

PERSONAL INFORMATION

Marija Mosurović Ružičić



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WORK EXPERIENCE

07/2016– Scientific associate

Mihajlo Pupin Institute, 15th Volgina Street, Belgrade

07/2005–07/2016 Researcher

Mihajlo Pupin Institute, 15th Volgina Street Belgrade

02/2003–07/2005 Expert Associate

Ministry of Education, Science and Technological Development, 22-24th Nemanjina Street, Belgrade, Serbia

EDUCATION AND TRAINING

2018 PhD, technical sciences - field of organizational sciences

Faculty of organisational sciences, University of Belgrade

Thesis title: An Integral Model for Strategic Management in Science and Research Organisation.

Summary: From a wider perspective, the scientific-research organizations should be seen as a part of a large system of interconnected actors, whose external environment is characterized by risk and uncertainty, while high investments made internally should be expected to have uncertain results, detectable only in the future. The development of an integrated model of strategic management in scientific-research organizations represents a complex field of research that connects the concept of strategic management and project-based research work. Following the proposed model and hypotheses, this dissertation empirically verifies the integrated model of strategic management in scientific-research organizations in Serbia. The research results confirm the main hypothesis, suggesting that applying modern theoretical knowledge along with scientific methods and techniques to the existing conditions and the actual system makes it possible to develop a sustainable, integrated model of strategic management of scientific-research organizations and that its application will improve the efficiency of scientific-research work.

Supervisor: professor Vladimir Obradović, PhD, Faculty of organisational sciences, University of Belgrade

2015 PhD, Management and Business

The Faculty of Management, Metropolitan University

Thesis title: Methodology for Firm's Innovation Capacities Assessment.

Summary: Researching of firm's innovation capacity is focused on innovation process at the firm level and analyses the way of converting innovation investments into innovation results within the company. Development of methods, techniques and procedures for firm's innovation capacity assessment and their integration into methodological framework for further researching of firm's innovation are crucial for obtaining information for managing firm's technological development. Acquired information is significant at the firm level, as well as for the business sectors and the national economy as a whole. This study presents different methodologies for assessing firm's innovation capacity that are usually applied. A detailed analysis of the data collected through empirical research on innovation activities of the Serbian firms for the period 2008- 2010, conducted by Statistical Office of the Republic of Serbia, has shown that firms involved in software sector are more innovative than firms in agro-food sector. This study has also shown that under contemporary market conditions, characterised by rapid demand saturation, the competitiveness of the firm is predominantly determined by its innovation capacity.

Supervisor: Đuro Kutlača, PhD, Scientific advisor, Institute Mihajlo Pupin, University of Belgrade and professor at Faculty of Management, Metropolitan University.

2009 **Master Degree, Magistar, Business Economy in SMEs**

The Faculty of the Economics, University of Belgrade, Serbia

Thesis title: Organisational design as the factor of company innovation behaviour
Summary: Area of innovations and innovation activities is considering a lot of aspects and changes that are necessary to perform in order to increase and improve their innovation potential. Besides these technological changes, the organizational changes are also playing a very important role. Regardless of the fact that these changes are regarding wider innovation concept that is not limited on technological changes only, they can significantly influence the business improvement.

Statistical data processing of the official pilot study conducted by Republic Institute of Statistics in cooperation with the Institute "Mihajlo Pupin", indicates the significance of organizational design regarding innovation behaviour of company, as well as that some elements of organizational design very much influence the innovation behaviour of the corporation, and others are basically limiting that behaviour. These analyses are of the crucial importance regarding defining of the innovation pattern addressed to corporation management.

Supervisor: professor Mirjana Petković, PhD, Faculty of the Economics , University of Belgrade

2001 **Bachelor of Science, Foreign and Domestic Trade**

The Faculty of the Economics, University of Belgrade, Serbia

1995 **Grammar School, Mathematical group of subjects**

Grammar School Vrnjačka Banja, Serbia

2005 **State licence exam**

Ministry of the Public Administration and Local Self-Government Republic of Serbia

Job related skills (the most significant)

- 2003-2004. attended postgraduate course "Democracy and Transition in Southeast Europe", at Alternative Academic Education Net.
- April 2003- September 2003 In organization with Centre des Etudes Europeans de Strasbourg attended course "General questions EU, relationship Serbia and Montenegro and EU"
- January 2004- February 2004, attended course "Industrial Policy in Japan", Tokyo, Japan in organization with JICA Japan International Corporation Agency
- 22.01.- 23.01.2010, Seville, Spain; 22.03.- 24.03.2010, Bucharest, Romania, *Foresight as an Instrument for Policy and Decision Making*, Joint Research Centre, Institute for Prospective Technological Studies, Seville, EU.
- June 27-29, Athens, 2011, *Consulting on Innovation in Athens*, Enterprise Europe Network of Nederland, Sytensis innovation Centre
- Technology Brokers Training Programme, 19.03.- 14.5.2013, Integrated Innovation Support Programme (IISI), project founded by EU.

Mother tongue(s) Serbian

Other language(s)

UNDERSTANDING		SPEAKING		WRITING
Listening	Reading	Spoken interaction	Spoken production	
English	C1	C1	C1	C1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

PERSONAL SKILLS

Computer skills

- MS Office (Word, Power Point, Excel, Internet);
- Microsoft course Business Solutions Framework Essentials,
- Microsoft Office Specialist Course;
- Statistical Package for the Social Sciences (SPSS).

Driving licence

- B

ADDITIONAL INFORMATION

List of projects

- "ENTERPRISE EUROPE NETWORK EEN-225341-EIIRCS – EURO INFO AND INNOVATION RELAY CENTRE IN SERBIA", funded by the European Commission, CIP – Competitiveness and Innovation Framework Programme, January 2012- December 2014.
- "Fostering Evaluation Competencies in SEE Region", EVALINNO, funded by the EU Transnational Cooperation Programme Sought East Europe, 2011-2014.
- "INNOVATION POLICY LEARNIG FROM NORWAY IN WESTERN BALKANS", funded by NIFU STEP, 2011-2012.
- "Research and development of the platform for science based management of the scientific and technological development of the Republic of Serbia", financed by the Ministry of Education and Science, reg. no. 47005, 2011-2014.
- "Sustainable management pay toll system in road transportation with application new ICT" financed by the Ministry of Education and Science, reg. no. TR 36025, 2011-2014.
- "INTER-REGIONAL COOPERATION FOR VALORISATION OF RESEARCH RESULTS"-
- "ENTERPRISE EUROPE NETWORK EEN-225341-EIIRCS – EURO INFO AND INNOVATION RELAY CENTRE IN SERBIA", funded by the European Commission, CIP – Competitiveness and Innovation Framework Programme, January 2008-December 2010
- "WBC-INCO.NET – Western Balkan Countries International Cooperation Net", funded by the European Commission, FP7 Capacities Programme, January 2008-December 2010.

- "Role of National Innovation Capacity in Creation of Knowledge Based Economy and Society in Serbia, compatible with EU innovation system", financed by the Ministry of Science and Environmental Protection of the Government of the Republic of Serbia, 149021D,
- Benchmarking policy measures for gender equality in science, EC, FP6
- "Feasibility Study for Establishment of S&T Parks in Serbia", financed by the Ministry of science and environmental protection of the government of the Republic of Serbia, TR-7026A, manager of the subprojects: "Development of the S&T park "Mihajlo Pupin" Beograd" and "Evaluation and development of the ICT sector in Serbia", 2005-2007.

LIST OF SCIENTIFIC PAPERS

- Vuković, P., Mosurović Ružičić, M. (2017): "Potentials of Upper –Danube Region in Serbia", Chapter 7 in „Green Economy in the Western Balkans: Towards a Sustainable Future", Emerald Publishing Limited, ISBN 978-1-78714-500-9, 211-241. (M14)
- Elyse Ruest-Archambault, Nick von Tunzelmann, Simona Iammarino, Nick Jagger, Linda Miller, Djuro Kutlača, Dusica Semencenko, Sanja Popovic-Pantic, Marija Mosurovic: "Benchmarking policy measures for gender equality in science", EUROPEAN COMMISSION, Directorate-General for Research, Directorate L – Science, economy and society, Unit L.4 – Scientific culture and gender issues, EUR 23314, Luxembourg: Office for Official Publications of the European Communities, ISBN 92-79-07619-0, ISSN 1018-5593, DOI 10.2777/55449, Printed in Belgium, European Communities, 162 pages, 2008.
- Jovetić Slavica, Stanisić Nenad, Semenčenko Dušica, Marija Mosurovic: Measuring the quality of teaching and educational process at Serbian Universities, Monograph, 2011, 112 pg., ISBN 978-86-82183-09-9, Editor: Institut "Mihajlo Pupin", Beograd
- Kutlača Djuro, Marija Mosurović 'Innovation activities in Serbian SMEs in Serbia, 2004.-2006, Report on SMEs and entrepreneurship for 2007, Ministry of Economy and Regional Development, June 2008., Belgrade, COBISS. SR-ID 149931532, part on p. 145.
- Marija Mosurović Ružičić: "Organisation and innovation", Monograph, 2012, 124. pg., ISBN: 978-86-82183-13-6, Editor: Institut "Mihajlo Pupin", Beograd
- Mosurović Ružičić, M., Kutlača, Đ., Semenčenko, D., Stanišić, N. (2018): „Perspectives of innovation in Serbian firms- empirical evidence from Agro-food i Software industry“, Economics of Agriculture, 65 (3), 1171-1191., ISSN 0352-3462, UDC, 338.43:63. <https://doi.org/10.5937/ekoPolj1803171M> (M24)
- Marija Mosurović, Djuro Kutlača: "Organizational design as a driver for firm innovativeness in Serbia, Innovation: The European Journal of Social Science Research, Publisher: Routledge, Vol. 24, No. 4, December 2011, pp. 427-447, ISSN 1351-1610 print, ISSN 1469-8412 online, ICCR Foundation; link to this article: <http://dx.doi.org/10.1080/13511610.2011.633432>, 2011.
- Marija Mosurović Ružičić, Djuro Kutlača: Organisational dimensions rating innovation capacity of enterprise- knowledge factors, Business economics, ISSN 1820-6859, volume 16, pp. 245-263, link to this article: http://www.educons.edu.rs/sites/default/files/2015_jun.pdf
- Marija Mosurović Ružičić, Dušica Semenčenko, Djuro Kutlača: Innovation Infrastructure for Technology Transfer and Diffusion in Serbia, ISSN0354-3471, COBISS.SR-ID 749828, Volume 46, pp.36-47, <http://www.sema.rs/repository/download/marketing-vol-46-no-1.pdf>
- Mosurović Ružičić, M., Fabris, N., Kutlača, Đ. (2017): Istraživanje i razvoj u modelima ekonomskog rasta i strukturnih promena, Poslovna ekonomija, 9 (2), 55-73., ISSN 1820-6859, UDK 3:33+336 (M51)
- Mosurović Ružičić, M., Kutlača, Đ. (2016): „Statistical Monitoring of Innovation Capacities of the Serbian Firms as Decision-Making Tool“, Economic Analysis, 49(3-4), 69-80. UDC: 005.311.121:005.591.6 005.521:334.7(497.11), COBISS.SR-ID: 228332812. (M52)
- Obradović, V., Mosurović Ružičić, M., Mitrović, M. (2015): "Strategic Management in R&D Organisations", Serbian Project Management Journal, 5 (2), 83-93. (M53)
- Semenčenko Dušica, Mosurović Ruzicic Marija: Survey on EEN in Serbia evaluated by SMEs, XV International Scientific Conference on Industrial Systems (IS'11), Proceedings, p.407-427.
- Jovetić Slavica, Stanisić Nenad, Semenčenko Dušica, Marija Mosurovic: Evaluation of Educational and Scientific Quality of Serbian Universities from the Employees' Aspect, ISBN: 978- 960- 87277-7-9, BALCOR 2011, pg 42-48 Greece
- Đuro Kutlača, Mitrović Zorica, Marija Mosurović: "The system for monitoring and evaluation of innovation projects", YUPMA 2011 – Project management in Serbia – success and possibilities, XV International Symposium on Project Management, Conference proceeding, pp. 58-62, ISBN 978-86-86385-08-6, COBISS.SR-ID 184135692, Zlatibor 10-12. Jun 2011, 2011
- Dusica Semencenko, Marija Mosurović, Kutlača Đuro: "Defining common research and development priorities for WBC, SymOrg2010, XII International Symposium: "Organizational Sciences and Knowledge Management", Organizer: Faculty of Organizational Sciences, Conference Proceedings on CD-ROM, ISBN 978-86-7680-215-9, COBISS.SR-ID 175804940, UDK 005 (048), Zlatibor, 09-12, June 2010.
- Đuro Kutlača, Marija Mosurović Ružičić, Dušica Semenčenko: "The National Innovation System and Innovation Policy Learning in Serbia, The 12th EACES Conference, University of the West of Scotland's Paisley Campus, Scotland, 06-08.09.2012
- Dušica Semenčenko, Valentina Semenčenko, Marija Mosurović Ružičić. Development in Renewable Energy Production in Serbia with the Emphasis on Bioethanol, XIV International Symposium Symorg 2014, Zlatibor, Srbija, 6-10.6.2014, University of Belgrade, Faculty of Organizational Sciences, PROCEEDINGS 978-86-7680-295-1, pages 1642-1648

- Marija Mosurović Ružičić, Đuro Kutlača, "Organizaciona dimenzija ocene inovacionog kapaciteta preduzeća- faktori znanja", Business economics- Magazine for business economics, entrepreneurship and finance, UDC: 3:33 + 336 ISSN 1820-6859
- Marija Mosurović Ružičić, Dušica Semenčenko, Đuro Kutlača: "Innovation Infrastructure for Technology Transfer and Diffusion in Serbia, Quarterly Marketing Journal, Volume 46, ISSN 03543471, ISSN 23348364, UDC 339+658, Ulrich ID 1788176, COBISS.SRID, 749828.
- Sanja Popovic- Pantic, Marija Mosurovic, Marketing decision-making and innovation infrastructure building, XII Scientific conference Technology, Culture and Development, Proceedings, pg. 162-169, ISBN 86-904137-4-x, Tivat, 2005.
- Djuro Kutlaca, Marija Mosurovic, Information Society Development Strategy in Serbia: Way toward knowledge- based economy and society, XII Scientific conference Technology, Culture and Development, Proceedings, pg. 115-126, ISBN 86-904137-5-8, COBISS.SR-ID 136302092, , Palic, 2006.
- Dusica Semencenko, Marija Mosurovic, Innovation activities in ICT Business Sector in Serbia, Symposium SYM-OP-IS 2007, Conference proceeding, pp.343-346, IBSN 978-86-7680-124-4, COBISS.SR-ID 143220492
- Dusica Semencenko, Marija Mosurovic, Policies and measures for Women in Science and R&D in Western European Balkans Countries, XIV Scientific conference Technology, Culture and Development, Proceedings, pg. 73-85, IBSN 978-86-904137-6-8, COBISS.SR-ID 145347596, Igalo, 2008.
- Kutlača Đuro, Marija Mosurović, Sunčica Šestić: "INNOVATION ACTIVITIES IN COMPANIES IN SERBIA FROM 2004 TO 2006", XXXV Operation Research Symposium SYM-OP-IS 2008, Conference proceeding, pp. 257-260, ISBN 978-86-7395-248-2, COBISS.SR-ID 151200524, Soko Banja, September 14-17, 2008.
- Dusica Semencenko, Marija Mosurovic: " Innovation Activities Survey in Business Sector in Serbia- Catching Up with European Union", Scientific conference: "Technology, culture and development: The Western Balkans Countries on Their Way to the European Union - Second topic of the Conference: Effectiveness of R&D and Innovation Systems in Western Balkans", Conference proceeding, ed. Vlastimir Matejić, publishers: NGO «Technology and Society», Mihajlo Pupin Institute, and Faculty of Economics Subotica, pp.194-207, ISBN 978-86-904137-8-2, Subotica- Palić, August 31 - September 02, 2008.
- Marija Mosurović, MSc , „Organizational design as a determinant of innovative activities of enterprises", NGO «Technology and Society», Mihajlo Pupin Institute, and Faculty of Economics Subotica, pp. 27-39, ISBN 978-86-904137-8-2, COBISS.SR-ID 171811340, UDK 339.923:061.1 (497)(082) 061.1(497.11)(082) 341.231(4-672:497)(082) 316.422.4(497.11), Subotica- Palić, August 31 - September 02, 2009.
- Marija Mosurović, Dušica Semenčenko: " Organizational design as a key factor of Innovative Company" SYM-OP-IS 2009, Proceedings, p. 243-247., IBSN 978-86-80953-43-4, COBISS.SR-ID 169 585 932,
- Semenčenko Dušica, Mosurović Marija, Kutlaca Djuro: "Definition of joint research and development priorities for the Western Balkans", SYM-ORG 2010, Proceedings, p. 17-18, IBSN 978-86-7680-215-9, COBISS.SR-ID 175 804 940, Zlatibor, 09-12.06.2010.9.
- Semenčenko , Dušica, Mosurović Marija, Semenčenko Valentina: "Structuring IR priorities in the Western Balkans-individual attitudes of citizens," XXXVII SYM-OP-IS 2010, Proceedings, p. 335-338, IBSN 978-86-335-0299-3, Tara, 21.-24.09.2010.
- Kutlaca Djuro, Semencenko Dusica, Mosurović Marija, Zorica Mitrovic: "The challenges of higher education in the Western Balkans", XVII Scientific conference Technology, Culture and Development, Proceedings, p. 17-25, IBSN 978-86-904137-9-9, COBISS.SR-ID 181 574 924, Tivat, 01-03.09.2010.
- Kutlaca Djuro, Semencenko Dusica, Mosurović Marija, Zorica Mitrovic "Knowledge dissemination about technologies and IPR", XVII Scientific conference, Technology, Culture and Development, Proceedings, p. 213-222, IBSN 978-86-904137-9-9, COBISS.SR-ID 181 574 924, Tivat, 01-03.09.2010.
- Jovetić Slavica, Stanisić Nenad , Semenčenko Dušica, Marija Mosurovic: Measuring the quality of teaching and educational process at universities in Serbia from point of view of employees, XVII Scientific conference, Technology, Culture and Development", Proceedings , p. 122-131, IBSN 978-86-904137-9-9, COBISS.SR-ID 181 574 924, Tivat, 01-03.09.2010
- Semenčenko , Dušica, Mosurović Marija "Specialization in Research and Development in terms of strategic planning", XXXVIII SYM-OP-IS 2011, Proceedings. 321-324, IBSN 978-86-403-1168-7, Zlatibor, October 04-07, 2011.
- Kutlaca Djuro, Marija Mosurovic Ruzicic, Suncica Sestic Stefanovic: „Analiza inovativnosti preduzeca u Srbiji u periodu 2008-2010.“, SYM-OP-IS 2012, Proceedings, p. 297-301, IBSN 978-86-74888-086-9.