 2018.		
Dostavljanja doktorske disertacije organizacionoj jedinici i saglasnost mentora	16.01.2020.		
Sjednica Vijeća organizacione jedinice na kojoj je dat prijedlog za imenovanje komisija za pregled i ocjenu doktorske disertacije	06. 02. 2020.		
ISPUNJENOST USLOVA DOKTORANDA			
U skladu sa članom 38 pravila doktorskih studija kandidat je dio sopstvenih istraživanja vezanih za doktorsku disertaciju publikovao u časopisu sa (SSCI/A&HCI) liste kao prvi autor.			

Spisak radova doktoranda iz oblasti doktorskih studija koje je publikovao u časopisu sa SSCI liste.

Radević, I. & Haček, M. (2019). Decentralisation Processes in Montenegrin Public Administration: Challenges of Health System, *Lex Localis - Journal of Local Self-Government*, Vol. 17, No. 3, pp. 471-493, <https://doi.org/10.4335/17.3.471-493>(2019)

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Social Sciences Citation Index (SSCI)

2018 Journal Impact Factor: 0.728 (Q2)

Obrazloženje mentora o korišćenju doktorske disertacije u publikovanim radovima

Za mentora je imenovan prof. dr Vlado Dimovski, na sjednici Senata održanoj 08. maja 2018. godine. Mentor je saglasan da je kandidat ispunio sve uslove za prelazak na sljedeći proceduralni korak, odnosno da se imenuje Komisija za pregled i ocjenu doktorske disertacije, a što je dokumentovano potpisom saglasnošću mentora, u okviru koje navodi da je kandidat u naučnom radu „Decentralisation Processes in Montenegrin Public Administration: Challenges of Health System”. koji je objavio u časopisu indeksiranom u SSCI indeksnoj bazi, koristio rezultate iz doktorske disertacije na adekvatan način, u skladu sa Pravilima doktorskih studija.

Datum i ovjera (pečat i potpis odgovorne osobe)

U Podgorici,

06.02.2020.

DEKAN



prof. dr Nikola Milović

Prilog dokumenta sadrži:

1. Potvrdu o predaji doktorske disertacije organizacionoj jedinici
2. Odluku o imenovanju komisije za pregled i ocjenu doktorske disertacije
3. Kopiju rada publikovanog u časopisu sa odgovarajuće liste
4. Biografiju i bibliografiju kandidata
5. Biografiju i bibliografiju članova komisije za pregled i ocjenu doktorske disertacije sa potvrdom o izboru u odgovarajuće akademsko zvanje i potvrdom da barem jedan član komisije nije u radnom odnosu na Univerzitetu Crne Gore



Na osnovu službene evidencije i dokumentacije Ekonomskog fakulteta u Podgorici, izdaje se

P O T V R D A

o predaji doktorske disertacije na dalji postupak

Doktorand: mr Ivan Radević

Naziv doktorske disertacije: „Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija“

Datum predaje: 16.01.2020

REFERENT ZA STUDENTSKA PITANJA


Željko Vujošević



PRAVNI REFERENT


Miljka Košuta, dipl.pravnik

Decentralisation Processes in Montenegrin Public Administration: Challenges of Health System

IVAN RADEVIĆ & MIRO HAČEK

Abstract The paper aims to assess the organisational design of the public health care system of Montenegro from the organisational and legal standpoint, and in particular from the position of a likelihood for the system decentralisation through an inclusion of local self-governments with the goal to increase the quality of health care. The qualitative analysis is based on the method of case study. The research covers the analysis of Montenegrin legislation, and in particular Montenegrin and European regulations and strategic documents that refer to local self-governments and health care system. Individual and group interviews were conducted with top executives in the Ministry of Health of Montenegro, Health Insurance Fund of Montenegro and Ministry of Public Administration. The research shows that Montenegrin health system is predominantly centralised, and lacks substantial involvement by local self-government in health care related services. The need for a stronger participation of municipalities (and private entities) is indicated, for the purpose of achieving a stronger level of quality of the health care services.

Keywords: • local self-government • public services • health system
• decentralisation • organizational design • Montenegro

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1 Introduction

Modern society requires a service-oriented state and the public administration that is focused on its citizens as to its clients and partners, while the modern administration bases its legitimacy on real support of citizens for its measures and regulations. Characteristics of a modern public administration management are the modernisation of administrative systems that is based on development of public services and public regulatory agencies, professionalization of the administration and decentralisation based on cooperation of administrative system's entities. The quality of decentralisation of the public administration system is strongly conditioned by the legal framework of any state, where a legal arrangement of affairs of the state and non-state administration plays especially important role. Non-state public administration, which in theory encompasses both the local self-government and public services has gained momentum in overtaking an ever growing number of state and governing functions from classical state bodies, on the grounds of original or entrusted public powers by the state.

Therefore we are witnesses to a flourishing decentralisations of administrative systems, which brings benefits, but calls for caution. Benefits are a stronger motivation and involvement of citizens in administrative activities, which results in a higher degree of trust between the citizens and the administration, and a higher number of solutions, which altogether result in a higher satisfaction with the quality of administrative affairs. As a rule, however, the strategy of decentralisation is incremental and is implemented in parallel with development of administrative and other capacities (Kassak et al 2007, 447). Otherwise, excessive, fast and insufficiently law-based decentralisation of the system results in weakening of relations between the elements of the system and in poor decisions.

The exercise of local government is a demanding task, which relates primarily to the division of powers between the state and local communities (Kuković 2018, 86). Greer et al (2005, 11) define three of the most important normative elements on which local government is based in Europe. The first element is autonomy, which indicates the degree of decision-making power between the central and local authorities. The degree of decision-making at the local level prevents the concentration of political power at the central level and allows different political choices in different local environments. The second element is democracy, which defines the local authority as a political platform and opportunities for the citizen's participation. The third element is efficiency, since local authorities are more efficient in providing public services and finding solutions to local problems and adapting measures to local conditions.

The choice to analyse the health sector was done for three reasons: first, because the health care system is one of the most accountable and most challenging social activities, taking into account that any change within the health care system affects

the quality of life of citizens; second, because health care institutions constantly face the problem of a growing demand that is caused by the ageing of population, increased number of chronic health conditions, fast life and such lifestyles (Janssen and Moors 2013) that often set career and earnings as priority over health; third, according to the Euro Health Consumer Index (EHCI), Montenegro ranked among three last countries in 2014-2016, but made a major leap and climbed from 34th to 25th position in 2017 thus earning the rank of the "Climber of the Year" (Björnberg 2017). That confirmed the efforts of the Government of Montenegro on the path to development of a sustainable and quality health care system. In spite of the strong determination of the country to increase the quality and improve its health care system, there are a lot of reserves and possibilities for improvements, and the organisational design as seen from the standpoint of the decentralisation is a vital factor that may contribute to improvement of quality of work, and to respond to an ever growing expectations of citizens for improved quality of health care.

Health care system is among the most complex and financially challenging systems of the state to manage (Dickinson and Pierre 2016, 111). To plan and coordinate such a system requires that roles and responsibilities of all stakeholders are defined, with the purpose to provide an adequate response to expanding expectations of citizens in terms of quality and accessibility of health care. In addition to this, intersectoral cooperation is important, and the decentralisation of the system by modelling an organisational design of the public health system in accordance with the initiative of the WHO's Health in all policies that Montenegro joined. Importance of cooperation of all entities with the purpose of improvement of the health care system is best described by the emerging term "health ecosystem", that calls for a multi-faceted and interdependent elements of health system (Albers 2014). Human factor is crucial for the quality of health care, but it is important that a high-quality health care does not depend on personal brilliance of a person, but on the organisation of all necessary elements to satisfy the needs of patients (Allen 2018, 358).

This paper seeks the answers to the following research questions: 1) is the health system of Montenegro centralized or decentralized; 2) is Montenegrin health related legislation pro-decentralization of the public system administration; 3) to what extent are the local self-governments involved in the health care system and 4) how can local self-governments become more involved for the purpose of increase of quality of health system. The paper aims to establish the organisational factors that affect the quality of organisational design, in particular the decentralisation of the health care system and transfer of some competencies to the local self-government, and on that basis of that, to identify possibilities for improvement of the health care quality.

2 Dilemma: centralisation vs decentralisation

Until the beginning of 1990s, the centralisation was a predominant feature of the Montenegrin political system. However, although the things gradually started moving towards the decentralisation at the end of 20th century, the Montenegrin administrative system is still prevalently perceived as a centralised one. Globally, one can say that a traditional, vertical-hierarchical or homogenous-systemic perception of the social structure gives way to the notion of network-wise perception of structures of the society (Radević 2013, 19).

Centralism is a system of state organisation where making of decisions and control of their implementation is mostly or entirely placed in hands of central bodies (Blažić 2011, 33-34). Centralistic tendencies are directed to strengthening of the role and powers from the central bodies to non-central ones. Central bodies are entitled to appoint and dismiss officials and officers of non-central bodies, and to make substitution of affairs from their field of competencies. That is an indicator of a subordinated position and of a lack of independence of non-central bodies that have to act upon the orders of the central point (Eisenmann 1988, Blažić 2011).

Decentralisation represents the process of weakening of influence of the centre of an organisational system over the parts of that system (Coaffee and Johnston 2005). The organisational design of modern organisations implies a mandatory and desirable decentralisation of the system, with fewer hierarchical levels, greater autonomy entrusted to smaller organisational units, but with stronger communication and networking among them. Trust, human relations modelled through an adequate organisational culture substitute for rigid lines of management and hierarchical relations (Addicott 2008, 150). In essence, the decentralisation is deprived of a good infrastructure of linking of systems in terms of exchange of information, knowledge sharing and giving mutual support among independent organisational units; it is deprived of a quality control function, which can be more harmful than beneficial.

It should be emphasised that the process of decentralisation is easier to conduct in developed countries (Guga 2018, 491), since simply having a good idea about a high quality process is not enough. What it takes is to properly communicate the strategy and have all stakeholders included in it. Therefore, decentralisation should be done in phases, in such a way as to allow the system to accommodate to functional changes and to the division of responsibilities; not to forget, the fundamental pillar of quality of every decentralisation and *conditio sine qua non*, is the quality of legislation.

The sense of decentralisation that is achieved by relocating public functions to organisations beyond the state administration system:

- increased level of efficiency of the system (increased system flexibility, and managerial independence in execution of such tasks);
- greater involvement of the civil society in the decision making process;
- higher level of transparency (Regmi 2010, 376) and by that, a higher level of trust into the system;
- higher level of professional integrity and of other forms of independence, and thereby a distance from any political influence or pressure in doing important public affairs or providing public services (Blažić 2009, 138);
- higher likelihood that set goals would be closer to citizens, as opposed in the case of centralized management (Goddard and Mannion 2006, 68) and
- strengthening of lower decision-making levels and decision making on the basis of participation allows for an organizational learning and knowledge sharing (Ford and Angermeier 2008, 269), and a stronger motivation of public officials in democratic systems (Prysmakova 2016, 895).

For all the above reasons, decentralisation guarantees for a more efficient and rational performance of some affairs through the non-state administration than through the state administration bodies. An important fact is that no constant political oversight is required in the area of public services. On the contrary, to perform any affair of public services it is necessary to be distanced from any political or other influence. However, potential risks of the uncontrolled decentralisation also call for caution, for instance: a) lower likelihood of control over public services, b) lower level of ministerial responsibility (reduction of responsibility is proportional to the degree of independence of public services in legal, professional, organisational, personal and financial sense); c) increase of costs due to loss of the economy of scale (Athanasiadis et al 2018, 324); d) different levels of motivation and dedication of decentralised units to the joint vision (Kingsnorth 2013, 70), e) problems with the implementation and monitoring of policies in case of poorer managerial capacities on lower levels (Regmi 2010, 376) and others.

In public services public interest prevails over private interest, although these activities can also be carried out by private entities (Drnovšek and Brezovnik, 2016, 672). The public law regime relates primarily to the way of performing activities, the relationship between the performer, the user and the state, and the pricing regulation. Since the legal regime of the public service constitutes a restriction on the freedom of economic initiative and the restriction of competition, this legal regime can only be established by the legislature. Therefore, the public service is the activity that is defined by the law (Brezovnik 2014, 312).

The risks are particularly pronounced in institutions that have no tradition or sufficient experience in operational activities, e.g. establishment of public services as regulatory bodies that may have certain quasi-judicial competences, but lack a direct democratic base. To that sense, it is difficult to ensure independence of these bodies. Special attention has to be paid to the regulatory role in the administrative

system (Blažić 2009, 140). There is a significant link between the decentralisation and quality of health services (Meirovich et al 2007, 250), as both the decentralisation and formalisation affect the quality of services in parallel, as two dimensions of the organisational structure. That is the reason due to which the quality decentralisation of the system cannot be implemented without proper legal regulations and procedures, that would guarantee the formalisation of actions of the health system.

3 Legal aspects of the local self-government and public services in Montenegro

To define terms from the standpoint of the governing law is vital for functioning of the system, or, in other words, it is an important prerequisite for quality of practical implementation of specific legal norms about the public administration's affairs and organisation. Constitution of Montenegro (2007) guarantees the right to local self-government, which is in accordance with the European Charter of Local Self-Government¹ (Council of Europe 1985, Article 22).

Constitution of Montenegro (2007, Article 122) defines that some duties of state administration may be delegated by law or by a regulation of the government to the local self-government or to another legal entity. In case that certain state administration affairs are conferred (by law) or entrusted (by government regulation) to the local self-government, such laws or regulations define the funding method. Previously, as a prerequisite, it is essential to have a feasibility study on entrusting the state administration affairs, which contains: 1) justification to entrust the affairs; 2) detailed list of the affairs to be entrusted; 3) views and opinions of state administration bodies from the domain of which the affairs are entrusted, about the possibilities and conditions for the performance of entrusted affairs in the local self-government; 4) existence of conditions for performance of the entrusted affairs in relation to the organisational, technical, financial, material matters and to human resources; 5) manners and conditions of funding of the entrusted affairs (Law on State Administration 2018, Article 37). Control of the operations of the local self-government in relation to the conferred and entrusted affairs is done by the competent ministry.

Pursuant to the Constitution of Montenegro (2007, Article 113) and to the Law on Local Self-Government (2018, Article 6), it is regulated that "in the local self-government the decisions shall be made directly and through the freely elected representatives". Also, in Article 113, the local self-government is defined as "the right of citizens and local self-government bodies to regulate and manage certain public and other affairs, in their own responsibility and in the interest of the local population", which fully complies with the European Charter of Local Self-Government (Council of Europe 1985, Article 3). Constitution of Montenegro (2007, Article 16) defines that the system and competencies of local self-

government in execution of public affairs that are of interest for local population have to be regulated by the law. However, demarcation between the state affairs and local self-government affairs has never been defined thoroughly.

The Law on Local Self-Government (2018, Articles 4 and 5) governs the affairs of the local self-government that are of direct and common interest to the local population, that are performed through the bodies of local self-government, bodies of local community self-government and public services, all in accordance with the law, statute and other regulations. Bodies of local self-government are secretariats, administrations and directorates (Article 69); specialised services can be established for performance of some professional affairs. And, special services are established to perform specific affairs within the local self-government, such as the communal police, protection and rescue services and other services, in accordance with the law (Article 69).

As per the Law on Local Self-Government (2018, Article 29), public services are: "institutions, legal entities and other forms of establishment with the purpose of providing public services". In addition, any establishment of public services is allowed in cases when "performance of affairs is an indispensable requirement for life and work of the local population, or if the needs of citizens in such fields are not addressed in a high-quality and economical manner by means of a private initiative or in any other manner".

Bodies of local self-government supervise legality of regulations passed by public services, and legality and appropriateness of their work (Article 72). Any conflict of competences between the bodies of local self-government is resolved by the chief administrator, while any such conflict arising among the bodies of local self-government, local public services and legal entities, to whom the assembly has decided to delegate certain affairs, are resolved by the mayor (Article 87). Municipality finances its own affairs from the following sources: 1) own revenues, 2) public revenues established by the law, 3) equalisation fund, 4) budget of Montenegro, and 5) other sources in accordance with the law (Article 150).

Article 175 regulates the cooperation of bodies of local self-government with public services and other legal entities founded by the state, through participation of bodies of local self-government in the procedure of design and implementation of plans of development, in making proposals, giving suggestions and opinions concerning the carrying out activities on the territory of the municipality. Furthermore, public services are under obligation to provide the local self-government with plans and programs of development from their jurisdictions on the territory of the municipality, and to report about the implementation of plans and programs. Affairs of the local self-government typically refer to development and regulation of: communal activities, municipal roads, local transport, urban development land, conditions for entrepreneurs and agricultural production, protection of environment,

protection of consumers, water supply, housing, and development of culture, tourism and sport.

In accordance with Article 27 (Law on Local Self-Government 2018) the following items are listed among the affairs of local self-government: 1) in accordance with the possibilities, participation in the provision of conditions and improvement of sectors of health protection, education, social and children welfare, employment and other sectors of interest for the local population, and carrying out rights and duties of a founder of institutions that are established within these sectors by the municipality, in accordance with the law; 2) providing of conditions for protection and rescue of population, material and cultural goods and environment in the area of municipality, from natural disasters, technical-technological and other accidents, 3) organization and implementation of measures for protection of citizens against infectious diseases, 4) regulation, providing and taking care of the tourist development, and development of services which contribute to the development of tourism. Within its own jurisdiction, the municipality, among other things "determines the public interest for the expropriation of real estates to meet local needs, in accordance with law".

Altogether, Montenegrin administration has a fairly heterogeneous composition. The Government establishes state administration bodies by means of its act (Article 27), which is controversial from the standpoint of Montenegrin Constitution (2007, Article 16), which defines the manner of establishment, organization and competences of the bodies of authorities and the procedure before those authorities, if so required for their affairs. In this context, it seems necessary to regulate the organisation of state administration by the law on ministries and state administration bodies, similarly to how the countries from the region and beyond have regulated that matter. Also, the Government determines administrative fields for which state administration bodies are established, and the organization and method of operation of state administration. In accordance to the Law on State Administration (2018, Article 2), state administration affairs are performed by the ministries and other state administration bodies. Pursuant to the Decree on organisation and manner of work of the state administration (2018, Article 2), there are 17 ministries, with 20 administrative bodies within the ministries, and 15 independent bodies (administrations, secretariats, institutions, offices and directorates) – see table 1 for more details. Similarly, the Regulation defines in more detail the fields of operation for each body. Holders of public powers are state agencies, state funds and other holders of public powers established by the law (Article 42). The ministry controls the affairs of a state institutions that are founded by the state (Law on State Administration 2018, Article 78).

Although the public service can be considered as any activity of social, economic and cultural significance for the local community i.e. addressing the needs of citizens that are in the public interest, however, from the legal standpoint, a public

service exists only if it is regulated by special legal acts which govern their regular and constant functioning. Montenegrin Constitution (2007) mentions the notion "public service" only twice (Articles 66 and 79), and the notion "organizations exercising public authority" are indicated twice (Articles 51 and 57). Without clear and systemic definitions of notions "public powers", "public services", "non-state administration", there is room for different interpretations of public services in Montenegrin legislation.

In such a situation, according to Blažić (2009, 129), non-state entities, as holders of public powers in Montenegro, depending on their form of organisation and public functions, can be divided into several categories: a) local self-government (capital city, old royal capital, and municipalities);² b) public services (funds, institutions, public companies, concession public services and other public services); c) public agencies and public bodies (committees, associations, commissions etc.); d) independent – specialised organisations (e.g. Central bank, National Security Agency etc.); e) regulatory bodies (Securities Commission, Agency for Electronic Communications and Postal Services etc.); f) professional and other associations (e.g. Chamber of Commerce etc.); g) natural persons (e.g. public notaries), and h) other forms (committees, institutions and offices).

Establishment of public services in Montenegro is regulated by so-called "sectoral laws" (i.e. Law on Health Care). Unlike Serbia for example, Montenegro failed to adopt sectoral legislation on social services,³ although its adoption had been defined in previous strategies of public administration reform (2002–2009 and 2011–2016). The newest *public administration reform strategy (2016–2020)* encompasses the system of state administration, local self-government, and organisations with public powers. However, the strategy in question "does not refer to the wider public sector i.e. public health, education, social welfare, culture etc." (Government of Montenegro 2016, 10). Yet, the Ministry of Public Administration has recognised the fact that "from the standpoint of consistency of the system of public administration, a special problem is the position of organisations with public powers (public agencies, public funds and public institutions)" (Government of Montenegro 2016, 14). This is due to great diversity in their status and functioning and to insufficient possibilities for supervision of legality and appropriateness of their work.

For example, there is a number of entities with the same name in Montenegrin administrative system (e.g. agencies), that are entirely different in terms of their status, organisation and functions. Intertwining of some of public services leads to a confusion when one attempts to understand their various forms, even when professionals try to do that, let alone the lay users of public services. And while Montenegro has failed to adopt the law on public agencies, any attempt to regulate that field by means of sectoral laws results in public services that have no defined legal status.⁴

One of the prerequisites for a proper response to the need to regulate the system of public administration in Montenegro was the establishment of the Ministry of Public Administration, whose operations began in November 2016. With that move and within the context of the need to strengthen the administrative and systemic capacities and, in parallel, within the context of accession to the EU, the Government of Montenegro has demonstrated its determination to improve the systemic prerequisites for an efficient functioning of the public administration. To that effect, one of the most important laws for efficiency of administrative procedures and for provision of services was adopted – the Law on Administrative Procedures that came into force on 1 July 2017. However, adjustments of the legal framework are still underway. The lack of the law on public and private partnership (in the process of adoption) is seen as a legal and systemic deficiency that depraves the quality of decentralisation.

The new Law on Administrative Procedures (2017, articles 27 to 30) provides for a possibility of entering into legal agreements with the purpose to establish a public and private partnership. However, to enter into such an agreement, it is necessary to align and elaborate the contents of administrative agreements from the standpoint of substantive laws. Due to the fact that substantive laws do not support that kind of obligation, this could mean that public bodies cannot enter into administrative agreements, although there is such need in almost every field of public interest. Perhaps one of the best indicators of an insufficiently consistent legal system, and perhaps of a lack of responsibility in the area of governing, is presented in the Administrative Court's statistics. It shows that more than a half of a total number of decisions of ministries that were brought to the Administrative Court were annulled in 2016 (Milošević 2018, 14).

The lack of a systematic regulation of public services and definitions of their position through regulations in various forms of social life result in risks of having legal gaps and the collision of regulations. Consequences of such legal framework result in lack of citizen's trust in legal institutions that affect negatively all social activities including the health system.

4 **Health care system in Montenegro: legal and organisational aspects**

The trends of liberalisation, deregulation and privatisation have become ever more present in modern forms of state administration, and in some segments they are even "dictated" through requirements and regulations of supranational instructions that Montenegro is to fulfil in the process of accession to the EU. Slovenia had a similar experience with the need for decentralisation of the administration system that was caused by its membership in the EU (McCluskey and Bevc 2007, 400–401).

Health system of Montenegro is regulated by a number of laws, with the Law on Health Care (2018) as an umbrella law. The activity of health care is recognised as

an activity of public interest (Article 8). Pursuant to the Law on State Administration (2018, Article 21) the securing of the performance of affairs of public interest comprises the performance of such affairs through institutions, commercial entities, entrepreneurs, through direct enforcement, awarding concessions, capital investments and other measures which enable efficient and cost-effective performance of such activities. Public services are established in social and economic areas that are defined as areas of public interest, regardless of who performs those activities and who their founder is. Therefore, health institutions can be listed among public services that perform social activities.

Pursuant to the Law on Health Care (2018, Article 2) "health care is an organized and comprehensive activity of the society with the aim to achieve the maximum possible level of preservation of health of its citizens". It is exercised through a set of measures and activities on preservation, protection and improvement of health of citizens. In accordance with Article 6 "citizens are entitled to information that are required for preservation of health and for healthy life styles".

Basic principles of the Law on Health Care (2018) are comprehensiveness, continuity, accessibility, integrity, a specialised approach to health care and constant improvement of the quality of health care. Decentralisation of the system i.e. responsibility divided on all entities of the system with the purpose of having a quality health care is shown in Article 10, which insists on comprehensiveness of health care through inclusion of all citizens in implementation of appropriate measures and activities for preservation, protection and improvement of health.

The Law on Health Care (2018, Article 58) sets forth the possibility that founders of a health institution can be the state, municipality, a domestic or foreign legal or natural person. As an exception to the above, the state founds health institutions on tertiary level of health care. The decision on establishment is made by the government, or by the competent body within a municipality, depending on who the founder is. The Ministry issues a formal decision on fulfilment of conditions for commencement of health care activities (Article 61).

Within the domain of rights and possibilities of municipalities to create conditions for primary health care on their own territory, the law defines that the municipality: a) monitors the state of play, initiates and proposes measures in the area of primary health care, b) participates in the planning and implementation of primary health care, which is of direct interest for the local population, c) participates in management of a health care institution that was founded by the state, in accordance with the Law on Health Care, c) undertakes other activities with the aim of improvement of primary health care (2018, Article 18). In addition to the above, there is room for municipalities to take part in financing of a share of costs of primary health care – during the tourist season, and in line with the agreement concluded with a health institution.

The Law on Health Care (2018, Article 31) defines that for the purpose of public interest and for the implementation of health care programs, a network of health institutions is to be formed, in accordance with the population size, number of insurers, state of health of the population, prevalent number of citizens, characteristics of specific territories, availability of health resources and their accessibility to citizens. The health network of municipalities, the Capital City and the Old Royal Capital covers health institutions founded by the state, and certain other health institutions or parts of health institutions that are founded by another legal and/or natural person; furthermore, it covers some legal persons that perform activities that are linked with the right to health care (Decision on network of health institutions 2016, Article 2).

The Health Insurance Fund of Montenegro is in charge to fund the health care and other rights arising from health insurance, and is in charge for an intended spending of funds. It is an independent financial institution whose task is to adopt annual program of health care and to adopt the draft financial plan in accordance with the Law.⁵ In accordance with the Decision on network of health institutions (2016), the network of health institutions founded by the state, on primary level, consists of 18 health centres. The Public Health Institute provides services of primary health protection. There are eight hospitals that are providers of health care and three specialised hospitals. Provider of the service of emergency medical care on the primary level is the Emergency Medical Service.

Bodies of health institutions in Montenegro are the boards of directors (governing body) and the director (managing body). They are appointed and dismissed by the founders (i.e. government being the founder in case of state institutions). It is peculiar that the board of directors is a mandatory body in health institutions such as the Clinical Centre of Montenegro and the Public Health Institute, whereas in other health institutions (health clinics, general and special hospitals etc.) it cannot be formed (Law on Health Care 2018, Article 70). In such institutions, governing body is the executive director at the same time. One obligatory representative of the municipality is appointed as a board member. Following a ministerial proposal, Government of Montenegro appoints and dismisses directors of the Clinical Centre of Montenegro and of the Public Health Institute. Directors of other health institutions founded by the state are appointed and dismissed by the minister following a public call (Law on Health Care 2018, Article 74).

5 Analysis

Health system in Montenegro is predominantly centralised, and the same applies to the entire administrative system. Through its regulations, and in accordance with recommendations dictated by the EU, the state works on a more efficient system of administration. Comparative analyses of a number of countries that have implemented the reforms of health care system showed that their overall goal is the

same (Burau and Vrangbæk 2008, 351). Decentralisation of the system is mainly taken for the reform of health care system. Impediments for the decentralisation of the system – which could result in an improved quality of services, can be found both in the legal regulations and in (non) enforcement of laws.

Quality features of small successful systems are typically based on a good integration of elements of the system, their mutual support and trust. Any integration of the system is based on a good systematic legal regulations and implementation of laws, on their mutual support in the process of decentralisation i.e. on delegation and transfer of powers from the central level to entities on lower levels, and as a result of it all, trust of beneficiaries of services and their satisfaction improves, which, in essence, contributes to a more favourable social and economic environment. Our analysis has shown the following impediments for a quality decentralisation of the Montenegrin health system and for achievement of a better and more efficient health care.

1. Lack of an appropriate legal framework. There is no systematic law in Montenegro that would regulate the non-state administration, while the number of non-state administration entities is rather varied and as such makes the functioning of the system more difficult. What lacks is the legislation on public and private partnership, whose adoption would make the process of decentralisation of health care system easier, and would increase the motivation of legal entities to take part in the system, especially in the area of outsourcing of non-health care services (food catering, cleaning, etc.). Public and private partnership is a form that links public and private organisations. Both sides assume different logic and objectives at the beginning, but with the purpose to recognise the synergy of their association, to increase the efficiency and quality of management in fulfilling the needs of local population (Saviano et al 2014, 200). To that context, models of public and private partnerships are widely popular in health systems all over the world (Sciulli 2008, 21). Gerstlberger and Schneider (2012) emphasise that a private partner is strongly interested in a long-term success (for the reason of return of investment, mostly in infrastructure), which compels the Government to adopt a more strategic way of thinking. The institutional prerequisites are good legislation, appropriate sector policies and differentiation in provision of services by the system of regulation.
2. Poor enforcement of the legislation that causes a lack of democracy and autonomy. Only in case the central authorities clearly demonstrate consistency, accuracy and responsibility in enforcement of legislation, one can expect a stronger inclusion and stronger motivation of lower levels in the organisational chain. Involvement of citizens in the process of decision making is limited. An interesting research made by the IPSOS agency showed that as many as 58% of citizens were not informed about public discussions

organised by public administration bodies, whereas only 4% were well informed (Milošević 2018, 27–28). Worth noting is the fact that not a single representative of the public took place in discussions about the local budget for year 2017 in as many as five units of local self-government, with the Capital City of Podgorica and Old Royal Capital of Cetinje being among them, according to the data of the Institut Alternativa.⁶ This is concerning, although the experience from other countries show that civil organisation in most cases lack best terms for an efficient participation in preparation of policies (Kavčič et al 2015). In addition, this is in conflict with Article 157 of the Law on Local Self-Government (2018) which says that a municipality „creates conditions, stimulates and assists the participation of the local population in their exercise of local self-government“. Still, it is in conflict with contemporary managerial practices that insist on inclusion of as many stakeholders as possible into the decision-making process and setting of priorities, as that implies the stakeholders would act upon them, for which a number of techniques and forms of communication have been developed (Garpenby and Bäckman 2016, 893–894). The Law on Local Self-Government (2018, Article 29) sets forth the conditions and procedure for a territorial change, which are in accordance with the European Charter of Local Self-Government (Council of Europe 1985, Article 5). Enforcement of this Law means that the municipal assembly would have to call for the (consultative) referendum, where the citizens could state their mind about any territorial changes. This law was applicable for two out of three newest municipalities in Montenegro (Petnjica, Gusinje), whereas in the case of Tuzi it was not implemented. And last but not the least, the citizens do not have an option to choose their local counsellors directly; they have to vote for the list of a political party or a civil initiative, contrary to the Constitution of Montenegro (2007, Article 113), Law on Local Self-Government (2018, Article 6) and to the European Charter of Local Self-Government (Council of Europe 1985, Article 3).

3. Inability of municipalities to take part in financing of the health care system. The fact that as many as two thirds of Montenegrin municipalities (15) get their funding from the Equalisation fund⁷ speaks for itself about poor fiscal capacities of local self-government. These data are complimentary with the fact that the estimated population in 2017 is lower than in 2016 in two thirds of Montenegrin municipalities, which altogether speaks about problems of uneven development of the country, and predominantly of insufficient development of the northern region.⁸ However, one should not forget that health care performances are linked with economic performances, that health is a source of economic and social stability and a key for poverty reduction and sustainable development (World Health Organisation 2013, 8). The Law on Local Self-Government (2018, Article 21) states that the task of local self-government is to create conditions and to care about development of tourism, and of other activities that improve tourism. In that context, it is clear that

through a harder care about the health system, the municipalities themselves could contribute to development of local and state tourist potentials, i.e. to increase the number of tourists, revenues to both the municipality and state through the exploitation of comparative advantages of our health care system (competitive prices, nature, geographical position, climate etc.). Sport tourism could be seen as a part of complementary activities, as well as the promotion of healthy life-style, etc.

4. Insufficient motivation of persons in charge of health care institutions. Health care institutions are dominantly funded by the state. Current state of affairs allows the directors of health care institutions only to manage, but not to govern. Therefore, there is no necessary flexibility in governing, hence it is impossible to establish an adequate motivational system. Contemporary initiatives of the reconfiguration of health system focus on employees who are allowed to develop new ways of thinking and acting (Rule et al 2016, 451). Health care institutions in Montenegro are by definition "money spending units", and their employees are not motivated to innovate or rationalise any costs, due to lack of any satisfaction. The Clinical Centre of Montenegro and the Public Health Institute are the only health care institutions that have a board of directors (Law on Health Care 2018, Article 70), which leads to the conclusion that in other health care institutions there are limited possibilities for development through advantages of collective decision-making and distribution of competences. One of the ways to contribute to increased motivation (and to achieve stronger efficiency) is to introduce stimuli for better efficiency and competitiveness in the hospital sector. To that effect, there is a gradual introduction of the payment system that is based on DRG model (Diagnostic Related Group), and on the comparative experience of the regional countries, that promote the control of consumption in the hospital sector, and also affects the elimination of inefficient capacities. The objective is to improve the management and exploitation of resources, i.e. to allocate costs to cost-effective services and improve equality in financing of different units of the system. This system increases autonomy in terms of possibilities for reorganisation of the model of services and input management.
5. Insufficient cooperation between health institutions from different municipalities. The centralisation of health care institutions and the reduction of a role of the director to a mere manager, diminishes the possibility for health care institutions to cooperate on the municipal level. The cooperation and networking is a globally recognised trend that is important for the quality of services. It leads to a higher efficiency, spurs the innovation and results in a higher flexibility of the system (Sorrentino and Simonetta 2011, 208). Within the health care field, it is proven that inter-professional teams can improve health outcomes (Katon et al 2011, Rayner et al 2018), and can offer better health protection than individual providers of services (Dinh and Bounajm

2013, Rayner et al 2018). Inter-municipal cooperation is important, but so is the internationalisation of the health system, as the Health 2020 strategy (World Health Organisation 2013) suggests. The integrative role of that type could strengthen the increased participation of municipalities in health care management, in parallel with other sectoral policies with shared interest for networking.

6. Insufficient motivation, as municipalities do not want to allocate their scarce financial resources to the health system. There are no health institutions established by Montenegrin municipalities. Only few municipalities finance a share of costs of primary health care during the tourist seasons, whereas some municipalities finance the construction, adaption or reconstruction of health care facilities on their own territory or offer housing for health care workers mostly by providing the land, or by exempting them from communal fees. In spite of high expectations of local governments in terms of quality and accessibility of health care system, their specific contribution to the implementation of activities that could result in improved quality of the health care system is modest. Most of local governments lack funds for health care in their budgets, or in some cases, they allocate substantially less money for the health care in comparison to other fields, so the general impression is that health care is beyond their priorities. One of the reasons is poor fiscal capacity, and short-term strategic orientation of municipal bodies towards their term of office in most cases, as opposed to the need for strategic thinking. The managerial style of public sector from the standpoint of an entrepreneur is often perceived as "putting out small fires" instead of searching for a long-term sustainable solution for improvement of health services (Sinisammal et al 2016, 188). If we take into account that the quality of health care affects both the quality and quantity of foreign investments, it seems that local governments should note a stronger activity in providing of services of health protection through their strategic approach. It seems that with the current state of play the best form of organisation of health care is the public and private partnership in which all parts – the state, municipality and investors – could recognise their interests and protect themselves through a strategic approach. In terms of a never-ending need to seek for more efficient solutions, Heilman (2008) recommends that central authorities should encourage local officials to try new methods for problem solving, which he calls as "experimentation under hierarchy". Regardless of the need for a proactive approach of local self-governments on the course towards the decentralisation, the textbooks say that the role of the Government is the key for a change of the system and to spur changes (Millar et al 2016, 328).
7. Lack of team work and effects of synergy. The centralisation of the system can be seen in the structure of health care organisations. There are only two private entities among health care institutions. The state established every other health

institution. Montenegrin municipalities are not among founders of health institutions, although the law provides for such a possibility. Public and private partnerships have not gained momentum yet, in spite of intensive analyses of an inclusion of the private sector, especially in the field of non-health care related activities. Given the poor fiscal capacity of municipalities, the state could work on a gradual, multi-phase decentralisation of the system in parallel with strengthening of the local self-government – to begin with, by conferring (by law) or by entrusting (by government regulations) certain affairs from health care system to local governments. In this case, the government would reserve the right to control of such affairs that are implemented by the local government Law on State Administration 2018, Articles 39 and 40).

8. Databases of insufficient quality. The quality of information system is an underlying assumption of quality of decisions made, and the *conditio sine qua non* of the decentralisation. This is due to the reason that the mission of information system is to allow for the central control and coordination of mutually separated parts (Walker 1993, 11). The existing health care information system has not gained its full momentum yet, it is not whole nor is connected entirely – in the functional sense it does not provide sufficient information for planning and monitoring of costs, services or needs of the health system. To that sense, the Ministry of Health has worked continuously on improvements of the information system, and among current priorities the informatisation of the Clinical Centre of Montenegro and the development of e-health card stands out. Continuous investments into the information system, and adjustments to new internet-based business models are important not just for the possibility of networking of health care institutions and greater efficiency through that, but for the rationalisation of business operations, improved cost effectiveness, development of different analyses and assessments of economic and financial business operations, and an improved use of available capacities (particularly in terms of lease of equipment).

6 Conclusion

Global competitive environment implies constant adjustments of an organisation to changes or an initiation of changes for the purpose of survival. If we perceive the state as an organisation, or as a network of public organisations, then constant reform processes are implied as necessary, and they call for a systematic approach and full commitment of all social structures on the road to development of an efficient, professional and service-oriented administration. Montenegrin administration is predominantly centralised. The state, in accordance with its own needs and with the principle of subsidiarity, is strongly committed to development of good quality conditions for the decentralisation of system. Through creation of normative and institutional conditions for a quality functioning of local

governments, public services and public private partnerships allow for better organisational structuring of the public health care system.

Local self-government in Montenegro functions according to the model of general jurisdiction. Consequently, all municipalities perform the same tasks, regardless of any differences among them. For the purpose of more rational business operations, it is vital to have a good communication and intensified cooperation among municipalities from the same region, and thus rationalise the costs if possible.

It is necessary to develop a higher level of motivation of all social structures with the purpose to improve the health care system. To begin with citizens, who could give their contribution to the solutions by taking part in public discussions and at elections (Steiner et al 2018, 17). To continue with local governments that should define specific measures and activities to contribute to the improvement of the quality of health care on their own territories, and in accordance with their strategies and plans and with government policies and guidelines in the health sector. Better management and monitoring of implementation of policies in the area of health could be achieved through establishment of special organisational units of local governments that would be competent for health care system. That would make for a possibility to confer powers from the state to local governments. Inclusion of the units of local self-government and of private sector in terms of reconstruction and development of health infrastructure, clinical and non-health related services would contribute to improved accessibility of health services to the entire population, improve the quality of services and rationalise the costs.

Reform of Montenegrin public administration is on the way to the development of institutional and systemic conditions for a quality decentralisation of the system. The assumption of quality of organisation of the public administration system is a legal dimension. To that effect, a key problem in the public administration system of Montenegro is a wide range of divergences in entities that exercise public powers. Therefore it is vital to establish a precise typology of organisations with public powers and unified rules for their establishment and functioning. It is also necessary to adopt legislation on public and private partnership. Hence, it is necessary to strengthen the local governments, which is in line with recommendations of the European Charter of Local Self-Government (Council of Europe 1985), where the strengthening of local self-government in different European countries is treated as "an important contribution to development of Europe that is based on principles of democracy and decentralisation of power".

The health system of Montenegro has noted a growth of citizen's trust, which is a result of intensive activities of the national government that work to improve the system. Yet, just as any other process of reformation, this one requires time and room for further adjustments. The basic problems that the Montenegrin health system faces in terms of the implementation of decentralisation strategy are

inconsistent legal framework and the lack of a number of systematic laws, poor law implementation, insufficient transparency and level of democracy in public administration, poor financial capacities of units of local self-governments, insufficient flexibility of the system, lack of motivation for additional entrepreneurial initiative, and the lack of a good database as a support for analyses and decision making.

Notes:

¹ The Charter is the European standard for local authorities as well as the standard of the basic democratic system institutions in the European Union (henceforth EU) Member States. The Charter has significantly contributed to the development of local authorities and local democracy. It was adopted on 15 October 1985, entered into force on 1 September 1988, when it was ratified by the first four Council of Europe member states, in 2008 also by Montenegro. By ratifying the Charter, countries commit to adhering to the principles and rules of the Charter. Thus, the countries that have ratified the Charter must provide the legal basis of local government in a national normative framework. Countries need to clearly define the field of activity and the structure of local government in terms of methods and criteria for allocating competences; they also define the capacity of local authorities to manage a substantial part of public affairs through their councils (consisting of democratically elected representatives), their executive bodies and internal administrative structures with own staff. Local authorities should be provided with appropriate financial resources and have a guaranteed autonomy (Brezovšek and Kuković 2015, 218–219).

² In accordance with the Law on Territorial Organisation of Montenegro (2017, Articles 2, 5, 6 and 7), units of local self-government are Capital city of Podgorica, city municipality Golubovci (municipality within the Capital city), Old Royal capital of Cetinje and 22 municipalities (Andrijevica, Bar, Berane, Bijelo Polje, Budva, Gusinje, Danilovgrad, Žabljak, Kotor, Kolašin, Mojkovac, Nikšić, Petnjića, Plav, Plužine, Pljevlja, Rožaje, Tivat, Tuzi, Ulcinj, Herceg Novi and Šavnik).

³ Montenegro also does not have subsystemic laws in the field of public services. In 2010, Montenegro abolished the Law on social affairs and the Law on public companies, as a step within the project Guillotine Regulations in order to simplify the administrative procedures and to improve the business environment. Those two laws regulated the sub-systems of public services in social and commercial affairs.

⁴ For instance, the Montenegrin Investment Promotion Agency is a public institution, Tobacco Agency is a state administration body, Administration for Protection of Competition is a body, Agency for Electronic Communications is a regulatory body, Agency for Pharmaceuticals and Medical Devices lacks a status, etc.

⁵ Proposal for the Law on Budget of Montenegro 2019 (Government of Montenegro 2018) defined the budget of the Health Insurance Fund to stand at 237.287.786,97€, which is by 32.019.259,41 € more than in 2018, when the budget was 205.268.527,56 €.

⁶ For more details see <http://www.mojgrad.me/images/infografici/mojgrad-koliko-gradjani-cg-cestvuju-u-javnim-raspravama-o-budzetu-opstina.png>,

⁷ Equalisation fund uses funds that are intended to level the financing of municipalities. These funds can be used by municipalities whose fiscal capacities per capita are lower than average fiscal capacity per capita for all municipalities.

⁸ For more details see Statistical Office of Montenegro, <https://www.monstat.org/cg/page.php?id=47&pageid=47>,

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LIČNI PODACI:



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Mjesto rođenja: Podgorica
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OBRAZOVANJE:

- 2013 – danas** **Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Doktorske studije.
U završnoj fazi je doktorskih studija sa temom "Menadžment znanja i organizacioni dizajn kao faktori kvaliteta usluga zdravstvenih organizacija".
- 2010 – 2013.** **Fakultet za državne i evropske studije, Podgorica**
Magistrirao na smjeru „Državno-pravne studije“ odbranivši sa ocjenom 10 rad na temu „Retorika u funkciji liderstva“
(mentor: prof. dr Radovan Radonjić).
Prosječna ocjena tokom studija bila je 9,71.
- 2009 – 2012.** **Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Magistrirao na smjeru „Marketing i biznis“ odbranivši sa ocjenom 10 rad na temu „Digitalna ekonomija u funkciji savremenog marketing menadžmenta“
(mentor: prof. dr Božo Mihailović).
Prosječna ocjena tokom studija bila je 9,70.
- 2005 – 2009.** **Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Diplomirao na smjeru „Marketing“ odbranivši sa ocjenom 10 rad na temu „Uloga vizuelnog identiteta u savremenom poslovanju“
(mentor: prof. dr Božo Mihailović).
Prosječna ocjena tokom studija bila je 9,47.
- 2001 – 2005.** **Srednja ekonomska škola „Mirko Vešović“ – Podgorica;** komercijalni smjer
1993 – 2001. **Osnovna škola „Savo Pejanović“ – Podgorica**

Položen Stručni ispit za rad u državnim organima.

*Autor dvije knjige: "Digitalna ekonomija i marketing menadžment" i
"Retorika u funkciji liderstva".*

STIPENDIJE I NAGRADE:

- 2008.** Stipendija njemačke fondacije „Konrad Adenauer“
2006. Nagrada Ekonomskog fakulteta za najbolje studente

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RADNO ISKUSTVO I OSTALI ANGAŽMANI TOKOM ŠKOLOVANJA:

- 2019 – danas** **Univerzitet Crne Gore, Elektrotehnički fakultet Podgorica**
Saradnik u nastavi
Angažovan na predmetu: Menadžment u ICT-u.
- 2015 – danas** **Univerzitet Crne Gore, Ekonomski fakultet Podgorica**
Saradnik u nastavi
Angažovan na predmetima: Ekonomija firme, Menadžment, Menadžment malih i srednjih preduzeća i Razvoj organizacije.
- 2008 – danas** **SRDSEM „EKOMEN”**
Osnivač i predsjednik Upravnog odbora Sportsko-rekreativnog društva studenata ekonomije i menadžmenta.
Tokom studija bio član i tim lider futsal ekipе Ekonomskog fakulteta.
- 2010 – danas** **Škola retorike**
Angažovan kao predavač u Školi retorike, u organizaciji NVO Argument.
- 2010 – danas** **Škola liderstva**
Angažovan kao predavač u Školi liderstva, u organizaciji NVO Argument.
- 2017 – danas** **Uprava za kadrove**
Angažovan kao predavač na programu "Retorika".
- 1998 – danas** **Grafo Press d.o.o. Podgorica**
Angažovan u porodičnom biznisu (štamparija) na velikom broju projekata kreiranja najrazličitijih elemenata vizuelnog identiteta.
- 2010 – 2015** **Fakultet za državne i evropske studije, Podgorica**
Menadžer Fakulteta; Predsjednik Upravnog odbora;
Predmetni saradnik na ekonomskoj katedri;
ECDL predavač i licencirani državni ispitivač iz oblasti informatike.
- 2009.** **Mljekara „Lazine“ Danilovgrad**
Učestvovao u kreiranju, organizaciji i realizaciji velike nagradne igre „Jogurt Lazine“ u trajanju od 2 mjeseca.
- 2009.** **Lovćen osiguranje A.D. Podgorica**
Angažovan na poslovima osiguranja i neposredno povezanim poslovima, u trajanju od 3 mjeseca.
- 2007 – 2009.** **Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Student demonstrator na predmetu „Računovodstvo“. Učestvovao u organizaciji i realizaciji brojnih projekata Ekonomskog fakulteta (Tempus projekat, konferencije, ljetnje škole...).
- 2007 – 2009.** **Studije menadžmenta, Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
Student demonstrator na predmetima „Računovodstvo“ i „Upravljačko računovodstvo“.
- 2006 – 2009.** **Ekonomski fakultet Podgorica, Univerzitet Crne Gore**
U novembru 2006. godine sa 471 glasom, izabran za predstavnika studenata Ekonomskog fakulteta i Studija menadžmenta u Studentskom parlamentu Univerziteta Crne Gore. Kao izabrani predstavnik bio član Vijećа Fakulteta i Disciplinske komisije Fakulteta.

IVAN RADEVIĆ

- 2003 – 2005.** **Youth Fund Balkans, Proni/Forum Syd**
Predsjednik Omladinskog fonda Podgorice.
- 2001 – 2005.** **Savjet mladih Ekonomski škole „Mirko Vešović“**
Predsjednik Savjeta mladih i član Školskog odbora kao predstavnik učenika.
Takođe, bio je i predstavnik Crne Gore u Evropskoj uniji srednjoškolaca (OBESSU – Organising Bureau of European School Student Union).
- 2000 – 2005.** **Kik Boks Savez Crne Gore**
Učestvovao u organizaciji svih velikih kik boks projekata organizovanih od strane Kik Boks Saveza Crne Gore (Svjetski kup u kik boksu 2001, Svjetsko juniorsko prvenstvo 2002, Evropsko prvenstvo 2004, mečevi za titulu prvaka svijeta Ivana Strugara itd).

JEZICI:

- Engleski** čitanje, pisanje, govor
Italijanski osnovno znanje

KOMPJUTERSKA ZNANJA:

Posjeduje višedecenijsko iskustvo u radu sa kompjuterima i radu na internetu.
Ekspert u oblasti grafičkog dizajna i kompjuterske pripreme za štampu.
Odlično poznaje i služi se sljedećim programskim paketima: MS Windows, MS Word, MS Excel, MS PowerPoint, CorelDraw, AdobePhotoshop, Adobe Illustrator, Adobe InDesign, svim vrstama web browsera i e-mail klijenata.

OSTALE VJEŠTINE:

Istakao se kao vođa više uspješnih projekata u kojima je pokazao svoju kreativnost, preduzetnički duh i odlične organizacione i liderske sposobnosti. Veoma je komunikativan. Može da obavlja zadatke samostalno i u timu. Osoba je sa velikom energijom.

Pohađao je brojne obrazovne programe i učestvovao na velikom broju seminara i konferencija ekonomskih disciplina različite tematike u zemlji i inostranstvu. Učestvovao je i u izradi brojnih projekata i studija na Ekonomskom fakultetu u Podgorici i Fakultetu za državne i evropske studije.

Posjeduje vozačku dozvolu „B“ kategorije (od 2004. godine).

INTERESOVANJA I ČLANSTVA:

Slobodno vrijeme koristi za bavljenje sportom (fudbal, trčanje, stoni tenis, karting...).
Voli da čita, putuje, upoznaje nove ljude...

Član je Mense Crne Gore (www.mensa.me).
Član je globalnog profesionalnog udruženja naučnika iz oblasti menadžmenta i organizacije „Academy of Management“ (www.aom.org).

REFERENCE:

Reference su dostupne na zahtjev.

Prof. dr Vlado Dimovski

Redovni profesor

Vlado Dimovski, redovni je profesor iz oblasti menadžmenta i organizacione teorije na Ekonomskom fakultetu, Univerziteta u Ljubljani. Diplomirao je na Ekonomskom fakultetu Univerziteta u Ljubljani 1984. godine, kao i na Filozofskom fakultetu Univerziteta u Ljubljani 1989. godine. Magistarsku tezu odbranio je na Ekonomskom fakultetu Univerziteta u Ljubljani 1988. godine, a doktorirao iz oblasti menadžmenta i finansija na državnom univerzitetu u Klivlendu (Cleveland State University), u Americi 1994. godine.

Njegove primarne oblasti ekspertize su organizaciono učenje, menadžment znanja, savremeni menadžment pristupi i liderstvo. Predavao je i bavio se istraživačkim radom na brojnim univerzitetima i institucijama, uz preko 80 objavljenih naučnih članaka u globalno priznatim časopisima, kao i 8 naučnih monografija. Pored navedenih radova, njegova bibliografija uključuje preko 1,250 jedinica. Tokom svoje akademске karijere, 10 studenata je uspješno odbranilo svoje doktorske disertacije pod njegovim mentorstvom, kao i 215 studenata svoje magistarske radove.

Profesor Dimovski je bio i ministar rada i socijalnog staranja u Republici Sloveniji (2000-2004.). Radio je kao konsultant u više slovenačkih i regionalnih korporacija, što mu je omogućilo da prikupi i praktična znanja iz oblasti menadžmenta.

Za svoje društveni, naučni i stručni angažman, profesor Dimovski je dobio brojne nagrade poput: Beta Gamma Sigma (1992), Harvard Directory of Scholars (1993), Who is Who (1999), priznanje slovenačkog plivačkog saveza (2001), Slovenian Gold Management Award (2001) i Who is Who Statesmen (2004). Profesor je na čelu nacionalne istraživačke grupe, sa fokusom na istraživanju različitih pitanja iz domena upravljanja znanjem i organizacionim učenjem u savremenim organizacijama. Takođe, rukovodilac je ekonomskog odjeljenja u IFIMES-u (The International Institute for Middle East and Balkan Studies), kao i član Evropske akademije nauka i umjetnosti.

Njegova potpuna bibliografija dostupna je na

[http://izumbib.izum.si/bibliografije/Y20180205143559-08627.html.](http://izumbib.izum.si/bibliografije/Y20180205143559-08627.html)

Dr. Vlado Dimovski [08627]

IZVOD IZ BIBLIOGRAFIJE

Kompletna bibliografija dostupna je na adresi

<http://izumbib.izum.si/bibliografije/Y20180205143559-08627.html>

1.01 Izvirni znanstveni članek

1. JANEŽIČ, Matej, DIMOVSKI, Vlado, HODOŠČEK, Milan. Modeling a learning organization using a molecular network framework. *Computers & Education : an international journal*, ISSN 0360-1315. [Print ed.], Mar. 2018, vol. 118, str. 56-69, graf.prikazi, doi: [10.1016/j.compedu.2017.11.008](https://doi.org/10.1016/j.compedu.2017.11.008). [COBISS.SI-ID [24336614](#)]
2. DORIĆ, Barbara, DIMOVSKI, Vlado. Managing petroleum sector performance - a sustainable administrative design. *Ekonomski istraživanja*, ISSN 1331-677X, 2018, vol. 31, iss. 1, str. 119-138, doi: [10.1080/1331677X.2017.1421995](https://doi.org/10.1080/1331677X.2017.1421995). [COBISS.SI-ID [24339686](#)]
3. DIMOVSKI, Vlado, COLNAR, Simon. Staranje prebivalstva: izviv in priložnost za slovensko gospodarstvo. *HR&M : strokovna revija za področje razvoja organizacij in vodenja ljudi pri delu*, ISSN 2463-9443. [Tiskana izd.], dec. 2017/jan. 2018, letn. 3, št. 13, str. 52-57, ilustr. [COBISS.SI-ID [65828706](#)]
4. ČADEŽ, Simon, DIMOVSKI, Vlado, ZAMAN GROFF, Maja. Research, teaching and performance evaluation in academia : the salience of quality. *Studies in higher education*, ISSN 0307-5079, 2017, vol. 42, iss. 8, str. 1455-1473, doi: [10.1080/03075079.2015.1104659](https://doi.org/10.1080/03075079.2015.1104659). [COBISS.SI-ID [22901222](#)]
5. GRAH, Barbara, DIMOVSKI, Vlado, SNOW, Charles Curtis, PETERLIN, Judita. Expanding the model of organizational learning : scope, contingencies, and dynamics. *Economic and business review*, ISSN 1580-0466. [Tiskana izd.], 2016, vol. 18, no. 2, str. 183-212, 250, ilustr. [COBISS.SI-ID [23503590](#)]
6. PETERLIN, Judita, PEARSE, Noel J., DIMOVSKI, Vlado. Strategic decision making for organizational sustainability : the implications of servant leadership and sustainable leadership approaches. *Economic and business review*, ISSN 1580-0466. [Tiskana izd.], 2015, vol. 17, no. 3, str. 273-290, 395, ilustr. <http://www.ebjournal.net/ojs/index.php/ebr/article/view/365>, doi: [10.15458/85451.4](https://doi.org/10.15458/85451.4). [COBISS.SI-ID [22915302](#)]
7. PENTER, Sandra, DIMOVSKI, Vlado, PETERLIN, Judita. Rethinking dialogue and education between Slovenia and China : sustainability - our common language?. *Journal for East European management studies*, ISSN 0949-6181, 2015, vol. 20, no. 2, str. 153-173. [COBISS.SI-ID [22587622](#)]
8. PETERLIN, Judita, DIMOVSKI, Vlado, UHAN, Miha, PENTER, Sandra. Integrating stakeholders' multiple intelligences into the leadership development of a cross-cultural entity : evidence from the CI

Ljubljana. *Journal for East European management studies*, ISSN 0949-6181, 2015, vol. 20, no. 2, str. 202-225, doi: [10.1688/JEEMS-2015-02-Peterlin](https://doi.org/10.1688/JEEMS-2015-02-Peterlin). [COBISS.SI-ID [22588134](#)]

- 9.** ČERNE, Matej, DIMOVSKI, Vlado, MARIČ, Miha, PENGERT, Sandra, ŠKERLAVAJ, Miha. Congruence of leader self-perceptions and follower perceptions of authentic leadership : understanding what authentic leadership is and how it enhances employees' job satisfaction. *Australian journal of management*, ISSN 0312-8962, 2014, vol. 39, iss. 3, str. 453-471, doi: [10.1177/0312896213503665](https://doi.org/10.1177/0312896213503665). [COBISS.SI-ID [21786342](#)]
- 10.** PETERLIN, Judita, DIMOVSKI, Vlado, PENGERT, Sandra. Razvoj trajnostnega vodenja študentov menedžmenta. *Pedagoška obzorja : časopis za didaktiko in metodiko*, ISSN 0353-1392, 2014, letn. 29, [št.] 3/4, str. 156-169, tabele. [COBISS.SI-ID [22404582](#)]
- 11.** ČADEŽ, Simon, DIMOVSKI, Vlado, OKORN, Katja. Raziskovalna produktivnost in ustvarjanje znanja v slovenskih ekonomsko-poslovnih šolah. *Economic and business review*, ISSN 1580-0466. [Tiskana izd.], 2013, letn. 15, posebna št., str. 75-96, tabele, graf. prikazi. [COBISS.SI-ID [21840870](#)]
- 12.** DIMOVSKI, Vlado, PENGERT, Sandra, PETERLIN, Judita, UHAN, Miha. Entrepreneurial leadership in the Daoist framework : the network effects. *Journal of enterprising culture*, ISSN 0218-4958, Dec. 2013, vol. 21, no. 4, str. 383-419, doi: [10.1142/S0218495813500167](https://doi.org/10.1142/S0218495813500167). [COBISS.SI-ID [22067942](#)]
- 13.** PETERLIN, Judita, DIMOVSKI, Vlado, PENGERT, Sandra. Creation of sustainable leadership development : conceptual model validation. *Managing global transitions : international research journal*, ISSN 1854-6935. [Spletna izd.], 2013, vol. 11, no. 2, str. 201-216, 219, ilustr., tabele. http://www.fmkp.si/zalozba/ISSN/1581-6311/11_201-216.pdf. [COBISS.SI-ID [4836055](#)]
- 14.** MARIČ, Miha, ŽNIDARŠIČ, Jasmina, UHAN, Miha, DIMOVSKI, Vlado, FERJAN, Marko, DJURICA, Maja, JERAJ, Mitja, JANEŽIČ, Matej. Country's development as a determinant of early-stage entrepreneurial activity. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], maj-jun. 2013, letn. 46, št. 3, str. 75-86, tabele. <http://organizacija.fov.unimbi.si/index.php/organizacija/article/view/510/937>, doi: [10.2478/orga-2013-0011](https://doi.org/10.2478/orga-2013-0011). [COBISS.SI-ID [7170579](#)]
- 15.** MARIČ, Miha, DIMOVSKI, Vlado, DJURICA, Maja, ČERNE, Matej, ĐURICA, Nina. Developing the supervisor's authentic leadership measure. *Technics technologies education management : journal of society for development of teaching and business processes in new net environment in BiH*, ISSN 1840-1503, 2013, vol. 8, no. 1, str. 229-237, tabele. http://www.ttem.ba/pdf/ttem_8_1_web.pdf. [COBISS.SI-ID [7153939](#)]
- 16.** DIMOVSKI, Vlado, JANEŽIČ, Matej, URŠIČ, Ivana, HODOŠČEK, Milan. Molecular interaction framework approach for modeling a learning organization. *International journal of multidisciplinary thought*, 2012, vol. 2, iss. 2, str. 97-103. <http://www.universitypublications.net/ijmt/0202/html/HVD496.xml>. [COBISS.SI-ID [5145370](#)]
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Štev: 200-01/05 AK - II

Datum: 21. 12. 2005

Na podlagi 56. člena Zakona o visokem šolstvu (Uradni list RS št. 67/93, 99/99, 64/01, 100/03 in 63/04, prečiščeno besedilo 100/04), 47. in 211. člena Statuta Univerze v Ljubljani z dne 21. 12. 2004 (Uradni list RS št. 8/05), Meril za volitve v nazine visokošolskih učiteljev, znanstvenih delavcev in sodelavcev z dne 16. 10. 2001 ter sklepa senata Univerze v Ljubljani z dne 20. 12. 2005 izdajam

**ODLOČBO O IZVOLITVI V NAZIV
REDNI PROFESOR**

Izr. prof. dr. Vlado Dimovski, univ. dipl. ekon., rojen 21. 7. 1960, je izvoljen v naziv redni profesor za področje managementa za neomejeno dobo.

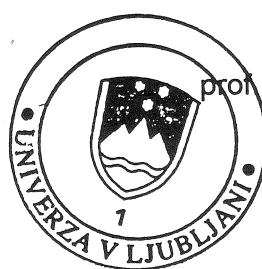
O b r a z l o ž i t e v:

Izr. prof. dr. Vlado Dimovski, univ. dipl. ekon., je dne 21. 2. 2005 vložil vlogo za izvolitev v naziv redni profesor za področje managementa. Vlogi je priložil bio - in bibliografske podatke. Dr. Vlado Dimovski je zaposlen na Ekonomski fakulteti Univerze v Ljubljani z nazivom izrednega profesorja od leta 2000. Doktoriral je leta 1994 na Cleveland State University (ZDA) in kot predavatelj gostoval tudi na clevelandski Case Western University. Kandidat ima pomemben raziskovalni osebni in soavtorski opus s področij ekonomske politike in zlasti managementa. Poročevalci: dva z domače fakultete in eden z Ekonomsko poslovne fakultete Univerze v Mariboru. Raziskovalno delo in bibliografija (103 točke): 2 domači monografiji, 5 prispevkov v domačih in tujih monografijah, 24 znanstvenih člankov v domačih in tujih revijah. Pedagoško delo (283 točk): soavtor treh univerzitetnih učbenikov in številnih študijskih gradiv, mentor 259 diplomantom, 58 magistrom in enemu doktorju znanosti. Senat Univerze v Ljubljani je na seji dne 20. 12. 2005 na podlagi strokovnih mnenj in soglasja habilitacijske komisije z dne 9. 11. 2005 ugotovil, da dr. Vlado Dimovski, univ. dipl. ekon., izpolnjuje vse kriterije določene v Merilih za volitve v nazine visokošolskih učiteljev, znanstvenih delavcev in sodelavcev za izvolitev v naziv redni profesor za področje managementa.

Pravni pouk: Skladno z 59. členom Zakona o visokem šolstvu se lahko zoper odločbo, izданo v postopku za izvolitev v naziv sproži upravni spor v 30. dneh od prejema odločbe.

Odločbo prejmejo:

1. Prof. dr. Vlado Dimovski, Neubergerjeva 7, Lj.
2. EF
3. Arhiv Univerze



Rektorica
prof. dr. Andreja Kocjančič

BIOGRAFSKI PODACI

Andjelko S. Lojpur

Ime organizacije / preduzeća: ***EKONOMSKI FAKULTET PODGORICA***

Ime osobe: ***Andjelko S. Lojpur***

Zanimanje: ***Profesor, dipl. ek.***

Datum i mjesto rodjenja: ***16/11/1955. Mostar***

Godine radnog iskustva u preduzeću: ***37;***

Članstvo i aktivnosti u profesionalnim udruženjima: član SEJ, član SE RCG, predsjednik sekcije za menadžment SE RCG, predsjednik skupštine i član UO Udruženja procjenjivača CG, član udruženja i član upravnog odbora Crnogorskog udruženja za menadžment; član udruženja i član upravnog odbora Udruženja procjenjivača, vodeći analitičar u Institutu za menadžment, predsjednik Komisije za konkurentnost UPCG, član Savjeta za Visoko obrazovanje RCG (u ranijem sazivu), član UO Instituta računovođa i revizora CG, član Ekonomsko-socijalnog savjeta RCG, član Savjeta za vode Vlade CG, potpredsjednik Savjeta za nauku; predsjednik Savjeta za nauku CG, član Savjeta za visoko obrazovanje CG; predsjednik Foruma Crnogorske asocijacije menadžera (u ranijem sazivu) i drugo.

GLAVNE KVALIFIKACIJE:

- biran sam u zvanje redovnog profesora na sljedećim disciplinama: Menadžment, Osnove menadžmenta, Razvoj organizacije, Transformacija organizacije na Ekonomskom fakultetu u Podgorici i Teorije menadžmenta na Fakultetu za pomorstvo u Kotoru, Liderstvo na Fakultetu za turizam i hotelijertsvo u Kotoru i dr..
- prorektor Univerziteta Crne Gore (obavljao funkciju u dva mandata),
- obavljao funkciju prodekana za naučnoistraživački rad i saradnju sa privredom na EF u dva mandata;
- glavi pregovarač između Crne Gore i EU za tri poglavља; poglavlje 25 – obrazovanje i kultura; poglavlje 26 – Nauka i istraživanje; 10 – Informatičko društvo i mediji.
- rukovodilac primjenjenih postdiplomskih studija menadžmenta EF-a;
- rukovodilac postdiplomskih studija smjer „Menadžment biznisa“ i „Menadžment u obrazovanju“, na akademskim studijama EF-a;
- rukovodilac smjera „Menadžment“ na akademskim studijama na fakultetu;
- bio angažovan kao savjetnik Agencije za restrukturiranje privrede i strana ulaganja Vlade CG za privatizaciju i menadžment;
- angažovan kao predavač po pozivu na postdiplomskim i doktorskim studijama na više fakulteta u okruženju;
- više puta boravio u inostranstvu u posjeti raznim fakultetima, s tim što sam obavio dvije specijalizacije u inostranstvu: Univerzitet u Pittsburghu, 2003. godine, London School of Economics and Political Science (LSE), 2005. godine); Ekonomski fakultet u Ljubljani;
- predsjednik redakcije časopisa „Računovodstvo i revizija“, ISRR Crne Gore Podgorica;
- član Izdavačkog savjeta časopisa “Montenegrin Journal of Economics”; Podgorica;
- član Izdavačkog savjeta časopisa “Acta Economica”, EF, Banja Luka;
- Član Editorial Council časopisa “Computer Science and Information Systems”, ComSIS Consortium;

- bio angažovan kao član ili predsjednik borda direktora u: Telekomu, JP Luka Kotor; Autoremont Podgorica, Marina Bar, Primorka Bar; Barska plovidba Bar, Duvanski kombinat Podgorica, Institut »Dr simo Milošević« Igalo, Luka Bar i drugo.
- koordinator dva Tempus programa: „Razvoj i unapređenje malih i srednjih preduzeća“ EF sa Univerzitetom iz Graca i Paderborna, i „Razvoj novog nastavnog plana iz računovodstva i finansija“, 2007; partneri: Ekonomski fakultet Ljubljana, Univerzitet iz Griniča, Menadžment akademija P.Kozminski iz Varšave.
- rukovodilac više specijalističkih kurseva i sl.
- izvodio nastavu na Fakultetu za pomorstvo i Fakultetu za turizam i hotelijerstvo u Kotoru, Fakultetu za sport i fizičko vaspitanje u Nikšiću, Fakultetu za menadžment i proizvodnju u Trebinju i dr.,
- vodio sam više specijalitičkih kurseva koje je organizovao Ekonomski fakultet, sam ili u saradnji sa drugim institucijama kao što su Fond za razvoj, Republički sekretarijat za razvoj i sl; rukovodio kursevima za prestrukturiranje preduzeća, kursevima za izradu biznis plana i sl.
- bio angažovan kao panelista ili uvodničar na više domaćih i međunarodnih konferencija i sl.

PROJEKTI:

Kao rukovodilac i saradnik učestvovao sam na izradi više projekata od kojih je većina implementirana. Navodimo neke od njih:

- 1) Studije "Programa restrukturiranja KAP-a" 1992.godine;
- 2) Studija sveobuhvatnog prestrukturiranja JP Luka Bar, Podgorica, 1993. - rukovodilac.
- 3) Studija sveobuhvatnog prestrukturiranja DP Zavod za geološka istraživanja, Podgorica, 1993. – rukovodilac.
- 4) Procjena vrijednosti DP "Prekooceanska plovidba" Bar, Podgorica, 1993. - rukovodilac.
- 5) Program prestrukturiranja DP "Drvoimpex" - Podgorica, 1993. - rukovodilac.
- 6) Program prestrukturiranja JP "Luka Kotor" Kotor, 1993. - rukovodilac.
- 7) Razvoj informacionog sistema Duvanskog kombinata Podgorica, 1993. - rukovodilac.
- 8) Program transformacije DP "Crna Gora" Nikšić, Podgorica, 1995.- rukovodilac.
- 9) Program organizacionog restrukturiranja DP Crna Gora" Nikšić, Ek. fakultet, Podgorica, 1995.
- 10) Program transformacije JP Rudnik uglja Pljevlja, Podgorica, 1997., rukovodilac;
- 11) Stručni saradnik na programu transformacije i implementacije KAP-a 1994- 1996.godina;
- 12) Program transformacije JP PTT Crne Gore, Elektrotehnički fakultet, Podgorica 1997., rukovodilac;
- 13) Program privatizacije VK Primorac" Kotor, Podgorica, 1998., rukovodilac;
- 14) Program procjene vrijednosti JP PTT Crne Gore, Ekonomski Podgorica 1998.g.; rukovodilac;
- 15) Program organizacionog restrukturiranja JP PTT Crne Gore, Podgorica, 1998.; rukovodilac;
- 16) Transformacija društvenog fonda SO Podgorica za građevinsko zemljište, poslovni prostor i puteve, Ekonomski fakultet, Podgorica, 1999.
- 17) Program opravdanosti osnivanja slobodne zone Luka Bar, Podgorica, 2000.g.; rukovodilac;

- 18) Program o ekonomskoj opravdanosti osnivanja operatora mobilne telefonije u Crnoj Gori, 2000.g rukovodilac;
- 19) Program prestrukturiranja Jadranskog brodogradilišta Bijela", 2002.g.; rukovodilac;
- 20) Program prestrukturiranja Duvanskog kombinata" Podgorica, 2003.g. Ekonomski fakultet, rukovodilac;
- 21) Program prestrukturiranja GP Gorica" Podgorica, 2003., Ekonomski fakultet, rukovodilac;
- 22) Izrada akcionog plana prestrukuriranja AD Luka Bar, 2003.g.
- 23) Procjena vrijednosti akcijskog kapitala „Jadranskog brodogradilišta Bijela, 2003. Ekonomski fakultet, rukovodilac.
- 24) Biznis plan JP Luka Bar, 2003.godina
- 25) Biznis plan JP Luka Kotor 2003. godina
- 26) Biznis plan Barske plovidbe, 2003.g.
- 27) Program privatizacije Barske plovidbe, Bar, 2003., rukovodilac,
- 28) Program transformacije i procjena vrijednosti NJP „Pobjeda Podgorica, 2004.g., rukovodilac
- 29) Procjena vrijednosti HTP Budvanska rivijera, Budva, 2004. godine, rukovodilac
- 30) Dostignuti nivo razvoja i kvaliteta saobraćajnog podsistema u privredi Crne Gore, 2004.rukovodilac
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- 33) Studija, Pravci privrednog razvoja Crne Gore, Prostorni plan Crne Gore, koautor, 2005.
- 34) Analiza opravdanosti investicije i zaključenja ugovora između opštine Podgorica i firme „Gintaš“, Ekonomski fakultet, Podgorica, 2005.g.
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УНИВЕРЗИТЕТ ЦРНЕ ГОРЕ ЕКОНОМСКИ ФАКУЛТЕТ

Број 01/294

07.03.2005. год.
ПОДГОРИЦА

На основу члана 75 stav 2 Zakona o visokom obrazovanju (Sl.list RCG br. 60/03.) i člana 19 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore, na sjednici održanoj 03.03.2005. godine, donio je

ОДЛУКУ О ИЗБОРУ У ЗВАНЈЕ

Dr ANDJELKO LOJPUR bira se u akademsko zvanje redovni profesor Univerziteta Crne Gore za predmete: Menadžment, Razvoj organizacije i Transformacija organizacija na Ekonomskom fakultetu i Teorija menadžmenta na Fakultetu za pomorstvo u Kotoru.



РЕКТОР,

Проф. др Ljubiša Stanković

**Prof. dr BOŽO MIHAJOVIĆ, redovni profesor
Ekonomskog fakulteta Univerziteta Crne Gore**

1. BIOGRAFIJA

Božo Mihailović je rodjen 22.08.1951. godine u Piperima (Ubine). Osnovnu školu je učio u Spužu. Završio je Gimnaziju "Stojan Cerović" u Nikšiću, sa odličnim uspjehom.

Ekonomski fakultet u Podgorici je upisao 1970. godine, na kome je diplomirao 1974., sa prosječnom ocjenom 9,70. Diplomski rad "Savremeni metodi izbora proizvodne orijentacije preduzeća" odbranio je sa ocjenom 10.

Kao student generacije, već na drugoj godini je dobio stipendiju Ekonomskog fakulteta i bio angažovan kao demonstrator. Za vrijeme studija nagradjivan je svake godine od matičnog fakulteta i Univerziteta u Beogradu. Po završetku studija dobio je diplomu "Luca". Za najboljeg studenta Crne Gore proglašen je 1973. godine, a 1974. je dobio nagradu grada Titograda "19. decembar".

Odmah nakon diplomiranja angažovan je kao saradnik na Ekonomskom fakultetu u Podgorici. Postiplomske studije "Ekonomika i organizacija preduzeća – proizvodni smjer" završio je na istom fakultetu sa prosječnom ocjenom 9,90. Magistrirao je na temu "Tržišna orijentacija u razvojnoj i tekućoj politici industrijskih preduzeća Crne Gore", 1979. godine. Poslije magistriranja izabran je za asistenta za oblast Poslovne ekonomije – Marketing. Izvodio je vježbe iz predmeta: Marketing i Istraživanje tržišta. Prvi je počeo da se bavi problematikom Marketinga /1975. godine/ u Crnoj Gori.

Skolske 1983/84 dobio je stipendiju IREX i boravio na univerzitetu SUNY/Albany, SAD. Na School of Business ovog univerziteta pohodjao je postdiplomski studij za oblast Marketing Management. Boraveći na navedenom univerzitetu radio je na istraživanjima za doktorsku disertaciju. Na univerzitetu MGU, Moskva bio je nekoliko puta, predvodeći naše studente na stručnom boravku. Imao je više studijskih boravaka na vodećim univerzitetima (SUNY/Albany, Pittsburgh University, Eastern Washington University - SAD, MGU, Moskva i dr.)

Doktorsku disertaciju "Marketing aspekt investicionog odlučivanja u samoupravnoj privredi" odbranio 1989. godine na Univerzitetu „Veljko Vlahović", koja je bila jedna od prvih iz ekonomskih nauka na ovom univerzitetu, a prva iz oblasti Marketinga u Crnoj Gori.

Za docenta je na predmetu Marketing izabran 1990., vanrednog profesora 1995., a za redovnog profesora naučene oblasti Marketinga 2000. godine.

Predaje na redovnim, magisterskim i doktorskim studijama Univerziteta Crne Gore: na Ekonomskom fakultetu (uključujući studije menadžmentna), Fakultetu za turizam i hotelijerstvo i do nedavno Mašinskom fakultetu. Predavao je na Fakultetu za pomoštvo na redovnim (Marketing u pomorstvu) i postiplomskom (Marketing u pomorstvu i transportu).

Na matičnom fakultetu dodiplomskih studija predavao je (ili predaje) sljedeće kurseve: Osnove marketinga, Marketing, Politički marketing, Istraživanje marketinga, Međunarodni marketing i Razumijevanje potrošača, a na Fakultetu za hotelijerstvo Marketing u turizmu, Marketing u hotelijerstvu, Marketing komuniciranje u turizmu, Razumijevanje potrošača u turizmu. Na Mašinskom fakultetu donedavno je predavao Marketing u saobraćaju.

Na postiplomskom (magistarskom) studiju Ekonomskog fakulteta predaje (od 1990. godine) više kurseva, a među njima: Marketing, Marketing menadžment i Upravljanje marketingom. Kreator je i rukovodilac smjera Marketing na akademskim i specijalističkim studijama Ekonomskog fakulteta, kao i prestižnih magistarskih studija "Marketing i biznis".

Na magistraskom studiju Fakulteta za hotelijerstvo i turizam predaje Strategijski marketing u turizmu, a na doktorskim (predavao je) Istraživanje marketinga u turizmu.

Bio je mentor ili član komisije za ocjenu i odbranu više magisarskih radova i doktorskih disertacija na našem i Univerzitetu u Beogradu. Sada je mentor tri doktorske teze i osam magistarskih radova, čija je izrada u toku.

Kreator je Strategije Distance Learning studija, po kome je Ekonomski fakultet postao prepoznatljiv među naučno-obrazovnim institucijama i istovremeno je do skoro bio rukovodilac navedenog programa.

Predsjednik je Komisije za doktorske studije na Ekonomskom fakultetu i rukovodioce doktorskih studija od 2012. odine.

Do ukidanja katedri na Univerzitetu Crne Gore, bio je Šef katedre za oblast Marketinga.

Kreirao je (i bio vodeći preedavač) više radionica za inovaciju znanja u privredi iz oblasti: marketinfa, preduzetništva, prestrukturiranja preduzeća, privatizacije, investicionog odlučivanja, PR-a i dr.

Za prodekana Ekonomskog fakulteta za Naučno-istraživački rad i finansije izabran je 1988. godine. Dužnost Dekana istog fakulteta obavljao je u dva (tada zakonski maksimalno moguća) mandata (1990-1994). U tom periodu, između ostalog, kreirao je dvogodišnju Poslovnu školu (koja je kasnije postala osnov trogodišnjih primjenjenih studija Menažmenta), prvu samofinansirajući program na našem univerzitetu, kao i međunarodni postdiplomski studij "Poslovna ekonomija i menadžment", zajedno sa Eastern Washington University, SAD.

Od 1995. do 1999. godine bio prvi direktor Fonda za razvoj Crne Gore, vodeće institucije za privatizaciju, u tom periodu.

Dosadašnji naučno-istraživački rad se odnosio na oblast Poslovne ekonomije (prestrukturiranja preduzeća, privatizacije, menadžmenta, preduzetništva, marketinga, investicionog odlučivanja...). U ovim oblastima autor je 13. knjiga (uključujući izmijenjena i dopunjena izdanja), i koautor dvije. Napisao je i objavio više od 100. članaka (od kojih su neki

“vodeći”) u medjunarodnim i domaćim časopisima, kao i oko 20. referata na medjunarodnim naučnim konferencijama i skupovima (od kojih su većina “po pozivu”). Rukovodio je u oko 40. naučno-istraživačkih projekata (pretežno primjenjenog karaktera) i podnio više referata na vodećim skupovima jugoslovenskih ekonomista.

Bio je član ili predsjednik Upravnih odbora (odbora direktora) nekoliko velikih preduzeća u Crnoj Gori (medju kojima EPCG, Rudnika Uglja, Pljevlja, KAP-a, Plantaža „13. jul”, Korala i dr.). U periodu od 2006-2013.godine bio je član Odbora direktora Komercijalne banke Budva. Sada je član Odbora direktora „13 jul- Plantaže” a.d. –Podgorica i HTP „Velika Plaža”, Ulcinj.

Bio je prvi sekretar Drustva za marketing Crne Gore (od osnivanja, 1975. godine), a kasnije i njegov Predsjednik; Predsjednik Drustva ekonomskih propagandista Crne Gore i član Predsjedništva jugoslovenskog udruženja; član Predsjedništva JUMA; član Predsjedništva Saveza ekonomista Crne Gore; Visegodišnji član redakcije (medjunarodnog) časopisa Marketing; član Predsjedništva Saveza ekonomista Jugoslavije (SEJ); član Naučnog društva Saveza ekonomista Jugoslavije.

Bio je član redakcije raznih stručnih i naučnih ekonomskih časopisa u SFRJ i SRJ. Posebno se izdvaja članstvo u redakciji časopisa Marketing, u skladu sa profesionalnom orijentacijom - oblašću istraživanja.

Od decembra 2014. godine izabran je za člana redakcije (i anonimnog recenzenta za oblast marenktinga) svjetski poznatog časopisa Journal of Business and Economics (ISSN 2155-7950), koji izdaje Academic Star Publishing Company, New York.

Član je Odbora za ekonomski nauke CANU od 1994. godine. Bio je kandidat Ekonomskog fakulteta za Rektora Univerziteta Crne Gore 2006 i člana CANU 2013. godine.

Bio je član je Senata UCG, (2014- 2017) godine.

Dobitnik je najvećeg državnog priznanja za oblast obrazovanja, nagrade „Oktoizh” ta 2017 godinu.

Prof. dr Božo Mihailović čita, piše i govori engleski i ruski jezik.

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NAPOMENA: Prof. dr. BOŽO MIHAJLOVIĆ je pored navedenog učestvovao u izradi ili bio rukovodilac oko 40. strucnih i naučnih projekata, koje je radio Ekonomski fakultet i Centar za privatizaciju i investicije - Podgorica i podnio više referata na skupovima jugoslovenskih ekonomista, od čega je znatan broj bio uvodni ili po pozivu. Autor je većeg broja prikaza u raznim naučno-stručnim časopisima. Međunarodni je konsultant za TAM I BAS programa.

Podgorica, januar 2011.



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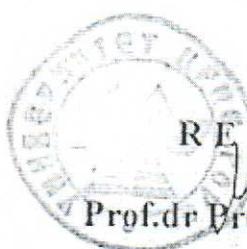
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На основу члана 97. Zakona o Univerzitetu ("Sl.list RCG", br. 27/92 i 6/94) i člana 94. Statuta Univerziteta Crne Gore, Naučno-nastavno vijeće Univerziteta Crne Gore, na sjednici održanoj, 18.05. 2000.godine donijelo je

О ДЛУКУ О ИЗБОРУ У ЗВАНЈЕ

Dr BOŽO MIHAJOVIĆ bira se u zvanje redovnog profesora Univerziteta Crne Gore za naučnu oblast Marketing, za predmete: Marketing i Istraživanje marketinga na Ekonomskom fakultetu u Podgorici.

PRAVNA POUKA: Protiv ove odlukе može se uložiti žalba Naučno-nastavnom vijeću Univerziteta Crne Gore u roku od 15 dana od dana prijema iste.


РЕКТОР,
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POTRDILO

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Potrdilo izdajamo na zahtevo zaposlenega prof. dr. Vlada Dimovskega.



Barbara Bratina
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