

ODLUKA O PRIHVATLJIVOSTI IDEJE ZA IZRADU PROGRAMA OBRAZOVANJA

a) Naziv programa

Obrazovni program za rukovoditelje: Netehničke kompetencije za menadžerski uspjeh (engl. Executive education program: Non-Technical Competencies For Managerial Success)

b) Svrha programa

Program osigurava menadžerima vještine potrebne za učinkovito vođenje, bolju komunikaciju, utjecaj i uvjeravanje, upravljanje sukobima i mentoriranje.

c) Ciljna skupina

Strateški stručnjaci za CRM rješenja u oblaku; srednja do visoka razina iskustva u implementaciji, prilagođavanju i optimizaciji IT rješenja. Lokacija: EMEA (Europa, Bliski Istok i Afrika).

d) Okvirna struktura i satnica programa

Program je razvijen kroz 8 međusobno povezanih modula, a izvodi se kroz dva dana:

Dan 1:

- Faktori menadžerskog uspjeha: Osobine uspješnih menadžera i visokoučinkovitih timova, Razlikovanje tvrdih i mekih menadžerskih vještina, Emocionalna inteligencija za menadžere
- Komponente emocionalne inteligencije (EI): EI i korporativna kultura, Korištenje EI za navigaciju kroz promjene i nestabilnost
- Komunikacija prema gore, dolje i preko organizacije: Pričanje priča, Elementi učinkovitog javnog nastupa, Prezentiranje s utjecajem
- Razvoj poruke: Dizajn grafikona i vizualna objašnjenja, Predstavljanje ključnih indikatora performansi, Prezentiranje višem menadžmentu

Dan 2:

- Utjecaj i uvjeravanje: Razumijevanje korporativne politike i formalnog/neformalnog autoriteta, Strategije uvjeravanja, Prevladavanje otpora
- Pregovaranje za uspjeh: Pravila vrhunskih pregovarača, Okviri pregovaranja, Zašto pregovori ne uspijevaju, Važnost kompromisa i BATNA-e
- Upravljanje sukobima: Prepoznavanje uzroka sukoba, Sukobi u odnosima naspram sadržajnih sukoba, Mapiranje sukoba, Ponašanje u upravljanju sukobima, Razvijanje fleksibilnih odgovora
- Obučavanje za poboljšanje učinka: Elementi obučavanja, Sustavni procesi obučavanja, Obučavanje pojedinaca naspram timova, Strukturiranje sesija obučavanja (osobno i virtualno)

e) **Voditelj programa i izvođači programa** (*ime i prezime, status u programu i reference - životopisi*)**Voditelj programa:**

prof. dr. sc. Maja Ćukušić

Izvođači programa:

prof. dr. sc. Goran Milenković

f) **Predviđeno vrijeme trajanja programa**

16 sati

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OBRAZLOŽENJE:

Datum	17. 07. 2024.
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Franka Meštrov, CSt

*Izv. prof. dr. sc. Vinko Muštra***KLASA: 602-06/24-02/11****URBROJ: 2181-196-05-04-24-05****Dostaviti:**

1. Vpr
2. CCO

¹ U prilogu dokazi o navedenim kompetencijama (životopisi)

ŽIVOTOPISI

Titula, ime i prezime nositelja	Prof. dr. sc. Maja Čukušić
Predmet koji predaje na predloženom studijskom programu	/
OPĆE INFORMACIJE O NOSITELJU	
Adresa	Put Žnjana 2A, 21000 Split
Telefon	+385 21 430758
E-mail adresa	maja.cukusic@efst.hr
Osobna web stranica	http://www.linkedin.com/in/mcukusic
Godina rođenja	1980.
Matični broj iz Upisnika znanstvenika	300571
Znanstveno ili umjetničko zvanje i datum posljednjega izbora	Znanstveni savjetnik
Znanstveno-nastavno, umjetničko-nastavno ili nastavno zvanje i datum posljednjega izbora	Redoviti profesor
Područje i polje izbora u znanstveno ili umjetničko zvanje	Društvene znanosti, polje Ekonomija, grana Poslovna informatika
PODACI O SADAŠNJEM ZAPOSLENJU	
Ustanova zaposlenja	Ekonomski fakultet u Splitu
Datum zaposlenja	01.12.2007.
Naziv radnoga mjesta (profesor, istraživač, suradnik i sl.)	Redoviti profesor
Područje rada	Poslovna informatika
Funkcija	Prodekan za znanost i međunarodnu suradnju
PODACI O ŠKOLOVANJU – Najviši postignuti stupanj	
Zvanje	Doktorica ekonomskih znanosti
Ustanova	Ekonomski fakultet u Splitu
Mjesto	Split, Hrvatska
Nadnevak	20.06.2011.
PODACI O USAVRŠAVANJU	
Godina	2002.
Mjesto	Freiburg, Njemačka
Ustanova	Telematika, Institut za informatiku i društvene znanosti, Sveučilište u Freiburgu
Područje usavršavanja	Pripravnništvo u okviru TEMPUS projekta s područja poslovne informatike – inteligentni agenti
MATERINSKI I STRANI JEZICI	
Materinski jezik	Hrvatski jezik
Strani jezik i poznavanje jezika na ljestvici od 2 (dovoljno) do 5 (izvrsno)	Engleski jezik - 5
Strani jezik i poznavanje jezika na ljestvici od 2 (dovoljno) do 5 (izvrsno)	Francuski jezik - 2
Strani jezik i poznavanje jezika na ljestvici od 2 (dovoljno) do 5 (izvrsno)	Njemački jezik - 2
KOMPETENCIJE ZA PREDMET	
Ranije iskustvo u nositeljstvu sličnih predmeta (navesti naziv)	Višedimenzijski informacijski sustavi - EFST, diplomski studij, III semestar, sunositeljica kolegija

predmeta, studijskoga programa na kojem se izvodi/izvodio i razinu studijskoga programa)	ERP sustavi - EFST, preddiplomski studij, VI semestar, sunositeljica kolegija Informatičke tehnologije - EFST, preddiplomski studij, I semestar, sunositeljica kolegija E-učenje - EFST, diplomski studij, II semestar, sunositeljica kolegija
Autorstvo sveučilišnih/fakultetskih udžbenika iz područja predmeta	
Stručni, znanstveni i umjetnički radovi objavljeni u posljednjih pet godina iz područja predmeta (najviše 5 referenca)	<ol style="list-style-type: none"> 1. Mijač, Tea; Jadrić, Mario; Ćukušić, Maja Measuring the success of information systems in higher education – a systematic review // Education and information technologies, TBD (2024), 1-38 2. Mijač, Tea ; Jadrić, Mario ; Ćukušić, Maja The role of user experience and co-creation in measuring the success of digital services in higher education // Behaviour & information technology, 43 (2023), 6; 1219-1240. doi: 10.1080/0144929x.2023.2206924 3. Veldić, Marko; Jadrić, Mario; Ćukušić, Maja State and Perspectives of Electronic Invoicing in Croatian Companies // 6th International Scientific Conference ITEMA 2022, Recent Advances in Information Technology, Tourism, Economics, Management and Agriculture : Conference Proceedings. Beograd: Udruženje ekonomista i menadžera Balkana (UDEKOM), 2023. str. 33-39 4. Mijač, Tea ; Jadrić, Mario ; Ćukušić, Maja How to Measure Co-Creation in the Digital Environment of Higher Education? // MIPRO / Skala, Karolj (ur.). (ur.). 2023. str. 847-852 5. Ninčević Pašalić, Ivana ; Ćukušić, Maja ; Golem, Silvia ; Jašić, Tea Information Systems and Technologies for Green Public Transportation // Handbook of Research on Promoting Sustainable Public Transportation Strategies in Urban Environments / Yilmaz, Zafer ; Golem, Silvia ; Costescu, Silvia (ur.). Hershey (PA): IGI Global, 2023. str. 68-97 doi: 10.4018/978-1-6684-5996-6.ch004
Stručni i znanstveni radovi iz metodike i kvalitete nastave objavljeni u posljednjih pet godina (najviše 5 referenca)	<ol style="list-style-type: none"> 1. Mijač, Tea ; Jadrić, Mario ; Ćukušić, Maja Information Quality of Digital Services in Higher Education: Higher Order Construct Analysis // Central European conference on information and intelligent systems / Vrček, Neven ; Guàrdia, Lourdes ; Grd, Petra (ur.). (ur.). 2022. str. 175-180 2. Jadrić, Mario; Ćukušić, Maja; Jadrić, Ivana Factors Influencing Students' Behavioral Intention to Use Digitally-Signed Credentials // 10th International Scientific Symposium Region, Entrepreneurship, Development / Leko Šimić, M. ; Crnković, B. (ur.). Osijek: Ekonomski fakultet Sveučilišta Josipa Jurja Strossmayera u Osijeku, 2021. str. 744-759 3. Jadrić, Mario ; Ćukušić, Maja ; Mijač, Tea Relating Smart Governance as a University Feature to Students' University Perceptions // Journal of information and organizational sciences, 45 (2021), 1; 1-20. doi: 10.31341/jios.45.1.1

<p>Stručni, znanstveni i umjetnički projekti iz područja predmeta koji su se provodili u posljednjih pet godina (najviše 5 referenca)</p>	<ul style="list-style-type: none"> • University Green Digital HUB • Razvoj metodološkog okvira za rješavanje strateških problema u visokom obrazovanju - primjer implementacije otvorenog učenja i učenja na daljinu • reinforcing Sustainable Actions, resilience, cooperation and harmonisation across and by the SEA-EU Alliance • Korisniku orijentiran (re)dizajn procesa i modeliranje informacijskih sustava na primjeru smart city usluga
<p>U sklopu kojega programa i u kojem je opsegu nositelj stekao metodičko- psihološko-didaktičko -pedagoške kompetencije?</p>	<ul style="list-style-type: none"> • Autorica je brojnih znanstvenih radova iz područja modernizacije procesa obrazovanja i dvije knjige vezane za korištenje tj. primjenu koncepata e-učenja. • Ima ekstenzivno iskustvo (akademsko i praktično) u području e-učenja u obrazovnim i poslovnim okruženjima. • Koriisti nekoliko različitih sustava za e-učenje i alata za planiranje i implementaciju treninga (licem-u-lice, e-učenje i m-učenje te učenje hibridnim putem). • Polazila je seminar "Razvoj i usavršavanje pedagoških kompetencija sveučilišnih nastavnika" u studenom, 2014. • U prosincu 2012. godine je nakon dvomjesečnog sudjelovanja u programu i polaganja testa primila certifikat Moodle Course Creator Certificate (MCCC). • Završila je CARNetov tečaj E-course development in WebCT iz 2007.
<p>PRIZNANJA I NAGRADE</p>	
<p>Priznanja i nagrade za nastavni i znanstveni rad/umjetnički rad</p>	<ul style="list-style-type: none"> • Nagrađena za vrijedna znanstvena djela na Ekonomskom fakultetu, Sveučilište u Splitu (prosinac 2013. i 2014.) • Nagrađena za izniman uspjeh kao Asistent na Ekonomskom fakultetu, Sveučilište u Splitu (prosinac 2011.) • Nagrada Dekana Fakulteta organizacije i informatike za iznimno akademsko postignuće tijekom diplomskog studija (prosinac, 2003.) • TEMPUS Grant – pripravništvo u Njemačkoj (rujan, 2002.) • Stipendija Grada Splita za nadarene studente (listopad, 1999. - prosinac, 2003.)

Dr. Goran Milenković
Azaleenweg 12, 50859 Cologne, Germany
goran.milenkovic@ams.ac.be
+49-176-32 48 24 54

Professional Profile

Business educator with 30+ years of international management and teaching experience in various industries and business schools. Multilingual and multicultural with a broad functional background.

Education & Professional Development

Doctor of Business Administration

Brunel University London & Henley Management College, UK [2006]

Advanced Postgraduate Diploma in Management Consultancy

Henley Management College, UK [1998]

Managing Corporate Resources

IMD, Lausanne, Switzerland [1996]

M.A. (Economics)

American University of Beirut, Lebanon [1988]

Dipl. oec. (Business Economics)

Belgrade University, Serbia [1985]

Languages

English, German, Croatian/Serbian, Czech, Slovak

Work History (extract)

Antwerp Management School, Antwerp

AMS is the graduate management school of the University of Antwerp.

[2011-] *Professor of International Business*

Adjunct faculty. Designing and leading courses in international business and general management.

[2019-23] *Member of the AMS General Council*

The GC is the supervisory body of the school, overseeing the management of the school and appointing the dean.

[2019-23] *Academic Director, Executive MBA Portfolio*

20-month modular program for working executives, with cohorts in Antwerp, Almaty, and Moscow. Ranked by the Financial Times as the best international EMBA in the Benelux in 2021, 2022, and 2023.

Neoma Business School, Paris

Neoma is one of the largest private business schools in France.

[2024-] *Lecturer (Strategic Business Development)*

Management Centre Europe, Brussels

MCE is part of the American Management Association, one of the largest providers of management development worldwide.

[2024-] *Senior Associate*

Design and delivery of executive education programs.

[2010-12] *Senior Associate*

Design and delivery of executive education programs.

Lekkerland

Lekkerland is a multi-billion-euro wholesaler and B2B provider of “on-the-go” consumption formats, offering food and non-food products, logistics, and Foodservice consultation. Member of the German REWE group.

[2014-19] *Various positions, including Managing Director Germany (P&L responsibility of 7 billion euro) and Managing Director Czech Republic.*

European Institute for Senior Management

EISM is a small international consultancy and research network based in Brussels.

[2010 - 16] *Founder & Executive Director*

DHL Group

DHL is a global provider of transportation, logistics, and mail services. DHL operates in over 220 countries.

[2002-10] *Various positions in the European Head Quarters, including SVP Sales Europe (revenue budget 2 billion euro), Director of Sales Development & Integration, Director of Strategy & Planning CEE, Director Advertising Germany, member of the Extended German Management Board.*

[1990 - 01] *Various positions in Central / Eastern Europe, including Country Manager, Area Director, etc.*

Free-lance Journalist

[1986-89] Writing for various journals and reporting from conflicts in the Middle East.

**Teaching
Experience**

ECTS-accredited courses:

- “Strategic Business Development” (Neoma, Paris)
2-day MBA course focusing on identifying corporate growth opportunities, including organic and inorganic growth models.
- “Sustainable Transformation Forum” (AMS, Antwerp)
3-day action-oriented international conference organized in Antwerp on the topic of sustainability and ESG. It brought together over 100 academics, EU representatives, business practitioners, and students.
- “Sales Management Practice” (AMS, Antwerp, Dubai)
2-day MBA course focusing on various aspects of hands-on sales management, revenue generation, and pricing.
- “International Business Simulation ATLAS” (multiple business schools, online)
2-day MBA course designed as a business simulation which is played online in real time using MS Teams. Introduced to teach new ways of working in a post-COVID environment, with a focus on efficient collaboration in culturally diverse teams that are physically dispersed across the globe.

- *“Global Marketplaces”* (multiple business schools; Antwerp, Cairo, Singapore, Boston)
With faculty from partner institutions designed a 6-day course, which introduces participants to markets and doing business in the USA, Asia, North Africa, and Middle East. Course includes local company visits and networking events during study trips.
- *“International Supply Chain Management”* (ESTICE Business School, Lille)
2-day MIM course on general aspects of managing international supply chains.
- *“Executive PhD”* (AMS, Antwerp)
Part of the team which created the first Executive PhD program in Belgium.
- *“Crisis Management”* (Bled School of Management, Bled, Belgrade)
3-day MBA course on preventing and managing organizational crises.

Open Public Programs (non-ECTS):

- *“Chinese Managers in European M&A”* (AMS, Antwerp)
- *“European Sales Management Academy”* (DHL and Cranfield Business School)
- *“IOT Academy”* (Universities of Antwerp, Brussels, Ghent)
- *“AMS Management Academy”* (AMS, Antwerp)
- *“Mini MBA”* (MCE, Barcelona, Berlin, Munich, Milan)
- *“Leadership for Managers”* (MCE, Brussels)
- *“Product and Service Management in B2B Markets”* (MCE, Paris, Brussels)
- *“Business Process Alignment for Strategy Alignment”* (MCE, Brussels)
- *“Business Performance Management”* (MCE, Brussels)
- *“Budgeting and Forecasting for Managers”* (MCE, Brussels)
- *“B2B Sales Management”* (MCE, Brussels)
- *“General Management for HR Managers”* (MCE, Düsseldorf)

Guest Lectures

(In alphabetical order of institution name):

- IMD, Lausanne
- IUBH, Bad Honnef
- Leipzig Graduate School of Management (HHL), Leipzig
- London School of Economics, London
- Nyenrode Business Universiteit, Breukelen
- University of Economics, Prague

**Research
Projects****Brunel University & Henley Management College**

- *“DHL Czech Republic: Prague Gateway Crisis – Causes & Effects”*
- *“DHL Romania: VAT Crisis – Causes & Effects”*
- *“DHL Europe: Brussels Airport Crisis – Causes & Effects”*
- *“DHL Serbia: Impact of NATO Bombing on Business Performance”*

American University of Beirut

- *“Establishing Poverty Lines for Beirut”*

**Academic
Publications**

- "Crisis management under sanctions: Avoiding clinical death", Marketing Science, 1993.
- "Early warning of organizational crises", in D. Verčič, J. White, D. Moss, (eds.), 7th International Public Relations Research Symposium, 2000, pp. 100-106.
- "Early warning of organizational crises: A research project from the international air express industry", Journal of Communication Management, 2001, Vol. 5 (4), pp. 360-373.
- "The Formation of Organizational Crises: An Exploratory Study into Four Cases from a Large Corporation", Doctoral Thesis, 2005, Henley Management College & Brunel University London.
- "What are Organizational Crises? A Historical Tour of Key Definitions and Some Food for Thought", Henley Working Paper Series, 2007, HMC.
- "The sequence pattern of organizational crises: A potential extension of the generic three-stage model", Henley Research Note, 2007, HMC.
- "Connecting Global Market Places: DHL Express", in R. Griffin, M. Pustay, International Business, 7th Global Edition, Pearson Education Ltd., 2013.

**Organizations
(current)****Metropolitan University Belgrade, Faculty of Economics and Finance**

- *Member of the Advisory Board* (2023 -)

Central and East European Management Association (CEEMAN)

- *Member* (2010 -)