

# TECHNOLOGICAL INNOVATION AS AN INCENTIVE TO COMPANIES FOR SOCIAL RESPONSIBILITY

Jasmina Gligorijević<sup>1</sup>, Dubravka Bradić<sup>2</sup>

## Abstract

*The introduction of the corporate social responsibilities of, as a strategy of business conduct brings to companies a number of advantages, such as better market positioning, reduction of operating costs, employee motivation, attracting top notch professionals, investor confidence and financial institutions, improvement of the image, the application of technological innovation. Since the second half of the twentieth century, the company obtained a new dimension of social responsibility, which are caused by economic, political, technological, environmental issues as well as overall development of society as a whole. The interest in these issues is particularly highlighted by the occurrence of the global economic and financial crisis, when and reinforces the importance of the concept of corporate social responsibility.*

*In the traditional sense, the socially responsible behavior of the company is potentially a burden or cost to their business. However, if a company, for a longer period of time, in his strategy introduced the need to create new value through innovation then such an investment is not considered a cost, but an investment and business objectives of the company associated with the solution of social, environmental and other social problems.*

*Innovation is a very important factor of corporate social responsibility, which in today's economic crisis face a number of barriers that can be overcome by adequate innovative policy of the state.*

**Keywords:** *corporate social responsibility, innovation, technological innovation, innovative policy*

*JEL classification: O3*

## INTRODUCTION

Corporate social responsibility means harmonizing business strategies of companies with the main challenges that the society as a whole is facing, such as low social standard, poverty, unemployment, environmental pollution, cor-

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# TEHNOLOŠKE INOVACIJE KAO PODSTREK KOMPANIJAMA ZA DRUŠTVENO ODGOVORNO POSLOVANJE

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## Sažetak

*Uvođenje korporativne društvene odgovornosti, kao strategije poslovnog ponašanja donosi kompanijama niz prednosti, kao što su bolje pozicioniranje na tržištu, smanjenje operativnih troškova, motivaciju zaposlenih, privlačenje vrhunski obrazovanih stručnjaka, poverenje investitora i finansijskih institucija, poboljšanje imidža, primenu tehnoloških inovacija. Od druge polovine XX veka kompanije dobijaju nove dimenzije društvene odgovornosti, koje su izazvane ekonomskim, političkim, tehnološkim, ekološkim kao i ukupnima problemima razvoja društva u celini. Interesovanje za ove probleme posebno je naglašeno od pojave globalne ekonomske i finansijske krize, kada se i pojačava značaj koncepta korporativne društvene odgovornosti.*

*U tradicionalnom smislu, društveno odgovorno ponašanje kompanija potencijalno predstavlja opterećenje, odnosno trošak za njihovo poslovanje. Međutim, ako kompanija, u dužem vremenskom periodu, u svoju strategiju poslovanja uvede potrebu za stvaranjem novih vrednosti kroz inovaciju onda se takvo ulaganje ne smatra troškom, već investicijom, a poslovni ciljevi preduzeća povezuju sa rešavanjem socijalnih, ekoloških i ostalih društvenih problema.*

*Inovacije su veoma značajan faktor društveno odgovornog poslovanja, koje u današnjim uslovima ekonomske krize nailaze na niz preprek, koje se mogu prevazići adekvatnom inovativnom politikom države.*

**Ključne reči:** korporativna društvena odgovornost, inovacije, tehnološke inovacij, inovativna politika

*JEL klasifikacija: O3*

## UVOD

Korporativna društvena odgovornost podrazumeva usklađivanje strategije poslovanja kompanija sa osnovnim izazovima sa kojima se društvo u celini suočava, kao što su nizak društveni standard, siromaštvo, nezaposlenost, zagađenje životne sredine, korupcija i slično. To podrazumeva uticaj

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ruption and the like. This includes the impact of the wider interests of various individuals and informal groups on the decisions and actions of the company. In this regard, the areas of activity of corporate social responsibility are related to:

- “1.Prevention and solving environmental problems
- 2.furtherance education, the arts and community health
- 3.contribution solving universally human and social problems and improving community
- 4.preferment public administration by enabling managers and professionals involvement in government positions.”<sup>3</sup>

Modern companies are increasingly turning to the environment in which they operate and seek to socially responsible operations increase their image in the market, reduce operating costs, obtain competitive advantage and thereby increase their market share, motivate their employees, attract and retain highly skilled personnel, increase value of its shares in the market, earn the trust of financial institutions and better manage risks.

Essentially, strategy of corporate social responsibility emphasis should be placed on raising ethical standards and norms of business, the quality of labor relations, training of human resources, quality of products, transfer of technology and knowledge, accounting for corruption, development of civil society, as well as the various actions of a humanitarian character. „Ruling problems that are „the eyes” of a large number of people, the company attracts public attention and gained the trust in the community, on the other hand, these activities help solve serious social problema. In this way, exercise is also used for the company and for the community.”<sup>4</sup>

In the traditional sense, the socially responsible behavior of the company is potentially a burden or cost to their business. However, if a company, for a longer period, in its business strategy introduces the need to create new value through innovation, then such an investment is not considered a cost, but an investment and business objectives of the company associated with the solution of social, environmental and other social problems .

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3 Milenković, B. i Čosović M. i Stanković, S., Društvena odgovornost preduzeća- imperativ savremenog menadžmenta, Međunarodna naučna konferencija Menadžment 2010, Kruševac, 17-18. mart 2010, (220-226) str.222-223.( Milenković, B. & Čosović M. & Stanković, S., Social responsibility-enterprise imperative of modern management, International Scientific Conference Menagment 2010, Krusevac, 17-18. march 2010, pp220-226, p.222-223).

4 Krstić, B. i Ivanović-Đukić, M., Povezivanje ciljeva društvene odgovornosti sa strategijom za unapređenje konkurentnosti preduzeća, Nauka i svetska ekonomska kriza, Univerzitet u Nišu, Ekonomski fakultet, pp 269-279, str.271.( Krstić, B. & Ivanović-Đukić, M., Connecting objectives of social responsibility with the strategy to improve the competitiveness of enterprises, Science and the world economic crisis, University of Nish, Faculty of Economics, pp269-279, p271).

šireg interesa različitih pojedinaca i neformalnih grupa na odluke i akcije kompanija. U tom smislu, područja delovanja korporativne društvene odgovornosti odnose se na:

- „1.sprečavanje i rešavanje ekoloških problema
- 2.unapređivanje obrazovanja, umetnosti i zdravlja zajednice
- 3.doprinos rešavanju opšteljudskih i socijalnih problema i unapređivanja zajednice
- 4.unapređenje javne uprave omogućavanjem menadžerima i stručnjacima angažman na vladinim pozicijama.”<sup>3</sup>

Savremane kompanije se sve više okreću okruženju u kome posluju i nastoje da odgovornim društvenim poslovanjem povećaju svoj imidž na tržištu, smanje operativne troškove, steknu konkurentsku prednost i time povećaju svoj udeo na tržištu, motivišu svoje zaposlene, privuku i zadrže vrhunski obrazovane kadrove, povećaju vrednost svojih akcija na tržištu, dobiju poverenje finansijskih institucija i bolje upravljaju rizicima.

U suštini strategije korporativne društvene odgovornosti akcenat treba staviti na podizanje etičkih standarda i normi poslovanja, kvalitet radnih odnosa, edukaciju ljudskih resursa, kvalitet proizvoda, prenos tehnologije i znanja, obračunavanje sa korupcijom, razvoj civilnog društva, kao i razne akcije humanitarnog karaktera. ”Rešavajući probleme u koje su „uprte oči” velikog broja ljudi, preduzeće privlači pažnju javnosti i stiže poverenje u društvenoj zajednici, a s druge strane, ovim aktivnostima pomaže rešavanju ozbiljnih društvenih problema.Na taj način, ostvaruju se koristi i za preduzeće i za društvenu zajednicu.”<sup>4</sup>

U tradicionalnom smislu, društveno odgovorno ponašanje kompanija potencijalno predstavlja opterećenje, odnosno trošak za njihovo poslovanje. Međutim, ako kompanija, u dužem vremenskom periodu, u svoju strategiju poslovanja uvede potrebu za stvaranjem novih vrednosti kroz inovaciju onda se takvo ulaganje ne smatra troškom, već investicijom, a poslovni ciljevi preduzeća povezuju sa rešavanjem socijalnih, ekoloških i ostalih društvenih problema.performanse korporacija. Prihvatanjem univerzalnih principa iz oblasti ljudskih prava, rada, životne sredine i borbe protiv korupcije, kompanije se moraju posvetiti usklađivanju svojih strategija poslovanja koje će pružiti rešenja za većinu osnovnih izazova sa kojima se društvo suočava. Na taj način, poslovanje, kao primarni pokretač globalizacije, može pomoći da

3 Milenković,B. i ĆosovićM. i Stanković, S., Društvena odgovornost preduzeća- imperativ savremenog menadžmenta, Međunarodna naučna konferencija Menadžment 2010, Kruševac, 17-18. mart 2010.,(220-226) str.222-223.

4 Krstić,B. i Ivanović-Đukić, M., Povezivanje ciljeva društvene odgovornosti sa strategijom za unapređenje konkurentnosti preduzeća, Nauka i svetska ekonomska kriza, Univerzitet u Nišu, Ekonomski fakultet, pp 269-279,str.271.

## INNOVATION AND INNOVATIVE PROCESS

This innovation can be manifested in different ways. A comprehensive view of the typology of innovation given by Joseph Schumpeter. „He claimed that innovation is not only physical changes but also can manifest itself in terms of process and organizational forms. Therefore, his concept of innovation includes the introduction of new products, new production methods, new markets, win new sources of supply of raw materials and the introduction of a new organization.“<sup>45</sup> Innovation means “to do something new, combining the principles of the various existing, ideas and knowledge.“<sup>46</sup>

This would mean “the whole complex process of development of the ideas, which contains within it the creation of ideas, commercialization (or the formation of Innovations) and the realization of”<sup>47</sup> ideas for a product, service, method or process of offering and implementing the company. They must be prepared to change and risky moves, because the innovation process is always connected with high risk. However, by connecting and combining production technology and know-how, market knowledge and financial resources, companies can build a competitive advantage in the market, and therefore profits.

The innovation process is the way of invention to innovation, which passes through three stages.

The first phase, starting from the idea or the results of research of innovative products, services, methods or processes to the production of engineering prototypes. It includes: defining innovation, commercialization plan, the choice of business methods, preliminary market analysis and assessment of ideas.

The second phase includes the analytical design, development and testing innovations. The implementation of this phase is done through an analysis of the technical feasibility of innovation, detail design, plan and monitor the development of innovation, testing and certification. This phase follows the business plan with the planned sources of financing, through a complete analysis of the market, which includes identification of user requirements and test market.

The third stage of the innovation process involves the complete production process, marketing and distribution to the market.

These three phases are different steps to be followed to ideas published. “Actually, there are three aspects in which these steps can be classified: techno-

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5 Scholten, V.& Pavie,X.& Carthy,D.&O’Rafferty,S., Responsible Innovation: From concept to practise, World Scientific Books, 2014. p.10.

6 Walesh, G.S., Engineering Your Future: The Professional Practice of Engineering , John Wiley&Sons, Hoboken, New Jersey, 2012, p.251.

7 Rjapuhina, V. i Kovačević, D., Savremene metode procene inovacionog potencijala regiona : analiza i klasifikacija, The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, str.109. (The modern methods for assessment of regional innovation potential: analysis and classification), Socioeconomica – The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, p.109).

tržište, trgovina, tehnologija i finansije napreduju na dobrobit, kako ekonomskim subjektima tako i društvu u celini.

## INOVACIJE I INOVATIVNI PROCES

Inovacija se može manifestovati na različite načine. Sveobuhvatan pogled na tipologiju inovacija dao je Joseph Schumpeter. „On je tvrdio da inovacija nije samo fizička promena već se takođe može manifestovati u pogledu procesa i organizacionih formi. Zbog toga njegov koncept inovacija obuhvata uvođenje novih proizvoda, nove metode proizvodnje, otvaranje novih tržišta, osvajanje novih izvora snabdevanja sirovinama i uvođenje nove organizacije.“<sup>5</sup> Inovacija podrazumeva “napraviti nešto novo, kombinovanjem različitih postojećih principa, ideja i znanja.”<sup>6</sup>

Pod inovacijom podrazumevamo “kompleks celokupnog procesa razrade ideja, koji sadrži u sebi stvaranje ideje, komercijalizaciju (ili formiranje novacije) i realizaciju”<sup>7</sup> ideje za neki proizvod, uslugu, metod ili proces koji nude i sprovode kompanije. One moraju biti spremne na promene i rizične poteze, jer je inovativni proces uvek povezan sa visokim rizikom. Međutim, povezivanjem i kombinovanjem proizvodne tehnologije i znanja, poznavanjem tržišta i finansijskih resursa, kompanija može ostvariti konkurentnu prednost na tržištu, a time i profit.

Inovativni proces je put od pronalaska do inovacije, koji prolazi kroz tri faze.

Prva faza, počinje od ideje ili rezultata istraživanja inovativnih proizvoda, usluga, metoda ili procesa do izrade inženjerskog prototipa. Ona obuhvata definisanje inovativnog procesa, plan komercijalizacije, izbor poslovnog metoda, preliminarnu analizu tržišta i procenu ideje.

Druga faza, obuhvata analitički dizajn, razvoj i testiranje inovacije. Sprovođenje ove faze vrši se kroz analizu tehničke izvodljivosti inovacije, detaljan dizajn, plan i praćenje razvoja inovacije, njeno testiranje i dobijanje sertifikata. Ovu fazu prati izrada biznis plana sa planiranim izvorima finansiranja, kroz kompletnu analizu tržišta koja obuhvata identifikovanje zahteva korisnika i probno tržište.

5 Scholten, V.& Pavie,X.& Carthy,D.&O’Rafferty,S., Responsible Innovation: From concept to practise, World Scientific Books, 2014. p.10. (Scholten, V.& Pavie,X.& Carthy,D.&O’Rafferty,S.,Odgovorne inovacije: od koncepta do prakse, World Scientific Books, 2014. str.10.).

6 Walesh, G.S., Engineering Your Future: The Professional Practice of Engineering, John Wiley&Sons, Hoboken, New Jersey, 2012, p.251.( Walesh, G.S., Inženjerstvo kao budućnost: stručna praksa inženjerstva, John Wiley&Sons, Hoboken, New Jersey, 2012, str.251).

7 Rjapuhina, V. i Kovačević, D., Savremene metode procene inovacionog potencijala regiona : analiza i klasifikacija, The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, str.109.

logical, market and business. The technological aspect is related to the technical development of innovation [...] The market aspect is related to the interaction with the market throughout the development of innovation [...], the business aspect relates to the business steps including intellectual property protection, commercialization and select the business model during the first phase the formulation of business and access to financing during the second phase, and the development of business during the third stage.<sup>8</sup>

Innovation and innovative activities are important tools in continuous and significant restructuring of the economy that can solve many social challenges, such as improving the living conditions, solving and satisfying unfulfilled social needs, and the company is determined by the primary objective, socially responsible business.

The global economic crisis has prompted many companies to seek the innovative solutions to economic, organizational, technological and other problems that have affected society as a whole. "Developed countries have begun to find a way out of the crisis, and have found it in introducing innovations, new technologies and new knowledge for the purpose of restructuring and revitalization of large and medium-sized enterprises,"<sup>9</sup> which are strategic leaders of the development of small enterprises.

## TECHNOLOGICAL INNOVATION

The result of technological innovation is a technological invention, which includes new rules and ideas of what that is produced and how it is produced. These new rules and ideas must find practical application through the use of the enterprises or their commercialization in the market. „Technological changes have transformed the quality of our lives,<sup>10</sup> because “the people who lived in the first decade of the twentieth century did not know about modern dental and medical equipment, bypass surgery, safety in childbirth, control genetically transmitted diseases, personal computer, compact discs televisions, cars, opportunities for quick and cheap travel around the world, access to universities, central heating, air conditioning ...<sup>11</sup> All these innovations shape our way of life.

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8 Kalogeras, P.A. i Anagnostopoulos, Ch., Promocija inovacija u sektorima industrijske informatike i embeddedsistema kroz umrežavanje, I3E Metodološki vodič za inovacije, Industrial Systems Institute, Athena, 2012. str.15. (Kalogeras, P.A. & Anagnostopoulos, Ch., Promotion of innovation in the sector of information technology and embeddedsistema through networking, I3E Methodological guide for innovation, , Industrial Systems Institute, Athena 2012,p.15).

9 Vukmirović, V. i Vukmirović, N., Nove tehnologije, dizajn i inovacije u funkciji reindustrijalizacije, Economist, pp 117-132, str.18. ( Vukmirović, V. i Vukmirović, N., New technologies, design and innovation in function of re-industrialization, Economist, pp 117-132, p.18.).

10 Naudé, W. & Szirmai, A., Technological Innovation, Entrepreneurship, and Development, Maastricht School of Management, The European Business Review, Sept 2013. p.4.

11 Ibid, p 4.

Treća faza inovativnog procesa obuhvata kompletni proizvodni proces, marketing i distribuciju na tržište.

Ove tri faze predstavljaju različite korake, koje treba sprovesti da bi ideja izašla na tržište. „Zapravo, postoje tri aspekta u koje se ovi koraci mogu svrstati: tehnološki, tržišni i poslovni. Tehnološki aspekt se odnosi na tehnički razvoj inovacije [...] Tržišni aspekt se odnosi na interakciju sa tržištem tokom celog razvoja inovacije [...], poslovni aspekt odnosi na poslovne korake uključujući zaštitu intelektualne svojine, komercijalizaciju i odabir poslovnog modela tokom prve faze, formulacije poslovanja i pristupa finansiranju tokom druge faze, i razvoj poslovanja tokom treće faze.“<sup>8</sup>

Inovacije i inovativna delatnost su važne alatke u kontinuiranom i značajnom restrukturiranju privrede koja može rešavati brojne društvene izazove, kao što su poboljšanje životnih uslova, rešavanje i zadovoljenje neispunjenih društvenih potreba, a kompaniji određuje primarni cilj, odgovorno društveno poslovanje.

Globalna ekonomska kriza podstakla je mnoge kompanije da traže nova inovativna rešenja za ekonomske, organizacione, tehnološke i druge probleme koji su zahvatile društvo u celini. „Razvijene zemlje su počele da pronalaze izlaz iz krize i našle su ga u uvođenju inovacija, novih tehnologija i novih znanja u cilju restrukturiranja i revitalizacije velikih i srednjih preduzeća“, koja su strateški nosioci razvoja malih preduzeća.

## TEHNOLOŠKE INOVACIJE

Rezultat tehnoloških inovacija je tehnološki izum, koji podrazumeva nova pravila i ideje o tome šta da se proizvodi i kako da se proizvodi. Ta nova pravila i ideje moraju naći praktičnu primenu kroz korišćenje u preduzećima ili njihovom komercijalizacijom na tržištu. „Tehnološke promene su transformisale kvalitet naših života,“<sup>10</sup> jer „ljudi koji su živeli u prvoj deceniji dvadesetog veka nisu znali za modernu stomatološku i medicinsku opremu, bajpas operacije, sigurnost pri porođaju, kontrolu genetski prenosive bolesti, personalni računar, kompakt diskove, televizore, automobile, mogućnosti

8 Kalogeras, P.A. i Anagnostopoulos, Ch., Promocija inovacija u sektorima industrijske informatike i embedded sistema kroz umrežavanje, I3E Metodološki vodič za inovacije, Industrial Systems Institute, Athena, 2012. str.15.

9 Vukmirović, V. i Vukmirović, N., Nove tehnologije, dizajn i inovacije u funkciji reindustrijalizacije, *Economist*, pp 117-132, str.18.

10 Naudé, W. & Szirmai, A., Technological Innovation, Entrepreneurship, and Development, Maastricht School of Management, *The European Business Review*, Sept 2013. p.4. (Naudé, W. & Szirmai, A., Tehnološke inovacije, preduzetništvo i razvoj, Maastricht School of Management, *The European Business Review*, Sept 2013. str.4.).



Innovations are associated with changes in technology, “[...] because technological innovation represent the basis of the technological process, which is a key guideline of productivity growth, technological and economic development.”<sup>12</sup> Technological innovations have, in the past decade, attracted special attention of politicians, academics, practitioners, and the general public. “Innovation is largely determined by the development of the economy and innovation activities is a pledge to ensure competitiveness.”<sup>13</sup> In this sense, “the firm points out a competitive advantage if it is able to detect the the technology that will allow it to any activities and actions performed better than their competitors.”<sup>14</sup> In today’s age of the global economy, competition is based on knowledge and technological innovation.

Considering that developed countries have greater financial opportunities for investment in technological innovation, as opposed to developing countries, to those achieved for the benefit of their application. However, this does not mean that technological innovation less important for developing countries. The faster you are adopted and applied new technology innovation from developed countries and developing its own innovations, that will make their economies more quickly and will decrease the gap between developed and developing countries. In this sense, policy makers in all countries around the world must promote technological innovation and stimulate innovative entrepreneurs and companies.

## INNOVATION AS ARGUMENT FOR CORPORATE SOCIAL OPERATIONS

Today, large number of companies adopt and implement a strategy of corporate social responsibility, which opens the possibility for more efficient operations and gain a competitive advantage. Four traditional argument for the introduction of corporate social responsibility are:

- Moral and ethical argument,
- Legal argument, or work permits,
- The argument of sustainability and

12 Gligorović, D., Inovacije, imitacije i poslovna etika, Naučni časopis Škola biznisa 1/2011., pp 138-143, Novi Sad, str.139. (Gligorović, D., Innovation, imitation and business ethics, Scientific Journal Business School 1/2011., pp 138-143, Novi Sad, p.139).

13 Rjapuhina, V. i Kovačević, D., Savremene metode procene inovacionog potencijala regiona : analiza i klasifikacija, Socioeconomica – The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, str.107. (Rjapuhina, V. & Kovačević, D., The modern methods for assessment of regional innovation potential: analysis and classification), Socioeconomica – The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, p 107).

14 Plojović,S. i Bušatlić, S., Tehnološke inovacije kao faktor sticanja konkuretnosti prednosti, pristupljeno sajtu [www.senadbusatlic.com/](http://www.senadbusatlic.com/) 15.05.2015.u 20,00. (Plojović,S. & Bušatlić, S., Technological innovation as a factor in gaining competitive advantage, accessed the website [www.senadbusatlic.com/](http://www.senadbusatlic.com/) 15.05.2015 in 20,00).

za brzo i jeftino putovanje po svetu, pristup univerzitetima, centralno grejanje, klima uređaj...“<sup>11</sup> Sve ove inovacije oblikuju naš način života.

Inovacije su povezane sa promenama u tehnologiji, „[...] jer tehnološke inovacije predstavljaju osnov tehnološkog procesa, koji je ključna smernica rasta produktivnosti, tehnološkog i ekonomskog razvoja.“<sup>12</sup> Tehnološke inovacije su, u protekloj deceniji, privukle posebnu pažnju političara, akademskih krugova, praktičara, kao i šire javnosti. “Inovacije umnogome određuju razvoj ekonomije a inovaciona delatnost je zalog za obezbeđivanje konkurentnosti“<sup>13</sup>. U tom smislu, “firma stiže konkurentsku prednost ako je sposobna da otkrije tehnologiju koja će joj omogućiti da neku aktivnost obavlja bolje od svojih konkurenata.“<sup>14</sup> U današnjem dobu globalne ekonomije, konkurencija je zasnovana na znanju, odnosno tehnološkim inovacijama.

S obzirim da razvijene zemlje imaju i veće finansijske mogućnosti za ulaganja u tehnološke inovacije, za razliku od zemalja u razvoju, to one ostvaruju i veće koristi od njihove primene, Pa ipak, to ne znači da su tehnološke inovacije manje bitne za zemlje u razvoju. Što brže budu usvajale i primenjivale nove tehnološke inovacije iz razvijenih zemalja i razvijale sopstvene inovacije, to će njihova ekonomija brže napredovati i smanjivaće se jaz između razvijenih i nerazvijenih zemalja. U tom smislu, kreatori politike u svim zemljama širom sveta moraju da promovišu tehnološke inovacije i stimulišu inovativne preduzetnike i kompanije.

## INOVACIJE KAO ARGUMENT ZA KORPORATIVNO DRUŠTVENO POSLOVANJE

Danas, sve veći broj kompanija usvaja i primenjuje strategiju društveno odgovornog poslovanja, koja im otvara mogućnost za efikasnije poslovanje i sticanje konkurentne prednosti. Četiri tradicionalna argumenta za uvođenje društveno odgovornog poslovanja su:

- moralni, odnosno etički argument,
- pravni argument, odnosno dozvola za rad,
- argument održivosti i
- reputacija, odnosno imidž.

<sup>11</sup> Ibid, str.4

<sup>12</sup> Gligorović, D., Inovacije, imitacije i poslovna etika, Naučni časopis Škola biznisa 1/2011., pp 138-143, Novi Sad, str.139.

<sup>13</sup> Rjapuhina, V. i Kovačević, D., Savremene metode procene inovacionog potencijala regiona : analiza i klasifikacija (The modern methods for assessment of regional innovation potential: analysis and classification), Socioeconomica – The Scientific Journal for Theory and Practice of Socio-economic Development, 2014, br. 3(5),pp 107-120, str.107.

<sup>14</sup> Plojović, S. i Bušatlić, S., Tehnološke inovacije kao faktor sticanja konkurentne prednosti, str.4.

- Reputation and image.

Besides these arguments, another reason is very important that companies implement a strategy of socially responsible business. Namely, stimulating innovation, the company not only to create a continuous growth of his company, her safety and profitability already solve many social problems.

The views of the public are increasingly fixed on not only the quality of the product or service companies, but also to involve them in the improvement of the community, especially in resolving humanitarian conditions and environmental issues.

The literature defines socially responsible business as a concept in which the company, above and beyond the legal obligations conduct their business by aligning it with the interests of its employees, customers, shareholders and society as a whole, integrating it with social issues and environmental protection. In this context, innovation is the outcome of specific research and development projects that are included in the corporate social responsibility of companies.

### **Identifying opportunities to use corporate innovation**

Encouraging companies to innovate depends on the nature of the company, because many of the most important contributions to science came quite by accident. However, corporate executives can not wait to let the innovations discovered by accident, but they have to their socially responsible business directed towards innovative approach, recognizing the possibilities for solving the existing needs.

Guidance on identifying opportunities to use innovation<sup>15</sup> must go step by step.

The first step is the company's commitment to his ideas of environmental protection. The implementation of these ideas is an important way to build strong relationships with the community, customers, investors, and achieve respect and credibility of the company by clients.

The second step is the behavior of the companies above regulated rules and regulations. The laws, especially the law on protection of the environment is dynamic, so the company must act so that their responsibility is outside and above the law of certain rules and regulations. This kind of behavior will not remain unnoticed by the public, media and agency for environmental protection.

The next step is to "clean" program, practices and products of the company. Even companies in industries that themselves are not "pure", such as transportation, power generation, manufacturing, need to explore and exploit the latest

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15 Asongu, J.J., Innovation as Argument for Corporate Social Responsibility, Journal of Business and Public Policy, 2007. Volume 1, Number 3 pp 1-22, p.8-10.

Pored ovih argumenata, još jedan, veoma bitan razlog, da kompanije sprovedu strategiju društveno odgovornog poslovanja, je inovativni argument. Naime, stimulišući inovativnost, kompanije, ne samo da kreiraju kontinuiran rast svoje kompanije, njenu sigurnost i profitabilnost već rešavaju mnoge društvene probleme.

Pogledi javnosti su sve više uprte ne samo na kvalitet proizvoda ili uslugu kompanija, već i na njihovo uključivanje u poboljšanje društvene zajednice, posebno na rešavanje humanitarnih uslova i pitanja životne sredine.

U literaturi se društveno odgovorno poslovanje definiše kao koncept kojim kompanije, izvan i iznad zakonskih obaveza obavljaju svoje poslovanje usklađujući ga sa interesima svojih zaposlenih, kupaca, akcionara i društva u celini, integrišući ga sa socijalnim pitanjima i pitanjima očuvanja životne sredine. U tom kontekstu, inovacije su ishod specifičnih istraživačkih i razvojnih projekata koji se uključuju u društveno odgovorno poslovanje kompanija.

### **Identifikovanje mogućnosti korporacije za korišćenje inovacija**

Podsticanje kompanija ka inovacijama zavisi od same prirode kompanije, jer su mnogi od najvažnijih doprinosa nauke došli sasvim slučajno. Međutim, korporativni rukovodioci ne mogu čekati da se neka inovacija otkrije slučajno, već moraju da svoje društveno odgovorno poslovanje usmere ka inovativnom pristupu, prepoznavajući razne mogućnosti za rešavanje postojećih potreba.

Smernice za identifikovanje mogućnosti za korišćenje inovacija<sup>15</sup> moraju ići određenim koracima.

Prvi korak je predanost kompanije ka svojim idejama zaštite životne sredine. Sprovođenje ove ideje je važan način za izgradnju čvrstih odnosa sa zajednicom, kupcima, investitorima, kao i postizanje poštovanja i kredibiliteta kompanije od strane klijenata.

Drugi korak predstavlja ponašanje kompanija iznad regulisanih pravila i propisa. Naime, zakoni, a posebno zakon o zaštiti životne sredine je dinamičan, tako da se kompanije moraju ponašati tako da njihova odgovornost bude izvan i iznad zakonom određenih pravila i propisa. Ovakva ponašanja neće ostati nezapažena od strane javnosti, medija i agencija za zaštitu životne sredine.

Sledeći korak odnosi se na „čist” program, praksu i proizvode kompanije. Čak i kompanije u onim industrijama koje same po sebi nisu „čiste”, kao što je prevoz, proizvodnja električne energije, proizvodnja, moraju da istra-

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15 Asongu, J.J., Innovation as Argument for Corporate Social Responsibility, Journal of Business and Public Policy, 2007. Volume 1, Number 3 pp 1-22, p.8-10. (Asongu, J.J., Inovacije kao argument za društveno odgovorno poslovanje, Journal of Business and Public Policy, 2007. Volume 1, Number 3 pp 1-22, str. 8-10).

technology at their available to make environmental protection has become a reality. If the company decides for a “clean”, “green” product or service it has to harmonize its strategy activities with the concept of the production of such products or services. So if a company engaged in the transport of promoting natural gas as an alternative fuel for transport, then it must be that this kind of fuel used in doing its activity. It’s the ideal way to build a positive and long-lasting relationship with clients and get a positive public attitude towards the company and its activities.

The fourth step is the response of the community. In this sense, companies must in their operational plans include elements of general social interests so as not to come into conflict with the community. With its flexible policy the company has its economic interests to harmonize with the interests of the community.

Support to certain social groups for environmental protection is the next step, which a socially responsible company is to be implemented. Many community groups for environmental protection are delighted to collaborate with companies in their area, so that in some cases can be established and determined partnership between them, which would contribute to establishing a balance between environmental protection and development of the company.

### **Stimulating innovative activity in companies**

The concept of corporate social responsibility is experiencing economic expansion since 1990. Accepting this concept as its strategy of many companies supporting the value of certain principles which contribute significantly to society as a whole. In this sense, companies increasingly support innovation as an argument for socially responsible business.

In order to achieve the highest possible profitability as soon as possible some companies pay high bonuses to employees who are responsible for innovation. However, this approach can provide only short-term effects. In the longer term such innovations may cause long-term implications, and corporate scandals liability companies, which have also occurred at the beginning of the XXI century.

To avoid long-term side effects of introducing new innovations, companies must implement a policy of sustainable development and corporate responsibility, and to become technology leaders to find new methods to reduce their negative effects on the environment and at the same time increase their productivity. In this way, these companies will use their new innovative products or services to gain competitive advantage over firms in similar activities. In this sense, corporate social responsibility has become a strategic perspective companies.

žuju i iskoriste najnovije tehnologije koje su im na raspolaganju kako bi očuvanje životne sredine postala stvarnost. Ukoliko se kompanija odluči za „čist“, „zeleni“ proizvod ili uslugu onda mora da svoju strategiju delatnosti uskladi sa konceptom proizvodnje takvih proizvoda ili usluga. Dakle, ako kompanija koja se bavi prevozom promovise prirodni gas kao alternativno gorivo za prevoz, onda ona mora i da takvu vrstu goriva koristi u obavljanju svoje delatnosti. To je idealan način da se izgradi pozitivan i dugotrajan odnos sa klijentima i dobije pozitivan stav javnosti prema kompaniji i njenoj delatnosti.

Četvrti korak odnosi se na reagovanja zajednice. U tom smislu, kompanija mora da u svoje operativne planove uvrsti i opšte društvene interese kako ne bi dolazila u sukob sa društvenom zajednicom. Svojom fleksibilnom politikom kompanija mora svoje ekonomske interese da uskladi sa interesima zajednice.

Podržavanje određenih društvenih grupa za zaštitu životne sredine je sledeći korak, koji društveno odgovorne kompanije treba da sprovede. Mnoge društvene grupe za zaštitu životne sredine su spremene da saraduju sa kompanijama na svom području, tako da se u nekim slučajevima mogu uspostaviti i određena partnerstva između njih, koja bi doprinela uspostavljanju ravnoteže između očuvanja životne sredine i razvoja kompanije.

### **Stimulisanje inovativne delatnosti u kompanijama**

Koncept društveno odgovornog poslovanja doživljava ekonomsku ekspanziju od 1990. godine. Prihvatajući ovaj koncept kao svoju strategiju mnoge kompanije podržavaju određena načela vrednosti koja značajno doprinose društvu u celini. U tom smislu, kompanije sve više podržavaju inovacije kao argument za društveno odgovorno poslovanje.

U želji da postignu što veću profitabilnost u što kraćem roku neke kompanije plaćaju visoke bonuse zaposlenima koji su odgovorni za inovacije. Međutim, ovaj pristup može pružiti samo kratkoročne efekte. U dužem roku takve inovacije mogu izazvati dugoročne implikacije, odnosno korporativne skandale odgovornosti kompanija, koje su se i događale početkom XXI veka.

Da bi se izbegli dugoročni neželjeni efekti uvođenja novih inovacija, kompanije moraju da sprovedu politiku održivog razvoja i korporativne odgovornosti, odnosno da postanu tehnološki lideri koji će naći nove metode za smanjenje svojih negativnih efekata na životnu sredinu i da u isto vreme povećaju svoju produktivnost. Na taj način, ovakve kompanije će svojim novim inovativnim proizvodima ili uslugama steći konkurentsku prednost nad kompanijama iz sličnih delatnosti. U tom smislu, društveno odgovorno poslovanje mora postati strateška perspektiva kompanija.

## A BARRIER TO INNOVATION

Innovation is very important to respond to the challenge of globalization, such as corporate social responsibility. Their importance is particularly reinforced larger and faster development of new technologies. Factors and barriers that disturb “the company to innovate and to grow can have enormous public impact.”<sup>16</sup> These factors can range in strength of their effects, and these are:

- the lack of adequate funds;
- too large economic risks;
- the prohibitive cost of innovation;
- the lack of qualified staff;
- insufficient flexibility of regulations and standards;
- shortage of information about consumer reactions to new products or services;
- organizational rigidities within the company;
- the lack of market information and
- lack of information about new technology.

These factors are particularly pronounced for small and medium enterprises.

## THE INCENTIVE TO INNOVATE

Understanding the importance innovation for economic growth of the economy, many countries introduced a special innovative policy. It “includes the ongoing efforts of the state in order to support the design and implementation of innovations in the production of new products and services.”<sup>17</sup> Innovative policy is especially important for developing countries and it is “a strong catalyst for them to adapt to global economic and technological changes.”<sup>18</sup> Innovative policies “could encourage innovation in both the public and private sector which, more specifically, includes increased investment in research and development (especially in the private sector), development of high-quality scientific and research centers, extensive cooperation (on research) between universities and industry, as and intellectual property protection.”<sup>19</sup>

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16 Veselinova, E. i Samonikov, G.M., Inoviranje i rast MSP u EU, Management, Časopis za teoriju i praksu menadžmenta, 2012/64, pp 87-95. str.91. (Veselinova, E. i Samonikov, G.M., Innovation and growth of SMEs in the EU, Journal of the theory and practice of management, 2012/64, pp 87-95. p.91).

17 Despotović, D. i Ilić, V., Rastući značaj politike inovacija u upravljanju savremenim razvojem, Ekonomika, 2013. vol.59, iss.3. pp 79-88, str.86. (Despotović, D. i Ilić, V., The growing importance of policy innovation in the development of modern, Ekonomika, 2013. vol.59, iss.3. pp 79-88, p.86.).

18 Ibid, p.87.

19 Madžar, L., Znanje i tehnologija kao resursi razvoja, I Međunarodni naučni skup o ekonomskom razvoju i životnom standardu, Banja Luka, 2011., pp 345-354, str.348. (Madžar, L., Knowledge and technology as resources development, 1st International Scientific Conference on economic development and standard of living, pp 345-354, p348.)

## PREPREKE ZA INOVACIJE

Inovacije su veoma značajne kada treba odgovoriti na izazov globalizacije, kao što je društveno odgovorno poslovanje. Njihov značaj je posebno pojačan sve većim i bržim razvojem novih tehnologija. Faktori, odnosno prepreke koje ometaju "kompanije da uvide inovacije i da rastu mogu da imaju ogroman javni uticaj."<sup>16</sup> Ti faktori se mogu rangirati po snazi njihovog dejstva, i to su:

- nedostatak odgovarajućih izvora finansiranja;
- preveliki ekonomski rizici;
- previsoki troškovi inoviranja;
- nedostatak stručnih kadrova;
- nedovoljna fleksibilnost propisa i standarda;
- nedostatak informacija o reakcijama potrošača na nove proizvode ili usluge;
- organizaciona rigidnost u okviru kompanije;
- nedostatak informacija o tržištu i
- nedostatak informacija o novoj tehnologiji.

Ovi faktori su posebno izraženi kod srednjih i malih preduzeća.

## PODSTREK ZA INOVACIJE

Shvatajući značaj inovacija za ekonomski rast privrede mnoge države uvode posebnu inovativnu politiku. Ona „obuhvata permanentne napore države u pravcu podrške kreiranju i primeni inovacija u proizvodnji novih proizvoda i usluga.“<sup>17</sup> Inovativna politika je posebno značajna za zemlje u razvoju i ona predstavlja "jak katalizator njihovog prilagođavanja globalnim ekonomskim i tehnološkim promenama."<sup>18</sup> Inovativna politika „može da podstiče inovacije i u javnom i u privatnom sektoru što, konkretnije, podrazumeva povećanje ulaganja u istraživanje i razvoj (posebno u privatnom sektoru), razvoj visokokvalitetnih naučno-istraživačkih centara, ekstenzivnu saradnju (na polju istraživanja) između univerziteta i privrede, kao i zaštitu intelektualne svojine.“<sup>19</sup>

16 Veselinova, E. i Samonikov, G.M., Inoviranje i rast MSP u EU, Menagement, Časopis za teoriju i praksu menadžmenta, 2012/64, pp 87-95. str.91.

17 Despotović, D. i Ilić, V., Rastući značaj politike inovacija u upravljanju savremenim razvojem, Ekonomika, 2013, vol. 59 iss.3. pp 79-88, str.86.

18 Ibid, str.87.

19 Madžar, L., Znanje i tehnologija kao resursi razvoja, I Međunarodni naučni skup o ekonomskom razvoju i životnom standardu, Banja Luka, 2011., pp 345-354, str.348. (Madžar, L., Knowledge and technology as resources development, 1st International Scientific Conference on economic development and standard of living, pp 345-354, p348.)



The Republic of Serbia, as a developing country and a potential member of the European Union, on July 1, 2014, joined the new EU program for research and innovation, The Horizon 2020. The aim of this program is to enable simpler collaboration between the private and public sectors in the field innovative work. Activities The Horizon 2020 are aimed “to mitigate regional disparities in the field of research and innovation, which is aimed at the countries and regions of the European Union, which are less successful in exploiting research results to improve their research and innovation systems and policies, to become successful partners in EU programs and thereby contribute to the homogenization of development and functioning of the European Research Area.”<sup>20</sup> The Horizon 2020, as an integrated system of financing all activities related to innovation and research, aims to increase the competitiveness and the establishment and growth of small and medium-sized enterprises.

The Horizon 2020 as an integrated system of financing all activities related to innovation and research, aims to increase the competitiveness and the establishment and growth of small and medium-sized enterprises. Potential beneficiaries of the program The Horizon 2020 the competent institutions, research and educational centers, universities, institutes, scientists, companies, where research and innovation activities are co-financed with 100% funding of the total cost of prescribed.

## CONCLUSION

The concept of corporate social responsibility involves not only complying with legal regulations, but also reduce or eliminate the negative effects of the company's business by society as a whole. By introducing this strategy in the business of the company is increasing its positive effects on business through innovation, investments and partnerships that are aimed at social good and good for the environment.

Important arguments for the introduction corporate social responsibility in companies are: moral (ethical), the legal argument of sustainability, reputation (image) and innovative argument. Specifically, stimulating innovation, the company not only to create a continuous growth of his company, its safety and profitability, but also solve many social problems, especially those related to environmental protection.

More and faster development of technological innovation sets the companies and a number of barriers, such as lack of picking up funds sent, the high costs of innovation, the lack qualified personnel, shortage of information about new technology, etc. These obstacles can be overcome by accepting the EU program,

20 Bass, D. i Knežević, I. i Dragojlović, N., Vodič kroz programe Evropske unije 2014-2020, Evropski pokret Srbija, Beograd, 2014. str.19. (Bass, D. & Knežević, I. & Dragojlović, N., Programme guide of the European Union 2014-2020, The European Movement Serbia, Belgrade, 2014. p.19).

Republika Srbija se, kao zemlja u razvoju i potencijalna članica zemalja Evropske unije, 1.jula 2014. godine priključila novom programu Evropske unije za istraživanje i inovacije, Horizont 2020. Cilj ovog programa je da se omogući jednostavnija saradnja između privatnog i javnog sektora na polju inovativnog rada. Aktivnosti Horizonta 2020 usmerene su „na ublažavanje regionalnih nejednakosti na polju istraživanja i inovacija, koja za cilj ima da zemlje i regije Evropske unije koje su manje uspešne u iskorišćavanju istraživačkih rezultata unaprede svoje istraživačke i inovativne sisteme i politike, postanu uspešni partneri u programima EU i time doprinesu homogenizaciji razvoja i funkcionisanja Evropskog istraživačkog prostora.“<sup>20</sup> Horizont 2020, kao integrisani sistem finansiranja svih aktivnosti vezanih za inovacije i istraživanje, ima za cilj podizanje konkurentnosti i osnivanje i rast malih i srednjih preduzeća. Potencijalni korisnici programa Horizont 2020 su nadležne institucije, istraživački i obrazovni centri, univerziteti, instituti, naučnici, preduzeća, pri čemu se istraživačke i inovativne aktivnosti sufinansiraju sa 100% sredstava od ukupno propisanih troškova.

## ZAKLJUČAK

Koncept društveno odgovornog poslovanja podrazumeva, ne samo poštovanje zakonskih propisa, već i smanjenje ili eliminisanje negativnih efekata poslovanja kompanije po društvo u celini. Uvodeći ovu strategiju u poslovanje kompanija uvećava svoje pozitivne efekte poslovanja kroz inovacije, investicije i partnerstva koja su usmerena ka društvenom dobru i dobru po životnu sredinu.

Značajni argumenti za uvođenje društveno odgovornog poslovanja u kompanijama su: moralni (etički), pravni, argument održivosti, reputacija (imidž) i inovativni argument. Naime, stimulišući inovativnost, kompanije, ne samo da kreiraju kontinuiran rast svoje kompanije, njenu sigurnost i profitabilnost već rešavaju mnoge društvene probleme, posebno one vezane za zaštitu životne sredine.

Sve veći i brži razvoj tehnoloških inovacija postavlja pred kompanijama i niz prepreka, kao što su: nedostatak finansijskih sredstava, visoki troškovi inoviranja, nedostatak stručnih kadrova, nedostatak informacija o novoj tehnologiji, itd. Ove prepreke mogu se prevazići prihvatanjem programa Evropske unije, Horizont 2020, koji omogućava pristup nadležnih institucija, istraživačkih i obrazovnih centara, univerziteta, instituta i preduzeća određenim finansijskim izvorima namenjenim za istraživačke i inovativne aktivnosti. Samo poslovanje organizovano na konceptu korporativne dru-

<sup>20</sup> Bass, D. i Knežević, I. i Dragojlović, N., Vodič kroz programe Evropske unije 2014-2020, Evropski pokret Srbija, Beograd, 2014. str.19.

The Horizon 2020, which provides access to relevant institutions, research and educational centers, universities, institutes and companies specific financial resources earmarked for research and innovation activities. Only business organized on the concept of corporate social responsibility, may help to market, trade, technology and finance advance the well-being, as economic entities, and society as a whole.

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štvene odgovornosti, može pomoći da tržište, trgovina, tehnologija i finansije napreduju na dobrobit, kako ekonomskih subjekata, tako i društva u celini.

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