

*UNIVERSITY OF BELGRADE  
TECHNICAL FACULTY IN BOR  
MANAGEMENT DEPARTMENT*

**XII INTERNATIONAL MAY CONFERENCE ON  
STRATEGIC MANAGEMENT**



**XII STUDENTS SYMPOSIUM ON STRATEGIC  
MANAGEMENT**

**BOOK OF PROCEEDINGS**

**Hotel "ALBO" – Bor  
28-30. May 2016.**

**XII INTERNATIONAL MAY CONFERENCE  
ON STRATEGIC MANAGEMENT**

**XII STUDENTS SYMPOSIUM ON STRATEGIC  
MANAGEMENT**

**B O O K   O F   P R O C E E D I N G S**

**Bor, May 28 – 30, 2016**



**The conference is supported by the international  
Visegrad Fund (V4), <http://visegradfund.org>, in the  
form of the Small Grant Project: “Environmental  
awareness as a universal European Value”, Ref. No.  
11540386**

**Konferencija je podržana od strane međunarodnog  
Višegrad fonda (V4), <http://visegradfund.org/>, u  
formi projekta Malog Granta: “Environmental  
awareness as a universal European Value”,  
br. 11540386**



**Conference is financially supported by  
the Ministry of Education and Science of  
the Republic of Serbia**

**Konferencija je finansijski podržana od  
Ministarstva prosvete i nauke  
Republike Srbije**

*Scientific Board (SB) of the Conference:*

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

**Prof. dr Ivan Mihajlović**, University of Belgrade, Technical faculty in Bor, **vice-president of the SB.**

**Prof. dr Aljaž Ule**, University of Amsterdam, Faculty of Economics and Business, CREED – Center for Research in Experimental Economics and political Decision-making, The Netherlands, **vice-president of the SB.**

*Members of SB:*

**Prof. dr Darko Petkovic**, University of Zenica, Bosnia and Herzegovina

**Prof. dr Peter Schulte**, Institute for European Affairs, Germany

**Prof. dr Michael Graef**, University of Applied Sciences Worms, Germany

**Prof. dr Jaka Vadnjal**, GEA College Ljubljana, Slovenia

**Prof. dr Petar Jovanović**, Faculty of the organizational sciences (FON); Belgrade

**Prof. dr Dragana Živković**, University of Belgrade, Technical faculty in Bor

**Prof. dr Geert Duysters**, ECIS (Eindhoven Centre for Innovation Studies), Eindhoven University of Technology, Eindhoven, The Netherlands

**Prof. dr Michale. D. Mumford**, University of Oklahoma, USA

**Prof. dr John. A. Parnell**, School of Business, University of North Carolina-Pembroke, Pembroke, USA

**Prof. dr Antonio Strati**, Dipartimento di Sociologia e Ricerca Sociale, Universities of Trento and Siena, Italy

**Doc. dr Aca Jovanović**, University of Belgrade, Technical faculty in Bor

**Prof. dr Rajesh Piplani**, Center for Supply Chain Management, Nanyang Technological University, Singapore

**Prof. dr Musin Halis**, University of Sakarya, Business and Administration Faculty, Serdivan, Turkey

**Prof. dr Rekha Prasad**, Faculty of Management Studies, Banaras Hindu University, India

**Prof. dr Ofer Zwikael**, School of Management, Marketing and International Business ANU College of Business and Economics The Australian National University, Australia

**Dr inż. Renata Stasiak-Betlejewska**, Institute of Production Engineering, Faculty of Management, Czestochowa University of Technology Poland

**Prof. dr Simon Gao**, Edinburg Napier University, United Kingdom

**Prof. dr Jadip Gupte**, Goa Institute of Management, India

**Prof. dr Jan Kalina**, Institute of Computer Science, Academy of Sciences, Czech Republic

**Prof. dr Vesna Spasojević Brkić**, University of Belgrade, Faculty of Mechanical Engineering, Belgrade, Serbia

**Prof. dr Milan Stamatović**, Faculty of Management, Metropolitan University, Serbia

**Prof. dr Jifang Pang**, School of Computer and Information Technology, Shanxi University, China

**Prof. dr Ladislav Mura**, University of Ss. Cyril and Methodius, Trnava, Slovakia

**Prof. dr Pal Michelberger**, Obuda University, Budapest, Hungary

**Dr. Slobodan Radosavljević**, RB Kolubara, Lazarevac

*Organizational Board of the Conference:*

**Doc. Dr. Predrag Đorđević**, president of the Organizational Board

**Doc. Dr. Đorđe Nikolić**, vice-president of the Organizational Board

**Doc. Dr. Milijić Nenad**, vice-president of the Organizational Board

**Doc. Dr. Marija Savić**, vice-president of the Organizational Board

*Organizational Board for the students symposium:*

**MSc Ivica Nikolić**, PhD student, president of the Students Symposium Organizational Board

**MSc Sanela Arsić**, PhD student, vice-president of the Students Symposium Organizational Board.

Printed by Technical Faculty in Bor

CIP - Каталогизacija y publikaciji -  
Народна библиотека Србије, Београд

005(082)(0.034.2)

004:007(082)(0.034.2)

005.21:339.137(082)(0.034.2)

005.961:005.914.3(082)(0.034.2)

INTERNATIONAL May Conference on Strategic Management (12 ; 2016 ; Bor) Book of Proceedings [Elektronski izvor] / XII International May Conference on Strategic Management - IMKSM 2016 [and] XII Students Symposium on Strategic Management, Bor, May 28 - 30, 2016 ; [editor in chief Živan Živković]. - Bor : Technical Faculty, Management Department, 2016 (Bor : Tehnički fakultet). - 1 elektronski optički disk (CD-ROM) : tekst, slika ; 12 cm

Nasl. sa naslovnog ekrana. - Tiraž 150. - Napomene i bibliografske reference uz tekst. - Bibliografija uz svaki rad.

ISBN 978-86-6305-042-6

1. Students Symposium on Strategic Management (12 ; 2016 ; Bor)

a) Менаџмент - Зборници b) Информациона технологија - Зборници c) Предузетништво - Зборници d) Предузећа - Конкуренција - Зборници COBISS.SR-ID 224844044

**Bor – May 2016**

## THE INFLUENCE OF PERCEPTION AND MOTIVATION WHEN CHOOSING A LIFE INSURANCE

**Branka Denkova, Jadranka Denkova**

*Goce Delcev University, Faculty of Law, Stip, Macedonia*

**Abstract:** Life insurance occupies a central place in the insurance market and represents unique financial product that offers both insurance and savings. As a result, this research paper analyses the impact of perception and motivation on consumer behavior when choosing life insurance. The necessity for such analysis stems from the fact that many aspects of consumer behavior change over time influenced by various psychological factors such as: attitudes, perceptions, motives and lifestyles. Having into consideration this aspects, marketers have come to conclusion the following ways to motivate consumers: implementation of loyalty program, risk aversion, fostering curiosity of consumers and changing a consumer's attitude towards a product. Loyalty is an important factor for the consumers to remain loyal to the product or visit the same insurance company as opposed to those consumers who are not loyal. The failure of the life insurance companies to meet customer expectations will lead to customer dissatisfaction and reduced consumer loyalty. Perception affects motivation and is one of the basic factors when choosing a life insurance. If the consumer's perception is ignored, then the success of the marketers is limited in designing the marketing strategy. Hence, this study focus to identify and detect the impact of perception and motivation on consumer behavior when choosing a life insurance. For the purposes of this study, questionnaire was completed by 220 respondents and distributed on the territory of Republic of Macedonia through personal contact (in printed form) and through the social network Facebook. The survey results suggest that consumer motivation and perception about the necessity of life insurance can be increased by: adequate training of the marketers about the product knowledge, implementation of customer relation management in order to reach potential customers through recommendations from existing customers and on time communication with the customers on key changes in its policies and system of information.

**Keywords:** Life insurance, motivation, perception, consumers, polices, attitudes

### 1. INTRODUCTION

This research study aims to analyze "The influence of perception and motivation when choosing life insurance." Given the fact that the life insurance market in Macedonia is not developed, a survey was conducted to determine the impact of perception and motivation on buying behavior. Perception and motivation influence consumer's behavior when buying a particular product or service. Hence the relevance of this issue. Given the importance of life insurance, this research study intent to look into how consumers evaluate the product and how they can be motivated to buy the product. In this study specific measures are presented that would ensure continued growth and development of the life insurance market.

## 2. THEORETICAL FOUNDATIONS AND EMPIRICAL EXISTING PRACTICES

Needs in life are expressed in certain periods of life and are affected by various economic, sociological, psychological and other factors. The need for financial security is closely related to consumer's motivation. Motives are important and crucial mental phenomenon and are narrowly defined as:

„Internal forces that drive people to a certain activity, which results in readiness to perform a certain action, and the ultimate purpose of such action is to establish a balance” (3).

Scientificly, there are several ways behind how buyers make their buying decisions: implementation of loyalty program, perceived risk, free products, contests and fostering consumer's curiosity.

Loyalty programs motivate consumers to remain loyal to the product or visit the same insurance company as opposed to those consumers who are not loyal. In the Republic of Macedonia Croatia Insurance Company Inc. - motivates customers to be loyal if they save for their children with "Croatia" loyalty card which allows discount in over 200 locations throughout Macedonia when visiting restaurants, language schools, perfumeries, travel agencies etc.

Other ways to increase the level of customer satisfaction and loyalty is through customer relationship management (CRM). Customer relationship management enables organisations to provide excellent real-time customer service through the effective use of individual account and through collaboration, trust, commitment and information sharing. By applying the customer relationship management, the life insurance company will fix the source of consumer's dissatisfaction. The life insurance company should present all of the necessary informations to the consumers in a clear, comprehensive and accurate manner at the time of sale. After the sale, the communication with the consumers should be achieved in a timely manner and understandable way in order for the consumers to be provided with timely information on any key changes in its policies. This can be achieved through anniversary letter sent to all of the clients (7).

Other way consumer's motivation can be achieved is with emphasis on perceived risk. Perceived risk is considered consumer's level of uncertainty regarding the outcome of a purchase decision. Consumers make decisions under certain degree of risk in their activities when buying a particular product. Life insurance is a tool that eliminates risk and provides certainty to ensure timely assistance to a designated beneficiary upon the death of the insured or to the insured if he or she lives beyond certain age. Educating consumers about existing risks is of great importance because it can motivate consumers to make decisions that reduce risk exposure. Consumers will embrace the perceived risk, understand its significance and will be motivated to buy the product. Some consumers can rely on social security, but there are several risks associated with this type of security. Many consumers are insured by their employers. However, this coverage at work can be completed when an employee will leave their working position. (2)

Consumer's motivation can be increased by monetary rewards in order for the consumers to make a purchase. In the Republic of Macedonia, Croatia Insurance Company Inc. motivates consumers to make a purchase with payment of cash gift in the amount of 3% of the sum insured if they save for their child. One of the condition for the cash gift is excellent results achivment in all of the years of the child secondary education.



Consumers selectively choose which lottery to participate based on perceived value and their expectations for profits. (9) However, one of the problems which might result with cash prizes is that the amount of sales will increase, while the profitability will remain unchanged. As one market researcher explained: "Over time, the promotional price train consumers, especially those that are disloyal to seek deals on the open market rather than to encourage them to be loyal to a certain brand based on attributes other than the price." (2).

Perception is another lead factor in the consumer insurance decision. In the scientific theory there are numerous definitions of perception. The differences arise in defining the stages covered by this process from which we can mention the following definition:

„Perception is a predisposition to perceive things in a certain way and makes sense in line with its prior knowledge, memory, expectations, beliefs, attitudes and personality” (3)

Perception can be shaped under the influence of the external environment. Perceptual sets occur in all the different senses. In life insurance, perception is ascertained by culture, social development, education and informational background (6). For example in Ghandia, majority of policyholder life insurance policies argue that life insurance companies are good at collecting premiums and if one has an accident the life insurance policy will not cover the incurred risk. In contrast, in developed countries people are aware and educated of the importance of life insurance and own more than one life insurance policy.

Perception is a psychological process that includes recording and processing of information. In the process of perception, individuals receives information from the external environment in which they process, select or store the given information. Consumer's acceptance of the external environment has its selectivity, its own interpretation, defense mechanisms, distortion irritations and retention (3) If the consumer's perception is ignored, then the success of the marketers is limited in designing the marketing strategy. Life insurance falls into the category of intangible products and contains special features apart from the material good. Life insurance represents service where production and consumption are inseparable and consumer's are part of the manufacturing and delivery system. This means that the delivery system must reach the consumer, or the delivery system must go to the market. Consumers can evaluate a product along several levels.

Consumers first evaluate the basic characteristics and fundamental advantages of the product. Sales agents can make a significant difference in the product by including added benefits to their customers. For example when acquiring life insurance, the consumer do not acquire only the risk protection represented by the sum of money payed in case of a risk but also the feeling of support and the psychological confort that can be offered by this exchange during the purchase process. The perception by the consumer includes benefits that are not tangible, such as security and support to the client during the purchase process.

Other factors that influence the effect of perception are the emotional influences. For example, in Thailand marketars use emotion as one of the signature characteristics of Thai Life Insurance market. The marketers in Thailand are building the brand through emotional engagement. Thai commercials are more than just a commercial, the Thai Life Insurance Company sends out a lesson about family and about life, about how to love and how to live, about thinking and about behaving. The purpose of advertisements is to cause emotion and perceptual change in consumer's attitude towards the product.

Social factors also affect consumer's perception about the truthfulness of the information. Consumer's perceive their friends as a source of accurate information rather than an advertisement. People who do not own life insurance policy may decide to buy life

insurance because they believe in the truthfulness of the information of their friends and the fact that they have already gone through the process of informing and searching (5). Therefore, the marketers should introduce advertising where real users publish their life stories to present the benefits of life insurance.

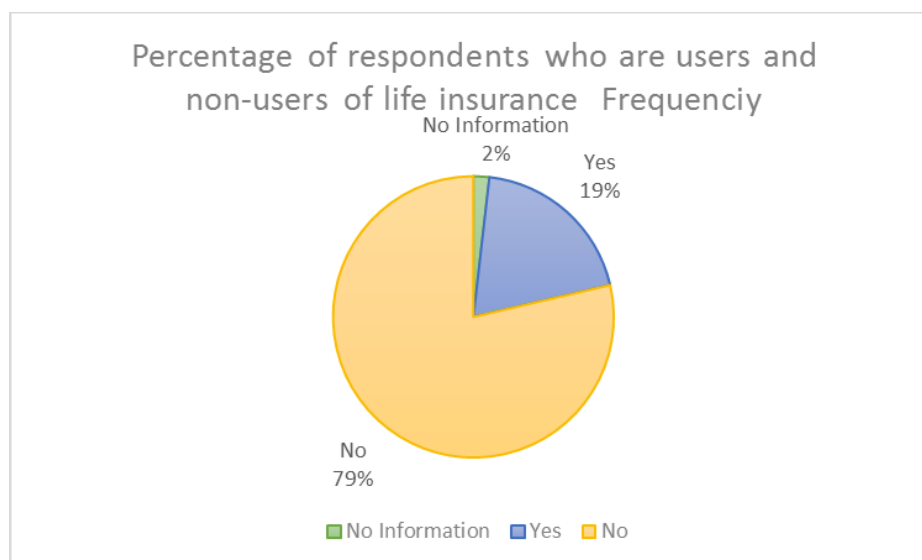
Service staff plays a particular role in forming customer perception about the truthfulness of information. The service staff is in direct contact with customers and connects the inner company with the outside world through the exchange of information (4). These intermediaries are expected to meet the demands and needs of customers with quality intermediation in order to create greater customers trust. Key parameters such as past experience, personal needs, external communication and verbal communication can significantly affect the quality of insurance services. There are three types of customer expectations: the expected service, the desired service and unsatisfactory service, representing the relationship between client and evaluation of service quality and client satisfaction (3). Client satisfaction results in increased profitability, greater market share and is an effective tool in developing a competitive position in the service sector. Client satisfaction results in reduced marketing expenses for attracting new clients, which are higher than the cost of keeping existing ones (4).

Trust is another important factor of life insurance and is best attained when both parties to the agreement fulfill their part in good faith. The life insurance agent must trust the life insurance policymakers and the reliability of the information presented to them, and in turn the policyholder should trust that the agent is providing appropriate and honest advice, untainted by conflicts of personal interest. In the absence of such trust, insurance becomes difficult because it cannot function properly. That means there are new opportunities for life insurance policymakers to attract and retain customers by strengthening customer trust (8).

Understanding these influences can assist policymakers in tailoring products and purchases to the needs of customers. This means taking into account: emotional influences, the presence of trust, education, social influence, social norms, social factors and the perceived risk. This will increase the overall value of the product, since customers greatly appreciate these added values and are aware of them.

### **3. RESEARCH METHODS, RESULTS AND DISCUSSION**

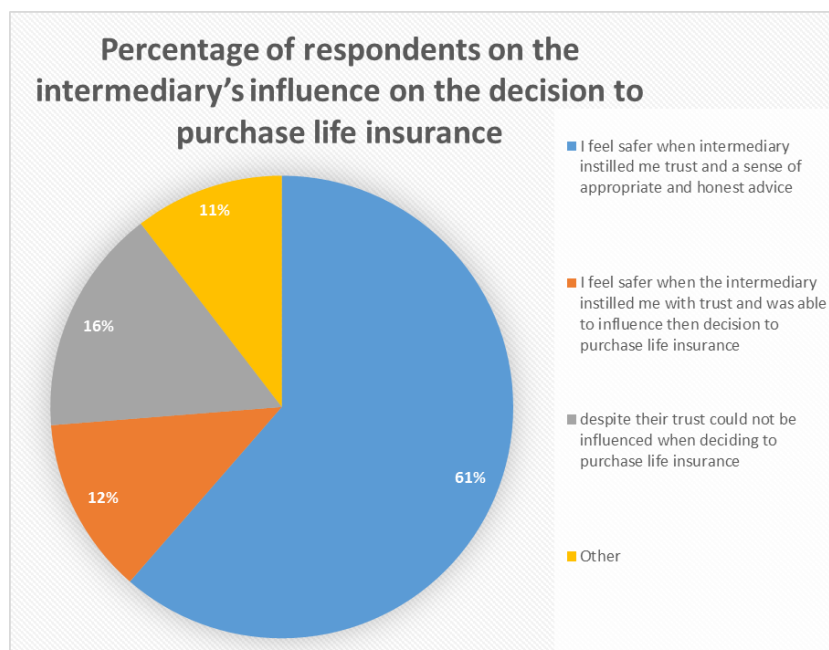
Guided by the theoretical and methodological framework of this paper concerning the impact of motivation and perception on customer behavior when choosing life insurance, based on the proven theories, the paper focuses on determining what the situation in the Republic of Macedonia is regarding this matter. To this end, I conducted research using the questionnaire survey method. The questionnaire was distributed on the territory of the Republic of Macedonia through personal contact (in printed format) and through the social network Facebook.



Source: Own research, conducted from January 2015 to March 2015

Figure 5.1 Percentage of respondents who are users and non-users of life insurance

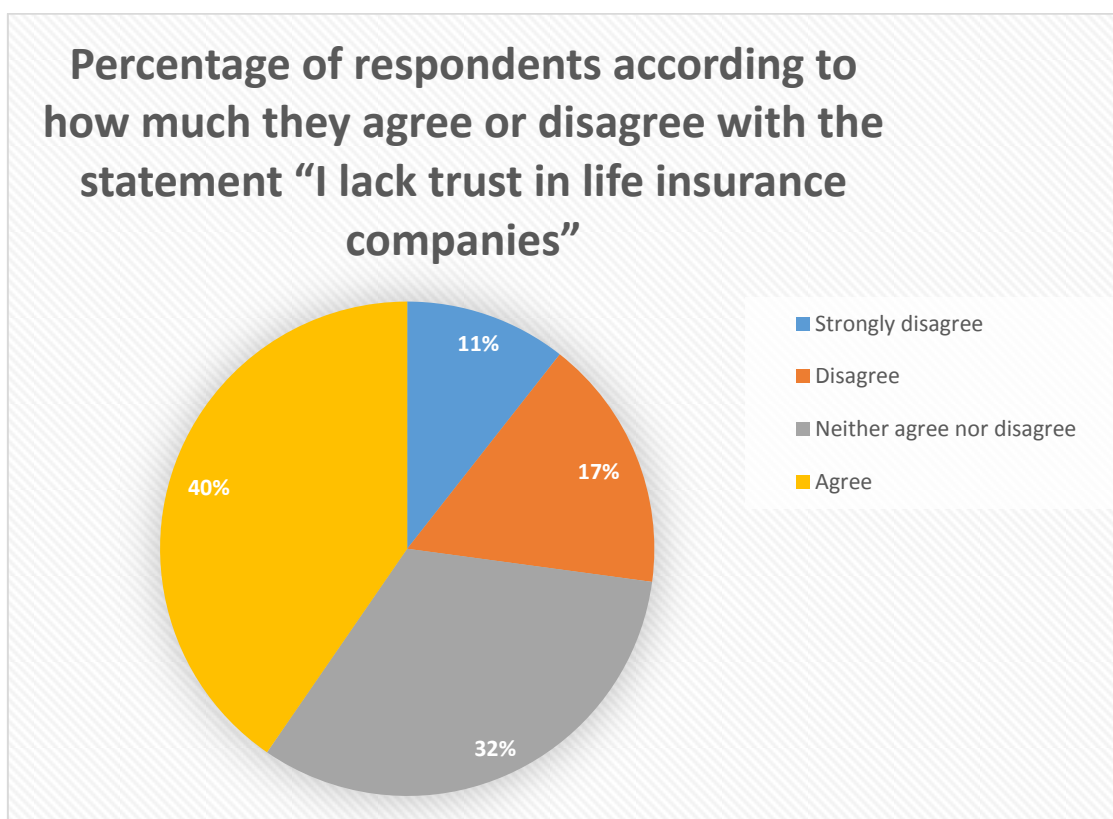
It is important to point out that of the total number of respondents, only 43 respondents (or 19%) had bought life insurance policies, while the remaining 171 respondents (79%) had not. These data indicate that Macedonian citizens have a low awareness of the benefits of using life insurance packages (Chart 5.1).



Source: Own research, conducted from January 2015 to March 2015

Figure 5.2 Percentage of respondents on the intermediary's influence on the decision to purchase life insurance

It is important to also analyze the results from the question “Did the intermediary’s attitude affect your decision to purchase life insurance?” The 61.40% who were beneficiaries of life insurance safer when the intermediary instilled them with trust and a sense of appropriate and honest advice, 12.28% felt safer when the intermediary instilled them with trust and was able to influence the decision to purchase life insurance, while 15.78%, despite their trust and certainty, could not be influenced when deciding to purchase life insurance. The findings of this survey show that trust certainty are important elements in the formation of customer perception of their trust of the truthfulness of information. In the absence of trust and certainty, insurance becomes difficult and it cannot function properly. (Figure 5.2) Various strategies to raise awareness among customers include: trust between the intermediary and the life insurance policymakers about the reliability of information presented to the intermediary, intermediaries needing to attract and retain customers by strengthening customer trust, intermediaries needing to be properly trained in product knowledge and possess the necessary communication skills to implement their knowledge, intermediaries needing to develop and advance in line with international insurance standards and possess a flexibility that offers a solution or a suitable alternative to all client requests.



Source: Own research, conducted from January 2015 to March 2015

Figure 5.3 Percentage of respondents according to how much they agree or disagree with the statement “I lack trust in insurance companies”

Trust is an important factor of life insurance and is best attained when both parties to the agreement fulfill their part in good faith. The life insurance agent must trust the life

insurance policymakers and the reliability of the information presented to them, and in turn the policyholder should trust that the agent is providing appropriate and honest advice. In this analysis, respondents who did not have life insurance were asked to rank the statement “I lack trust in insurance companies” on the following scale: 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; 5 = strongly agree. Of the respondents who did not have life insurance, a higher percentage was distrustful of insurance companies, whereas 27.22% of respondents neither agreed nor disagreed (Figure 5.3).

Most of the respondents who did not have life insurance said they did not trust insurance companies. Given these results, customer trust and loyalty can be increased by: using social media through online discussions and questions clients ask, then establishing effective listening in order to understand the need and the interest of customers, communicating with policyholders who are often confused about whom to contact about services, introducing a permanent systematic program to reach potential customers through referrals from existing clients and timely communication in order to ensure customer awareness of key changes in their policies. This can be done through sending an anniversary letter to clients.

#### **4. CONCLUSION**

Understanding the impact of customer perception and motivation is important for the process of customer behavior when choosing life insurance. Loyalty is an important factor in customers remaining loyal to the product and returning to the same insurance company. Communication with policyholders through cooperation, trust, commitment and the sharing of information is important in the process of the customers’ degree of satisfaction. Since people perceive friends as a source of accurate information more than they do any salesperson or advertisement, policymakers should introduce advertising wherein real users share their life stories in order to present the benefits of insurance. Furthermore, educating customers about existing risks is of great importance because it can motivate them to make decisions that reduce risk exposure. Service staff plays a particular role in forming customer perception about the truthfulness of information. Key parameters such as past experience, personal needs, external communication and verbal communication can significantly affect the quality

#### **REFERENCES**

- 1.Barkur. G, Insurance sector dynamics: towards transformation into learning organization, 6 (2014).
- 2.Blackwell, R. D and Miniard, P.W, Consumer behavior, Thomson Corporation, USA, 2010, p.76.
- 3.Jovanovska S and Jakjovski. B, Consumer behavior, National and University Library "St. Clement of Ohrid, Skopje, 2008, 73.
- 4Jovanovska.S, Services Marketing, Faculty of Economics, Skopje, p.40.

5. Pauly, M., Insurance decision making and Market Behavior, 1(2005) 2.
6. Perner, L., Kamins, Journal of Marketing Management, 23(2007) 7.
7. Plessis, L.D and Lombard, M.R (2014) "Customer loyalty in the South African long term Insurance industry", African Journal of Business Management No. 167.
8. Sadri, S and Tara, S, Journal of India, 8 (2012) 12.
9. Sekulovska, N, Promotion, Faculty of Economics, Skopje, 2009, p. 26.

**CONTENTS:**

**INTERNATIONAL MAY CONFERENCE ON STRATEGIC MANAGEMENT -  
IMKSM2016**

---

**Plenary lectures**

**EFFECTS OF INTERNATIONAL PROJECT EDUCATION ON  
ENTREPRENEURSHIP STUDENTS: A JOINT DUTCH – RUSSIAN CASE  
STUDY**

Jacob Bazen, Irina Petrova, Larisa A. Gromova..... p1

**MODELLING RISKS- LIMITATIONS ANF CHALLENGES**

Y. Ayse B. Nordal ..... p11

**COMPETITIVENESS OR PROCESS SECURITY**

Pál Michelberger, Sándor Dombora..... p25

**PERCEPTION OF NEW AND OLD LUXURY BY CONTEMPORARY  
CHANDLERS**

Marina Ochkovskaya ..... p36

**ASSESSMENT OF THE FUNCTIONING OF ISO 9001 ON DEVELOPING  
RELATIONS WITH SUPPLIERS**

Predrag Đorđević, Marija Panić, Isidora Milošević, Ivan Mihajlović, Živan Živković..... p37

**Conference papers**

**COMPLEXITY, CONSTRUCTS AND STRATEGIC MANAGEMENT. TOWARD  
MIX-METHODOLOGY RESEARCH**

Sylwia Stańczyk ..... 1

**MODERN COMMUNICATIONS MANAGEMENT AND CREATION OF  
CORPORATE IMAGE**

Mirko Tripunoski, Lazar Arsovski, Borce Sibinovski..... 10

**OLD RULES, NEW PROBLEMS**

András Keszthelyi ..... 17

<b>THE INFLUENCE ON INVESTMENT DECISIONS OF THE SPECIFIC CHARACTERISTICS OF STOCK RETURN DISTRIBUTION LISTED ON PRIME AND STANDARD LISTING AT THE BELGRADE STOCK EXCHANGE</b>	
Borjana B. Mirjanić, Luka M. Filipović.....	18
<b>THE INFLUENCE OF PERCEPTION AND MOTIVATION WHEN CHOOSING A LIFE INSURANCE</b>	
Branka Denkova, Jadranka Denkova.....	30
<b>THE CHARACTERISTICS AND A DETERMINANTS OF FINANCIAL EXPENDITURES OF TRADING ENTERPRISES IN SERBIA</b>	
Vojteski-Kljenak Dragana, Sljivic Slavoljub, Pavlović Milenko .....	38
<b>HUMAN CAPITAL IN FUNCTION OF THE COMPETITIVENESS OF IMPORTANCE COMPANY</b>	
Petronije Jevtić, Ljiljana Stošić Mihajlović, Milena Kramar Zupan.....	49
<b>LOGISTICS CHAIN DEVELOPMENT AND ECONOMICS EDUCATION</b>	
Ljiljana St. Mihajlović, Petronije Jevtić, Miljkovic Ljubomir.....	60
<b>ROLE OF INTERACTIVE MEDIA IN MARKETING COMMUNICATIONS</b>	
Ljiljana St. Mihajlović, Petronije Jevtić, Enisa Bekto.....	70
<b>STUDY OF STUDENTS' INDEPENDENCE AND CREATIVITY MOTIVES AND THEIR IMPACT ON ENTREPRENEURIAL SELF-EFFICACY</b>	
Dragan Manasijević, Dragana Živković, Jaka Vadrnjak, Ivica Nikolić, Bojan Morić Milovanović, Vasilika Kume, Jasmin Halebić, Makedonka Dimitrova, Gelu Trisca, Svilen Kunev .....	79
<b>MIKROFINANCE, SOCIAL AND FINANCIAL PERFORMANCE – CASE OF ALBANIA</b>	
Ardita Boriçi, Arjola Dergjini, Albana Boriçi (Begani).....	80
<b>DIFFERENCES IN CONCEPTUAL MODELS OF ENTREPRENEURIAL INTENTIONS BETWEEN SLOVENIA AND AUSTRALIA</b>	
Urban Šebjan, Polona Tominc, Karin Širec.....	89
<b>UPRAVLJANJE PRIVATNIM SREDNJIM ŠKOLAMA –STRATEGIJSKA INTENCIJA DRŽAVE</b>	
Milenko Dželetović, Bojan Ristić .....	100



**INFLUENCE OF SUPPLY AND DEMAND FACTORS ON THE  
DEVELOPMENT STRATEGY OF HOUSING AND UTILITIES IN THE  
RUSSIAN FEDERATION**

Natalia B. Safronova, Tatiana P. Maslevich..... 113

**IMPROVEMENT OF THE EFFECTIVENESS OF RESIDENTIAL REAL  
ESTATE MANAGEMENT USING ENERGY-EFFICIENT TECHNOLOGIES**

Bogomolny Evgeniy Isaakovich, Alexey S. Budakov..... 117

**EXAMPLES OF GOOD PRACTICE IMPLEMENTATION OF BALANCED  
SCORECARD - BSC MODEL**

Sabina Sehic - Krslak ..... 124

**USING THE FOURTH GENERATION BALANCED SCORECARD IN THE  
PROCESS OF STRATEGIC PLANNING IN THE PUBLIC SECTOR  
ORGANIZATIONS**

Lidija Stefanovska, Mende Soluncevski ..... 130

**THE ROLE OF THE BARRIERS IN TRAFFIC NOISE PROTECTION**

Saša Spasojević ..... 139

**RANKING OF CITY LOGISTICS SCENARIOS USING COMBINED AHP AND  
COPRAS METHOD**

Željko Stević ..... 143

**MANAGEMENT OF MEDICAL LOGISTICS - THE SITUATION IN BOSNIA  
AND HERZEGOVINA**

Željko Stević, Asib Alihodžić, Saša Knežević, Željko Stjepanović..... 154

**ASPECTS OF SUBJECT FEATURES, RELATIONS AND CONNECTIONS IN  
MANAGEMENT AND STRATEGIC MANAGEMENT**

Vojislav Đorđević, Miloš Gajić, Ljiljana Berezljjev, Miodrag Vuković..... 163

**THE ANALYSIS OF CONCENTRATION TREND IN SERBIAN BANKING  
INDUSTRY**

Vladimir Mirković..... 175

**MULTI-CRITERIA ANALYSIS OF ADVANTAGES OF IMPLEMENTATION OF  
PROJECT PORTFOLIO MANAGEMENT**

Dejan Bogdanović, Ivan Jovanović, Nenad Milijić..... 185

**A ROADMAP TOWARDS IMPROVING PORTFOLIO OF LOGISTICS  
SERVICE PROVIDERS WITH THE AIM OF CREATING SUSTAINABLE  
SHORT FOOD SUPPLY CHAINS**

Marinko Maslarić, Svetlana Nikoličić, Dejan Mirčetić, Marko Veličković..... 196

**THE E-COMMERCE ADOPTION LEVEL IN BUSINESSES (CASE OF  
NORTHERN ALBANIA)**

Emirjeta Bejleri Mema, Alba Berberi ..... 205

**TECHNOLOGY STRATEGY AS ONE OF THE KEY FACTORS FOR THE  
DEVELOPMENT OF ENTREPRENEURSHIP**

Nevena Gavrilov, Jasna Petković, Bogićević Sretenović..... 217

**LATENT STRUCTURE OF THE DESTINATION COMPETITIVENESS OF  
STRUGA REGION (R.MACEDONIA) EVALUATED BY THE SPORT  
TOURISTS FROM DIVERSE NATIONALITY**

Liza C. Pantekovska..... 229

**THE SYSTEM OF HIGHER EDUCATION IN SERBIA 2005-2015**

Mioljub Lazarević, Svetlana LazarevićPetrović, Tamara Petković..... 239

**INFORMATION SYSTEMS STRATEGY: E-LEARNING AT THE UNIVERSITY**

Ugljesa Marjanovic, Nemanja Tasic, Milos Jovanovic, Goran Tepic, Bojan Lalic..... 248

**INCREASING THE VALUE OF SLOVENIA'S INTERNATIONAL TRADE  
THROUGH SUSTAINABLE APPROACH**

Dejan Romih, Katja Crnogaj..... 257

**SLOVAK – UKRAINIAN CROSSBORDER REGION AND MANAGEMENT OF  
CROSSBORDER COOPERATION**

Milan Rajčák..... 265

**COMPETITIVENESS AND COMPETITIVE ADVANTAGES OF THE  
INDUSTRIAL ENTERPRISES IN THE NORTHEAST REGION**

Sibel Ahmedova, Darina Pavlova ..... 274

**THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON  
ORGANISATIONAL PERFORMANCE**

Olivera Stanišić Vještica..... 284

**SOME PRACTICAL ASPECTS OF MANAGEMENT IN EDUCATION**

Evgeniya Yazovskikh, Alexander Mokronosov..... 291

**STRATEGIC OPERATIONALIZATION OF THE PROJECT IN ENTERPRISE REORGANIZATION**

Vojislav Đorđević ..... 298

**EVALUATION OF VISUAL CONTROL IMPORTANCE IN THE PRODUCTION PROCESSES OF ENTERPRISES FROM THE AUTOMOTIVE INDUSTRY**

Stanislaw Borkowski, Krzysztof Knop, Krzysztof Mielczarek ..... 309

**INVESTMENT POLICY IF THE INDUSTRIAL PARKS IN NIZHNY NOVGOROD REGION**

Svetlana Kuznecova, Anastasia Egorova, Viktor Kuznetsov ..... 320

**A PARALLEL BETWEEN FEMALE ENTREPRENEURSHIP IN ROMANIA AND SERBIA IN THE CONTEXT OF 2016**

Ardelean Dorina, Pribac Loredana ..... 326

**IMPORTANCE AND THE NEED OF UNDERSTANDING RELATIONS AMONG NATIONAL AND ORGANIZATIONAL CULTURE**

Jovovic Milorad, Nikcevic Gordana, Misnic Nikola ..... 334

**MICROBREWERIES AS A NEW PHENOMENA OF CULINARY TOURISM IN CZECH REPUBLIC**

Vratislav Kozák ..... 344

**STRATEGIC MANAGEMENT OF THE PUBLIC SECTOR IN THE REPUBLIC OF MACEDONIA**

Jadranka Denkova, Branka Denkova ..... 350

**THE CONTRIBUTION OF GAMIFICATION IN PROMOTION OF TOURISM DESTINATIONS**

Branislav Knežević, Darko Stefanović, Ana Knežević, Teodora Lolić ..... 355

**INFLUENCE OF CERTAIN FACTORS FOR STRENGTHENING THE CAPACITY OF INSTITUTIONAL INFRASTRUCTURE FOR SUPPORT ENTREPRENEURSHIP**

Ljubisha Nikolovski, Marija Georgievaska ..... 365

**THE FEATURES OF MOTIVATION OF WORKING BACHELOR'S STUDENTS AND MASTER'S STUDENTS IN THE CONDITIONS OF INSTABILITY OF LABOR MARKET**

Natalia Minaeva, Kseniya Baeva ..... 375

**STRATEGIC APPROACH TO THE DEVELOPMENT OF HUMAN RESOURCES IN THE ORGANIZATIONS**

Ljubica Duđak, Leposava Grubić-Nešić ..... 380

**THE FUTURE VISION TO LIBYAN FOREIGN POLICY TOWARDS AFRICAN COUNTRIES**

Mohyedein Ahmed Almadaney ..... 387

**IMPLEMENTATION OF NEW ASSULT RIFLE AS A MODEL FOR FACTORY „ZASTAVA ARMS“ MILITARY PROGRAM CONSOLIDATION**

Damir Ilić, Srđan Tomić, Stanko Bulajić ..... 395

**DEVELOPMENT OF THE LEGAL FRAMEWORK OF COMPETITION POLICY IN THE EUROPEAN UNION**

Milica Stojković ..... 405

**SIGNIFICANCE OF THE STRUCTURAL CAPITAL IDENTIFICATION FOR THE SMALL AND MEDIUM COMPANIES IN TEXTILE INDUSTRY**

Drago Orčić, Snežana Urošević ..... 413

**THE CHALLENGES FOR HUMAN RESOURCES MANAGEMENT IN PROJECT ORIENTED ORGANIZATIONS**

Tatjana Ilić-Kosanović, Vladimir Tomašević, Damir Ilić ..... 428

**THE LINK BETWEEN THE ALIGNMENT OF THE INDIVIDUAL GOALS WITH THE ORGANIZATIONAL GOALS AND ORGANIZATIONAL PERFORMANCE**

Irena Ashtalkoska, Savo Ashtalkoski, Igor Slavkoski ..... 438

**ANALYSIS OF METHODS FOR MEASURING INTELLECTUAL CAPITAL**

Mirjana Cvijić, Zdenka Dudić, Jelena Borocki ..... 447

**COMPARISON METHOD OF STRATEGIC MANAGEMENT**

Mohyedein Ahmed Almadaney ..... 460

**SOCIAL ENTREPRENEURSHIP IN THE CONTEXT OF MODERN ENVIRONMENT**

O. A. Voynova ..... 469

**RISK IMPACT ASSESSMENT ON THE PROJECT NPV BY USING MONTE CARLO SIMULATION**

Anđelka Stojanović, Živan Živković, Marija Panić ..... 476

## **QOS INFORMATION TECHNOLOGIES THE WEB SITE**

Zoran Pavlovic..... 488

## **DEVELOPMENT OF THE SYSTEM CRITERIA FOR MAKING SOFTWARE SOLUTIONS FOR BUSINESS DECISION**

Aleksandar Krstić, Đorđe Nikolić..... 499

## **EVALUATION OF R&D PROJECTS IN PHARMACEUTICAL INDUSTRY: DO PHARMACEUTICAL COMPANIES ADEQUATELY ACCOUNT FOR RISK AND FLEXIBILITY?**

Nikola Vujanović, Ivana Lončar ..... 508

## **ANALYSIS OF PERFORMANCE MANAGEMENT PRACTICES IN SMALL AND MEDIUM ENTERPRISES IN SERBIA**

Igor Janjić, Bojan Čučak..... 522

## **THE CRISES INFLUENCE ON “ZASTAVA ARMS” BUSINESS MANAGEMENT**

Srđan Tomić, Tatjana Ilić-Kosanović, Stanko Bulajić..... 530

## **PROJECT MANAGEMENT IN THE ENERGETICS WITH EMPHASIS ON SOLAR ENERGY, AS A RENEWABLE ENERGY SOURCE**

Jelena Barišić, Nikola Vujanović..... 537

## **PROOF OBLIGATIONS AS A SUPPORT TOOL FOR EFFICIENT PROCESS MANAGEMENT IN THE FIELD OF PRODUCTION PLANNING AND SCHEDULING**

Denisa Hrušecká..... 546

## **MANAGEMENT OF TRANSITION TO CIRCULAR ECONOMY**

Bogdan Ćirić, Dragana Vukadinović ..... 555

## **REASONS FOR ORGANIZATIONAL CHANGES**

Vlado Radić, Nikola Radić, Jovanka Popović..... 564

## **FINANCING PROBLEMS AS THE GREATEST THREAT FOR DEVELOPMENT OF SMES AND ENTREPRENEURSHIP**

Nikola Radić, Jovanka Popović, Vlado Radić, Milan Novović..... 575

## **IMPACT TRANSFORMATIONAL LEADERSHIP ON INNOVATIONS IN ORGANIZATIONS**

Vlado Radić, Nikola Radić..... 582

**INTERCULTURAL DIALOGUE: A PREREQUISITE FOR SUCCESSFUL  
TOURIST ADAPTATION**

Teodora Kiryakova-Dineva, Maya Kitkova..... 593

**SOCIAL AND ECONOMIC COSTS OF ELECTRONIC PAYMENT SYSTEM**

Izabela Lacmanović, Ivanka Gajić, Dejan Lacmanović..... 604

**THE IMPORTANCE OF SMES INNOVATION FOR IMPROVING THE  
COMPETITIVENESS OF THE REPUBLIC OF MACEDONIA**

Miroslav Gveroski, Aneta Risteska, Stevco Dimeski, Fanka Risteska, Tatjana Spaseska ..... 614

**THE ROLE OF HUMAN RESOURCES IN THE IMPLEMENTATION OF  
ORGANIZATIONAL CHANGES**

Dejan Riznić, Snežana Urošević, Danijela Durkalić..... 625

**ORGANIZATIONAL LEARNING FUNCTIONS**

Daniela Karadakov ..... 634

**THE IMPACT OF NATIONAL CULTURE ON THE MOTIVATION OF  
EMPLOYEES IN ORGANIZATIONS**

Radmila Micić ..... 642

**AFFIRMATION OF CREATIVITY AND INNOVATION IN ORGANIZATIONS**

Radmila Micić ..... 652

**ANALYSIS OF FACTORS WHICH DETERMINE THE FUTURE  
ENTREPRENEURIAL BEHAVIOR AMONG YOUNG PEOPLE**

Milica Arsić, Ivan Jovanović..... 660

**BIBLIOMETRIC ANALYSIS OF SCIENTIFIC WORK AT UNIVERSITY OF  
BELGRADE FOR PERIOD 2011-2015**

Milica Arsić, Živan Živković..... 667

**PRIVATIZATION OF STATE ENTERPRISES IN THE REPUBLIC OF SERBIA  
IN THE FUNCTION OF MACROECONOMIC STABILITY IMPROVEMENT  
AND SUSTAINABLE ECONOMIC DEVELOPMENT**

Radmilo Nikolić, Aleksandra Fedajev ..... 676

**NEW ASPECTS OF POSSIBLE FLOOD UGLJNOKOPA IN THE REPUBLIC OF  
SERBIA THROUGH THE FORMAT QUALITY STRATEGIC PROJECTION  
WITH ECO RISKS**

Slobodan Radosavljević, Milan Radosavljević, Jovana Radosavljević..... 687

## **CONTEMPORARY TRENDS EKO MINING IN SERBIA**

Slobodan Radosavljević, Milan Radosavljević, Jovana Radosavljević..... 698

## **ASSESSING THE PERCEIVED QUALITY SERVICE IN ALGERIAN PUBLIC SECTOR: USING PSQ MODEL**

Graa Amel, Labair Sihem, Ezzine Abdelmajid ..... 708

## **MARKETING ON SOCIAL MEDIA**

Maja Kochoska, Dijana Damevska ..... 721

## **ANALYSIS OF THE IMPACT OF ENTREPRENEURIAL CREATIVITY AND SELF-EFFICACY ON THE INNOVATION AND PROFITABILITY OF SMES IN SOUTH AND SOUTHEAST SERBIA**

Ivan Jovanović, Milica Arsić..... 732

## **THE IMPACT OF OCCUPATIONAL SAFETY ELEMENTS ON THE ACHIEVEMENT OF PROJECT GOALS WITHIN PROJECT-BASED ORGANIZATIONS IN THE JABLANICA DISTRICT**

Ivan Jovanović, Dejan Bogdanović, Nenad Milijić..... 745

## **ASPECTS OF URBAN AND ECOLOGICAL DEVELOPMENT AS A TOOL OF SUPPORTING ACTIVITY OF PERSONS WITH**

Przemysław Kubat, Renata Stasiak-Betlejewska..... 759

## **URBAN BARRIERS FOR PERSONS WITH DISABILITIES IN CZESTOCHOWA**

Przemysław Kubat, Renata Stasiak-Betlejewska..... 760

## **KEY INDUSTRIES AND INTELLECTUAL PROTECTION OF INNOVATIONS IN ROMANIA AND MOLDOVA – COMPARISON STUDY**

Iaconi Gheorge, Renata Stasiak-Betlejewska..... 768

## **DEVELOPMENT OF THE FUZZY HYBRID MCDM MODELS IN THE FRAMEWORK OF SWOT ANALYSIS FOR STRATEGIC DECISION**

Živan Živković, Djordje Nikolić, Predrag Djordjević, Jyrki Kangas ..... 777

## **BUILDING SOCIAL CAPITAL ON ENTERPRISE SOCIAL NETWORKS**

Maja Homen, Mario Dumančič..... 778

## **THE MANAGEMENT OF HYGIENE AND CLEANING PRODUCTS PACKAGING WASTE**

Žarko Vranjanac ..... 790

**ECOTOURISM AS A STRATEGIC COMMITMENT TO SUSTAINABLE DEVELOPMENT OF THE NATIONAL PARK DJERDAP**

Sanela Arsić, Đorđe Nikolić, Živan Živković..... 799

**IDENTIFICATION OF THE ENVIRONMENTAL RISKS ON THE EXAMPLE OF THE LOCAL COMMUNITY**

Robert Ulewicz, Renata Stasiak-Betlejewska ..... 800

**QUALITY MANAGEMENT IN THE WASTEWATER TREATMENT PLANT**

Stanisław Borkowski, Renata Stasiak-Betlejewska, Michał Banasiak..... 805

**UTILIZATION OF CONTROL CHARTS AND SWQI FOR THE VISUALIZATION OF VARIATION IN WATER QUALITY**

Predrag Đorđević, Danijela Voza, Milovan Vuković..... 806

**INTRODUCING SMART GOVERNANCE PERSPECTIVES TO BELGRADE STRATEGIC PLANNING PROCESSES**

Vesna Mila Čolić Damjanović, Žaklina Gligorijević, Dušan Damjanović, Đorđe Čantrak..... 815

**MULTI-CRITERIA ANALYSIS OF OCCUPATIONAL SAFETY IN PROJECT-BASED ORGANIZATIONS**

Nenad Milijić, Ivan Mihajlović, Ivan Jovanović, Dejan Bogdanović..... 825

**CAPITAL MARKET DEVELOPMENT IN MONTENEGRO WITH THE PERSPECTIVE OF REGIONAL INTEGRATION**

Dragoljub Janković..... 836

**QUALITY ASPECT OF GEOMETRIC DEFORMATIONS AT PROCESS OF INJECTION MOLDING - CASE STUDY ON OPTICAL FIBER HUB PARTS**

Zorica A. Veljković, Damir Ćurić, Vesna Spasojević Brkić, Ivan Rakonjac ..... 850

**ENVIRONMENTAL STRATEGIC MANAGEMENT IN THE CASE OF CONTROL OF AIR POLLUTION IN PANCEVO (YEAR 2000-2010.) AND COMPARATIVE PRESENTATION OF CERTAIN PARAMETERS FOR THE PERIOD OF 2000-2010.**

Duško Tomić, Zlatko Dragosavljević, Marko Labović ..... 860



## **Students Symposium on Strategic Management**

### **STRATEGIC MARKETING MANAGEMENT IN ORDER TO ENTER INTERNATIONAL MARKETS**

Mikhail Myltsev..... 882

### **IMPLEMENTATION OF NEW MANAGING CONCEPTIONS**

Miroslava P. Jevtić, Aleksandra B. Đurić..... 886

### **IMPLEMENTATION OF THE BOSTON CONSULTING GROUP PORTFOLIO MATRIX IN DEPARTMENT ANALYSIS OF TECHNICAL FACULTY IN BOR**

Dimitrievska Dragana..... 895

### **NATURAL RESOURCES - POTENTIAL PCINJA DISTRICTS AND REGULATORY INFORMATION PROTECTION OF NATURAL RESOURCES**

Milos Nikolic, Darko Djuric..... 896

### **KNOWLEDGE AS A BASIS FOR GROWTH AND DEVELOPMENT IN THE CONTEXT OF CONFLICT OF SOCIAL AND CULTURAL CAPITAL**

Aleksandra Đurić, Aleksandar Đurić..... 906

### **IMPACT OF SOCIAL NETWORKS ON THE MARKETING AND OPERATIONS OF BUSINESS ENTITIES**

Bratislav Pavlovic ..... 907

### **THE IMPACT OF PERSONAL CHARACTERISTICS OF INDIVIDUALS ON THEIR TENDENCY TO CONFLICTS**

Dušan Bogdanović, Danijel Bogosavljević, Natalija Tomić, Sandra Blagojević..... 917

### **PROMOTION OF TOURIST DESTINATIONS AND ANALYSIS OF THE CAMPAIGN „MOJA SRBIJA”**

Dušan Bogdanović..... 918

### **IMPLEMENTATION OF PUBLIC RELATIONS IN EDUCATIONAL INSTITUTIONS: A CASE STUDY**

Dušan Bogdanović..... 919

### **ANALYSE OF CONFLICT BEHAVIOUR - CONFLICT MANAGEMENT STYLES**

Veličkovska Ivana, Jovkić Jelena..... 920

**DESCRIPTIVE ANALYSIS OF THE M-BANKING IN THE EAST AND  
SOUTH-EAST SERBIA**

Igor Kostić..... 932

**CORPORATE SOCIAL RESPONSABILITY**

Marko Jovanović, Nebojša Milosavljević..... 933

**ECOLOGICAL SYSTEM OF SOKO BANJA AND BOR**

Krstić Milan, Milenović Miroslav..... 941

**SYSTEM ANALYSIS**

Ana Stanković, Marina Bogataj ..... 950