



UNIVERSITY OF RIJEKA
FACULTY OF ECONOMICS

**STRATEGIC PROGRAM OF SCIENTIFIC
RESEARCH
2017- 2020**

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1 INTRODUCTION

The Strategic Program of Scientific Research 2017-2020 set out by the Faculty of Economics, University of Rijeka is developed in line with national priorities and EU guidelines (Lisbon Strategy, European Standards and Guidelines, ESG 2015, etc.), the Faculty's inclusion in the European Research Area and the European Higher Education Area. Furthermore, it is in line with the need for developing lifelong learning programs, its harmonization with the European and the Croatian Qualifications Framework, continuous development of the national scientific research and higher education policies as well as the Development Strategy set out by the University of Rijeka for the period 2014 -2020.

The Strategic Program of the Faculty outlines the rationale behind its establishment and activities; presents the results of the analysis of its scientific potential and position in the scientific and business environment (SWOT analysis); defines its strategic objectives, mission and vision, the expected outcomes of the strategic program, the indicators measuring the performance of strategic program's implementation and the scientific areas to be covered by faculty's future scientific research.

Defining the central topics to be investigated in future scientific research and the evaluation of the research potential, represent an integral part of continuous quality assurance and enhancement of scientific activity. Flexibility plays an important role in this matter. Therefore, the proposed topics of scientific research are liable to changes and will be adjusted to meet the objectives and contents defined by the open calls for funding research projects in the period 2017-2020. Quality assurance will further be realized through research projects within the Horizon 2020 framework and EU structural funds as well as through increased number of studies oriented towards economic development and smart specializations.

The strategic program of the Faculty is founded on the achievements that came about as a response to the changes in the environment and the adoption of European standards in higher education and science. Moreover, the strategic program is aligned with the national priorities laid out in the Strategy for Education, Science and Technology (Official Gazette 124/14), under which, research universities must assume an active role in transferring innovations from science to the economy and to the society in their immediate environment and form a national knowledge triangle interconnected with European and world knowledge and national and international competitiveness.

The gravitational domain in which the Faculty of Economics operates has been continuously undergoing significant changes in the economic, institutional, socio-cultural and other segments of social activity which require an ongoing and ever greater scientific impact. The new economic and social reality calls for systematic research of comparative possibilities along with the ways of creating an environment to promote and stimulate a boost in the economy. Human capital plays an important role in this process. Human competences,

knowledge and skills form the foundations on which the economy's and the public sector's development and business strategies should be constructed on. The Faculty as a scientific-educational institution embracing lifelong learning should, in collaboration with business entities/companies and local government, coordinate enrolment policies, study programs and curricula, carry out lifelong learning programs, develop and coordinate the collaboration between science and the economy and the public sector and foster the inclusion of students in research work.

The focus of the Faculty in the forthcoming period should be orientated towards the creation of an organizational infrastructure that will facilitate closer and systematic cooperation with the business and public sectors in the community in which it operates.

2 THE FACULTY OF ECONOMICS

The Faculty of Economics Rijeka was founded in mid-1961 as a constituent of the University of Zagreb. When the University of Rijeka was established in 1973, the Faculty became its member.

2.1 Overview of the Faculty's history and activities

The lectures at the Faculty started on November 1, 1961, and were oriented towards educating economic experts to meet, among other, the economic needs of the regions of Primorje and Istria. Education was conducted in three fields: maritime affairs, foreign trade, and tourism and catering. After several changes in the curricula, and after its merger with the Hospitality and Catering School of Professional Higher Education in Opatija, the Faculty was reorganized into four departments in 1969/70: Department of Maritime Studies and Transportation, Department of Industry, Department of Catering and Tourism and the Department of Foreign Languages.

In the academic year 1971/72, the Faculty, in co-operation with the Faculty of Mechanical Engineering and the Merchant Maritime College founded an Interfaculty Study Program in Maritime Trade and Transport. In the academic year 1972/73, the Faculty of Economics launches the Study Program in Law. Pursuant to the legal regulations, each Department was able to restructure itself as an individual Faculty. As a result, in the mid-70s, the Faculty of Economics helped set up three new faculties: the Faculty of Hotel Management in Opatija in 1973, the Faculty of Law in Rijeka in 1975, and the Faculty of Maritime Trade and Transport in Rijeka in 1977. At that time, the Institute of Economics part of the Faculty of Economics in Rijeka.

In line with the legal guidelines of that time, in the academic year 1973/1974, the Faculty of Economics in Rijeka, Faculty of Hotel Management in Opatija and the Institute of Economics signed a joint agreement on establishing the University Centre for Economic and Organization Sciences (UCEOS). The College of Economics "Dr. Mijo Mirković" in Pula joined UCEOS in 1979. In 1984/1985, UCEOS was transformed into the Institute for Economic and Organization in Rijeka maintaining the following organizational units: the Faculty of Economics Rijeka, Faculty of Hotel Management in Opatija and the Faculty of Economics and Tourism "Dr. Mijo Mirković" in Pula. During the next several years, as a response to the changes in the Act on Higher Education Institutions, all constituent members of the Institute became independent including the Faculty of Economics Rijeka. In 1991, the Faculty of Economics founded the Scientific Research Centre (SRC) as a special organizational unit under its jurisdiction.

In 2001, the Faculty changed its location to a new address, I. Filipovića 4, but retained several classrooms and offices at its former address in Vukovarska ulica 58. The City of Rijeka

gave the Faculty of Economics a free of charge 50-year concession on the new building. The building was restored with joint funds of the Ministry of Science, Education and Sports, the City of Rijeka and Primorsko-goranska County. The Faculty itself also got involved in reconstruction with its own funds. The building was adjusted to meet the needs for carrying out higher education programs meeting thus the Faculty's long-term needs.

From the academic year 2005/2006, the Faculty of Economics, University of Rijeka carries out academic study programs in compliance with the Bologna Declaration in Economics and Business Economics. In developing the new study programs, the Faculty opted for the 3+2+3 model. According to this model, the students acquire a university education after three years of undergraduate studies and are awarded the Bachelor degree, a Master's degree after two years of additional graduate studies and the PhD degree after three years of additional postgraduate doctoral studies. The transition to the 3+2+3 model is based on international experience, and also includes a vast internal experience acquired over the years in carrying out business and economic education at undergraduate and postgraduate level at the Faculty of Economics in Rijeka.

Instead of the pre-Bologna process for obtaining a PhD degree, almost exclusively founded on mentoring candidate's research activities and writing of doctoral dissertations, in the academic year 2008/2009, the Faculty launched a postgraduate doctoral study program.

Under the provisions of the Statute of the University of Rijeka as of 2004, the faculties within the University retained legal identity but were functionally integrated. The decisions regarding development strategies, construction plans for capital facilities, the University's and its components' budgets and international cooperation are all adopted at University level. As a result, the University is responsible for general infrastructure requirements (e.g. IT system, library system, etc.) and student standard, while the faculties are responsible for the conducting of their core activities (higher education, scientific and professional research) and other activities defined as those "related to its core business and which are performed on a smaller scale, but which ensure the integrity and the required standard of the higher education system" (e.g. librarian and publishing activities).

In the course of its existence, the Faculty has been adjusting its program structure i.e. curricula, scientific and educational activities, teaching and technical equipment as well as its human resources to the changing needs of industry, maritime transport, entrepreneurship, and financial and other services. The current volume of the involvement of the Faculty of Economics, University of Rijeka in the international area is best shown by a large number of foreign universities with which the Faculty has signed agreements of cooperation in various fields, the number of visiting professors involved in the direct teaching process and the number of its own teachers lecturing as visiting professors at foreign universities.

In addition to higher education, the Faculty conducts various scientific and professional (applied) research activities in the field of economics. As part of its services, a special place belongs to international cooperation which is achieved through various forms of cooperation with many international universities. An important segment of scientific research is the publishing activity within the Faculty. The Faculty regularly publishes the *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business*¹. Furthermore, it is also relevant to emphasize the individual work of scientific researchers and teachers who alone or as co-authors publish their papers in national and international scientific and professional journals. The proof of the scientific and professional achievements of the Faculty since its founding is in the successful delivery of more than forty research projects funded by the Ministry of Science, Education and Sports of the Republic of Croatia and about two hundred professional studies, feasibility studies, seminars, conferences and other scientific and research activities for the needs of the economy and local government purposes.

In the period from the academic year 2011/2012 to 2016/2017:

- ✓ The Faculty was the principal investigator and a research partner in 7 international research projects funded by EU funds ,
- ✓ The Faculty had, up to 2013, conducted research on 15 projects funded by the Ministry of Science, Education and Sports,
- ✓ The Faculty has contracted 5 scientific projects with the Croatian Science Foundation with the longest possible duration (4 years) out of which 4² are still ongoing today and are planned to last until 2018 (3) and 2019 (1)
- ✓ The Faculty has initiated research on 13 scientific projects funded by the University of Rijeka.

The Faculty will continue to propose and initiate new projects and collaboration with other scientific institutions within the European Research Area in order to investigate economic and socially important events. In this way, the Faculty intends to increase its scientific productivity and ensure its scientific excellence and recognition within the national and international scientific environment.

¹ The Journal has been abstracted and indexed in: since 1993 in JEL (*Journal of Economic Literature*) / EconLit (American Economic Association's Electronic Database); since 2007 in IBSS (International Bibliography of the Social Sciences), ProQuest, Cambridge, UK and DOAJ (Directory of Open Access Journals), Lund University, Sweden; since June 2008 in CAB Abstracts, UK, and since July 31, 2008 in SSCI (Social Sciences Citation Index), Social Scisearch and JCR (Journal Citation Reports / Social Sciences Edition), Thomson Reuters, Philadelphia, USA starting with No 1/2007, while ProQuest – ABI/INFORM, Ann Arbor, Michigan, USA starting with No. 1/2006. The database SCOPUS, Elsevier, B.V., Amsterdam, The Netherlands has started abstracting and indexing all published material of the Journal since 2008. The Journal is also abstracted and indexed by EBSCO, Ipswich, MA, USA in their databases EconLit with Full Text and SocINDEX in Abstracts&Indexing with references.

² One of the projects is no longer in process due to the retirement of its Coordinator/Leader (the projects are registered under individual names (Leader) and cannot be passed on to associates)

2.2 The organizational structure of the Faculty

The organizational structure of the Faculty is determined by the Statute of the Faculty of Economics, University of Rijeka. Departments are the basic organizational units of the Faculty.

The Faculty governing bodies are the Dean and the Faculty's Council. The Dean is assisted by four vice-deans and the Faculty secretary. All together they constitute the Faculty Management Board.

The Administrative units are organized in order to perform legal, personnel, accounting, administrative, technical and other general affairs at the Faculty.

The Departments are fundamental organizational units of the Faculty and are holders of individual study programs. They are organized in order to carry out undergraduate, graduate and postgraduate university studies. The members of the department are all employed teachers and Faculty associates who fulfil their research and teaching commitments within the study program executed by the Department. The Departments cover related courses in the same scientific field or branch. All teaching, scientific and professional activities of the Faculty are carried out within the departments.

There are 15 departments at the Faculty:

1. Department of Economic Theory
2. Department of National Economy and Development
3. Department of International Economics
4. Department of EU Economics and Policy
5. Department of Finance and Banking
6. Department of Entrepreneurial Economics
7. Department of Accounting
8. Department of Marketing
9. Department of Organization and Management
10. Department of Quantitative Economics
11. Department of Statistics
12. Department of Computer Sciences
13. Department of Foreign Languages
14. Department of Multidisciplinary Studies
15. Department of Kinesiology

In line with the Statute of the Faculty of Economics, the Department is in charge of carrying out scientific, scientific research and professional work especially in terms of:

- ✓ Organizing and holding scientific conferences, symposia, seminars, round tables, workshops and the like;

- ✓ Providing research development services, consulting services and expert advice,
- ✓ Conducting scientific research studies, feasibility studies, expert investigation and evaluation studies and the like;
- ✓ Organizing and conducting different educational programs apart from regular study programs based on the principles of life-long learning ;
- ✓ Organizing courses and other forms of additional training for participants;
- ✓ Reviewing, auditing and evaluating projects;
- ✓ Educating and developing new researchers;
- ✓ Conducting other scientific, research and development and professional activities.

The organization and promotion of scientific research at the Faculty falls under the jurisdiction of the Vice-Dean for Science and Postgraduate Studies. He or she monitors the preparation and execution of research projects and is responsible for coordinating Faculty's scientific activities at home and abroad as well as the execution of postgraduate studies at the Faculty.

The Coordinator of the Doctoral Program is responsible for the organization and immediate execution of classes and other activities within the doctoral program.

3 ANALYSIS OF THE FACULTY'S SCIENTIFIC POTENTIAL AND ITS POSITION WITHIN THE SCIENTIFIC AND BUSINESS ENVIRONMENT

The Faculty of Economics, University of Rijeka has over fifty-five years of experience in conducting scientific research in the field of economics. Its academic staff and scientists have the capacity to perform the most complex project tasks. The researchers, in addition to conducting individual research, collaborate in research projects with researchers from other scientific institutions in the country and abroad. In addition, the Faculty's edition *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business* significantly contributes to the national scientific literature in the field of economics.

In the long run, the Faculty wishes to become a relevant and, in its environment, an indispensable institution of scientific excellence involved in the European Research Area.

3.1 The structure of employees appointed to scientific-teaching, teaching and associate positions

The Faculty employs a total of seventy- one (71) employees in scientific-teaching, teaching and associate titles, which certainly represents a significant research potential at the Faculty.

Table 1: The structure of employees appointed to scientific-teaching, teaching and associate positions (as of January 1, 2017)

Position	No.	Structure (in %)
Professor Emeritus	1	1.4
Full Professor	21	29.6
Associate Professor	9	12.7
Assistant Professor	16	22.5
Senior Lecturer /Lecturer	3 (2+1)	4.2
Assistant	9	12.7
Novice-researcher	2	2.8
Postdoctoral Researcher	10	14.1
Total	71	100

The list of all employees appointed to scientific-teaching, teaching and associate positions and the percentage of their employment are presented in Annex A.

3.2 Scientific projects in the period 2011/12 to 2015/2016

There are a total of thirty-nine (39) scientific research projects in which the Faculty of Economics is either the principal investigator or a partner investigator.

A very important achievement of the Faculty's scientific research potential may be seen in the number of scientific research projects financed by the Croatian Science Foundation - four (4) research projects during 2014 and 2015, and as many as thirteen (13) projects financed by the University of Rijeka since 2014.

Table 2: Indicators of success of scientific research at the Faculty during the period 2011/2012 – 2015/2016

Indicator	Projects
The number of international projects funded by the EU in which the Faculty of Economics is either the principal investigator or a partner investigator	7
The number of scientific projects funded by the Croatian Science Foundation in which the Faculty of Economics is either the principal investigator or a partner investigator	4
The number of scientific projects funded by the University of Rijeka in which the Faculty of Economics is either the principal investigator or a partner investigator	13
The number of scientific projects funded by the Ministry of Science, Education and Sports in which the Faculty of Economics is either the principal investigator or a partner investigator	15

The list of scientific research projects conducted in the period 2011/2012 to 2015/2016 are presented in Annex B.

3.3 Number of enrolled doctoral students

The first generation of doctoral students of the Bologna doctoral program was enrolled in the academic year 2008/2009. The number of enrolled students was 21, out of which, 12 students were enrolled part-time and 9 full-time. The latest generation to be enrolled in 2015/2016 consisted of 22 doctoral students.

When admitting students to the doctoral program, special attention is given to their research ideas, which are determined on the basis of their motivational letters, essays, and interviews with members of the Committee for Postgraduate Studies and Doctorates. The potential candidates are evaluated based on the purpose and goals to be achieved by their research i.e. the anticipated scientific contribution of research results, the possibility of achieving such results and whether the Faculty may provide a suitable advisor to mentor the thesis.

Table 3: The number of enrolled students since the introduction of doctoral studies in line with the Bologna Declaration

Generation	Total no. of enrolled candidates	Enrolled full-time	Enrolled part-time
1. 2008/2009	21	9	12
2. 2009/2010	28	6	22
3. 2010/2011	24	1	23
4. 2011/2012	16	2	14
5. 2012/2013	30	1	29
6. 2013/2014	41	0	41
7. 2014/2015	19	1	18
8. 2015/2016	22	2	20

There is an increasing number of doctoral students outside academia who are enrolling part-time. They usually have a clear idea of what they intend to investigate, but have less experience in conducting scientific research. This prompted the idea to introduce scientific colloquia and doctoral conferences where doctoral students would be gradually introduced to the scientific research process, which have proven to be particularly successful.

3.4 Number of submitted and defended doctoral dissertations

As scientific research activities of the Faculty are also reflected in the quality of educating scientific *offspring* through the doctoral program at the Faculty, special attention should be paid to improve doctoral program's performance.

Table 4: The number of defended doctoral dissertations according to scientific branches

Scientific branch	No. of defended doctoral dissertations
Entrepreneurial economics	3
Finance	2
Macroeconomics	4
Microeconomics	2
Marketing	2
International economics	1
General economics	1
Organization and management	6
Business Informatics	1
Accounting	3

As already mentioned, the first generation of the doctoral program according to the Bologna Declaration was enrolled in February 2009, and the first doctoral dissertation was defended in June 2013.

Table 5: The number of advisors/mentors and the number of doctoral program candidates that have obtained their doctoral degrees

Description	No. of obtained doctoral degrees
Total no. of obtained doctoral degrees	25
Full-time students	15
Part-time students	10
No. of advisors/mentors and co advisors/mentors among the members of the Faculty's academic staff *	18
No. of advisors/mentors and co advisors/mentors that are not members of the Faculty's academic staff	1

* Fourteen doctoral candidates were mentored by seven professors (2 per professor), three were mentored by one professor, whereas four doctoral candidates had co-mentors.

By successfully guiding its doctoral students through their scientific research process, the Faculty has made an important contribution to the development of Croatian science.

Table 6: The number of doctoral dissertations in progress

Submitted doctoral dissertations and mentors	No.
Total number of submitted doctoral proposals (doctoral dissertations in progress)	24
No. of mentors among the members of the Faculty's academic staff*	11
No. of mentors outside the Faculty	8
No. of co-mentors among the members of the Faculty's academic staff	4

* Three professors among the members of the Faculty's academic staff are mentoring six submitted doctoral dissertations (2 each), and one professor is mentoring three doctoral candidates on their dissertations.

The Faculty encourages cooperation with other relevant research institutions, which is reflected in the fact that out of the 24 submitted doctoral dissertation proposals as many as 8 are mentored by professors outside the Faculty.

3.5 Number of published scientific papers in journals indexed in relevant databases

The total number of Faculty researchers' scientific papers published in journals indexed in the Scopus and Web of Science databases and listed in the Croatian Scientific Bibliography (CROSBI) is given in the following table.

Table 7: The number of scientific papers published by Faculty researchers
2011/2012 -2015/2016

Indicator	Total no. of papers	Average annual publication (in no.)
Number of published scientific papers in journals indexed in <i>Web of Science</i>	107	21.4
Number of published scientific papers in journals indexed in <i>Scopus</i> that are not indexed in <i>Web of Science</i>	56	11.2
Number of other published scientific work (papers in journals, books, book chapters, papers in conference proceedings etc. listed in the Croatian Scientific Bibliography (CROSBI))	705	141
Total number of all published works	869	173.8

The data have been taken from the *Scopus* website: <http://www.scopus.com/home.url> ;
the *Web of Science* website :
http://apps.webofknowledge.com/WOS_GeneralSearch_input.do?product=WOS&search_mode=GeneralSearch&SID=W2fDAa8n77Lkh9N5m9&preferencesSaved=
and the CROSBI website: <https://bib.irb.hr/index.html?lang=EN>

In spite of the impressive number of published scientific papers by Faculty researchers, the structure is not satisfactory. Namely, there is an insufficient number of papers published in refereed journals, which leaves plenty of room for improvement and achievement of international visibility.

3.6 Strengths, weaknesses, opportunities and threats (the SWOT analysis)

In order to determine the Faculty's strengths, opportunities, weaknesses and threats, all Faculty departments were asked to conduct a SWOT analysis, especially those departments involved in scientific research activities in the field of economics (11 departments). The remaining departments (4 departments outside the field of economics) also provided their analyses.

Even though individual departments did not fully agree on all elements of the SWOT analysis, the most commonly recognized elements are reflected in the following:

1. STRENGTHS

- ✓ The most important strength of the Faculty are its researchers, their specific knowledge and competence, their commitment to personal development and acquisition of international experience. The Faculty scientists have long experience in the application and implementation of a large number of research projects (funded by the Ministry, the Foundation, and the University). The recognition of the Faculty's scientific and teaching staff quality and the quality of their research activities is reflected in their participation in various editorial and peer review committees in Croatian and foreign scientific and professional journals, chairing of different conference sections, participation in scientific and expert panels, etc.
- ✓ The establishment of cooperation in terms of the exchange of scientific and teaching staff with foreign institutions within ERASMUS, CEEPUS, bilateral cooperation agreements and the like.
- ✓ Long-term cooperation with many universities and research centers in the country and abroad. The interconnectedness of the scientific and teaching staff with colleagues from other institutions with whom they share similar scientific research interests. This cooperation is fostered by means of invited guest lectures, organization of mutual projects, mentorship of doctoral students and other forms of cooperation.
- ✓ The Faculty's permanent edition of its journal, highly recognized in scientific circles and abstracted and indexed in relevant scientific databases: *Zbornik radova Ekonomskog Fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu* / *Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business*.
- ✓ Access to the latest scientific literature and databases (*Amadeus*) and access to statistical and econometric data processing programs (*Statistica*, *Stata*, *EViews*, *DEA solver Pro*).
- ✓ Affirmation of the scientific orientation of the Faculty in regards to its doctoral studies. The Faculty is a member and one of the founders of the *Central and South-East European PhD Network* (CESSEnet)– a network of universities and faculties from Central and South-East European countries offering PhD programs in Economics and Business.
- ✓ The scientific research activities of the Faculty's *Center for Local Economic Development (CLER)* in the field of regional and local development and finance
- ✓ The training of scientific - research staff through workshops and courses in Croatia and abroad and organization of research and methodological workshops at the Faculty (statistical and econometric workshops).
- ✓ Improvement (decrease) in the teacher-student ratio providing more time for scientific research activities.

2. OPPORTUNITIES

- ✓ Possibility of applying for EU funding of projects

- ✓ Possibility of cooperation within research networks in Croatia and abroad
- ✓ Possibility of networking and obtaining internationally recognized certification and accreditation
- ✓ Possibility of acquiring new knowledge and competences as a result of doctoral candidates' stays at other institutions in Croatia and abroad
- ✓ Increased community's interest in the specific areas and competences the Faculty has to offer (energy economics, sustainable development, water resources management, waste disposal management)
- ✓ Geographical position and climate (convenient and attractive to foreign students, doctoral candidates, professors and researchers)
- ✓ Increased interest in international outgoing/ingoing mobility of students and researchers
- ✓ Cooperation with the economy through scientific and research projects and the doctoral study program
- ✓ Increased awareness of the need for life-long learning
- ✓ Growing number of opportunities for on-line training, especially in the quantitative area
- ✓ Organization of quantitative courses for interested teachers

3. WEAKNESSES

- ✓ Insufficient scientific production – measured by the number of scientific papers per scientist. An insufficient number of publications in abstracted and indexed in the WoS database; insufficient motivation for their publication
- ✓ Insufficient international visibility and engagement in regard to this visibility of research
- ✓ Insufficient participation in international research projects
- ✓ Insufficient mobility of scientists
- ✓ Inability to regularly send young researchers to foreign institutions for longer periods of time (an entire semester) due to their teaching obligations and commitments at the Faculty in general (their engagement in teaching centers, distance learning, part-time studies, etc.)
- ✓ Insufficient financial support
- ✓ Insufficient motivation for potential mentors to work with doctoral students. Namely, mentoring is a rather challenging and time consuming activity, which is, among other, insufficiently remunerated.
- ✓ Inadequate level of background knowledge of doctoral students in research methodologies limits scientific and research cooperation
- ✓ Lack of familiarity with data processing programs, particularly by the doctoral students. Despite the number of available databases, there is still somewhat limited access to both databases and literature. Insufficient researchers' quantitative skills, especially when it comes to doctoral students
- ✓ Insufficient interconnectedness with the local government and the economy. Insufficient cross-department and cross-faculty collaboration.
- ✓ Researchers are facing an over workload due to obligations not closely related to research and due to the increase in administrative tasks related to teaching.

Insufficient capacity for a greater volume of scientific research (the workload and the total number of scientists).

4. THREATS

- ✓ Extremely rapid development of scientific notions at global level limits the possibility to provide truly original contributions that would ensure worldwide recognition
- ✓ Competition in the immediate environment: the presence and relative closeness of other faculties and research centers in the field of economics, including private sector institutions and polytechnics that may *draw away* research staff by offering better financial and other stimuli
- ✓ The increasing number of foreign research institutions entering the domestic market and the growing number of independent researchers and analysts coming from various financial institutions
- ✓ Insufficient awareness in the business world about the importance of monitoring, analysis and application of scientific research results and notions
- ✓ The negative demographic trends and the emigration of the highly educated who wish to pursue their studies (especially graduate, doctoral, postgraduate specialist studies) not just for their studies but as a means of finding employment abroad.
- ✓ The brain drain of own quality researchers
- ✓ Uncertainty and frequent changes in regulations related to scientific and educational advancement impair the development of the researcher and reduce their work to merely meeting the set requirements
- ✓ Institutional limitations in terms of employing new scientists
- ✓ The chain system of promoting scientists to higher ranks
- ✓ The present system of financing scientific projects and activities
- ✓ The negative opinion of the general public and especially the academic community towards economics

The SWOT analysis results of all departments are presented in Annex C, as well as their recommendations for improving the quality of scientific research activities by emphasizing the areas in which they could contribute most.

4 STRATEGIC OBJECTIVES, EXPECTED OUTCOMES AND PERFORMANCE INDICATORS FOR THE IMPLEMENTATION OF THE PROGRAM OF SCIENTIFIC RESEARCH

This section defines the strategic objectives of the Faculty's program of scientific research which stem from the Faculty's mission, vision and values and the removal of identified weaknesses. The strategic objectives are aligned with the Development Strategy of the University of Rijeka 2014-2020 and represents a continuation of the Strategy of the Faculty of Economics Rijeka 2010 – 2015.

4.1 Mission, vision and values

MISSION

The Faculty of Economics Rijeka carries out scientific and development research, especially programs of strategic interest to the Republic of Croatia, which together form the cornerstone on which undergraduate, graduate and postgraduate education are based. All tasks of the Faculty are completed in accordance with the requirements of sustainable development of the economy and the social community in which it operates.

The Faculty adopts strategic and development ruling regarding academic issues, profiling of scientific research, financial business and legal transactions, investments and development plans along with the protocol and procedures in dealing with outside partners in terms of scientific activities and higher education.

The Faculty's study programs, different lifelong learning programs, the mobility within the international academic community, the extracurricular activities as well as the Faculty's collaboration with the industry provides for students' professional growth and development and their successful employment and competitiveness in a dynamic economic environment. The Faculty fosters the development of its employees' potentials, rational utilization of material resources, continuous quality assurance and enhancement of international competitiveness of its teaching and scientific activities.

VISION

Integration into the European Higher Education Area and the European Research Area and provision of an overwhelming support to the development of the economy. Its integration can be seen through the competitiveness of its study programs, the mobility of its students, academic and administrative personnel, joint international studies and research projects.

Lending support to the economy is achieved through the design of educational programs of use to the economy, joint, mutually advantageous, research projects as well as widespread inclusion of student capacity. The Faculty will be recognized as a much sought-after and

reliable higher educational institution, a partner to the economy as well as a partner to other national and international scientific and educational institutions and students.

The Faculty shall be an institution which will continuously evolve and enhance its study programs, research and staff.

VALUES

The Faculty values, on which it aspires to base its activities and scientific work, are reflected in the following:

- ✓ The Faculty shall set high scientific research standards and thus raise the quality of published scientific research papers of its researchers;
- ✓ The researchers shall be independent and impartial in their research and shall in their works be led by the principle of the freedom of research and thus exercise their traditional right to question and criticize social values and structures in their responsible and honest search for truth. The Faculty shall protect all of its researchers from the attempts to narrow, restrict or deny this freedom;
- ✓ The Faculty shall insist on the relevance of research and shall encourage research that will contribute to the resolving of the economic problems of the Croatian society;
- ✓ The Faculty researchers shall adhere to the principles of ethics defined by the Code of Ethics of the University of Rijeka

4.2 Strategic objectives, expected outcomes and performance indicators

The Europe's Growth Strategy 2020 is founded on smart, sustainable and inclusive growth. Smart growth implies economic and social development based on innovation, education, youth mobility and the accelerated use of digital technology in all social processes. Sustainable growth refers to the innovation and implementation of knowledge through research in order to put natural resources to best use and ensure the development and global competitiveness of the economy. Inclusive growth includes the development and acquisition of skills necessary for employment and self-employment as well as the inclusion of innovation in all social processes as a means of reducing poverty.

Therefore, the role and responsibility of educational and research institutions is extremely challenging. The Faculty should in the process of defining its strategy, apart from its own development, take into account the development needs of the community in which it operates and take advantage of all the available resources in order to attract and make use of EU funds.

In accordance with the Strategy of the University of Rijeka 2014-2020, and in line with the Faculty's mission and vision and the removal of identified weaknesses, the Faculty has defined two core strategic objectives related to the enhancement of scientific research:

1. Increased volume and quality of research activities; its connection to the development needs of the economy and the society and better international visibility
2. Increased number of defended doctoral dissertations

4.2.1 Increased volume and quality of research activities and international visibility

To achieve this strategic objective, the Faculty will encourage research fostering cooperation between the Faculty's scientists and scientists from other research institutions in Croatia and abroad. This will ensure greater involvement of Faculty's scientists in domestic and international research projects.

The focus of scientific and research activities in thematic areas in line with the development needs of the economy and the community will provide stronger project support and create new opportunities for the engagement of Faculty's researchers in research projects.

Special attention will be paid to the ways in which to motivate young researchers to do research for research *per se* and not just to meet the necessary requirements for their promotion to higher ranks.

Expected outcomes:

By increasing the scope of research activities and by strengthening the effectiveness and coherence of research activities with the development needs of the economy and society, the Faculty will be in line with its mission: It will be an educational and scientific institution which carries out scientific and development research, especially programs of strategic interest to the Republic of Croatia, executing its tasks in accordance with the needs of sustainable development of the economy and the social community in which it operates.

Promoting scientific excellence will enhance international visibility and Faculty's inclusion within the European Research Area. In this way, the Faculty will realize its vision as an institution integrated in the European Higher Education Area and the European Research Area and as an institution which provides strong support to the development of economy.

Table 8: Performance indicators and their current and target values

Indicator	Current value 2011/2012-2015/2016	Target value* (2017-2020)
Number of papers published in journals abstracted and indexed in <i>Web of Science</i>	107	125
Number of papers published in journals abstracted and indexed in <i>Scopus</i> , which are not abstracted and indexed in <i>Web of Science</i>	56	65
Number of other published scientific work (papers in journals, books, book chapters, papers in conference proceedings etc. listed in the Croatian Scientific Bibliography (CROSB)) https://bib.irb.hr/index.html?lang=EN	705	700
Total number of published papers	869	890
The share of papers published in journals abstracted and indexed in <i>Web of Science</i> within the total number of published papers	12.31%	14.04%
Number of researchers whose <i>h</i> -index in <i>Web of Science</i> > 0	22	40
Number of researchers whose <i>h</i> -index in <i>Web of Science</i> > 1	7	15
Number of researchers whose <i>h</i> -index in <i>Google Scholar</i> > 0	56	25
Number of researchers whose <i>h</i> -index in <i>Google Scholar</i> > 1	43	50
Number of international scientific and professional projects funded by the EU in which the Faculty is the principal investigator or a partner investigator	7	8
Number of international scientific projects funded by the CSF in which the Faculty is the principal investigator or a partner investigator	4	6
Number of domestic scientific projects funded by the University of Rijeka Foundation in which the Faculty is the principal investigator or a partner investigator	12	15

* The target value covers a four year period (2017-2020), while the current value covers a five year period (2011/2012 - 2015/2016)

4.2.2 Increased number of defended doctoral dissertations

The goal of the doctoral study is to offer a high-quality program as one of the preconditions for attaining excellence and the EQUIS international accreditation; a program combining different forms of class instruction and research which can, in a relatively short period of time, most effectively prepare doctoral students for independent top research, whether it be fundamental or applied.

Realizing higher levels of research at Croatian universities are an important factor for economic development, job creation and the overall development of the society. In order to increase the quality and scope of research at the Faculty, the Faculty must put all of its resources to the best possible use, among which, the doctoral students play a significant role. Therefore, rational management of resources demands for a more effective manner of studying which, among other, implies an increase in the efficiency of doctoral studies and an increase in the number of defended doctoral dissertations.

To achieve this strategic objective, the Faculty will encourage research fostering cooperation between the Faculty's scientists and its doctoral students, the inclusion of doctoral students in research projects in which the Faculty is engaged and will provide incentives to ensure that most scientists at the Faculty mentor doctoral students.

Expected outcomes:

The activities aimed at increasing the number of defended doctoral dissertations are in line with the Faculty's mission, according to which, the Faculty is an institution providing for students' professional growth and development and their successful employment and competitiveness in a dynamic economic environment.

The realization of the Faculty's vision is reflected in its support to the economy through the design of educational programs for the economy, joint, mutually advantageous, research projects as well as widespread inclusion of student capacity. The Faculty will be recognized as a much sought-after and reliable higher educational institution, a partner to the economy as well as a partner to other national and international scientific and educational institutions and students.

Table 9: Performance indicators and their current and target values

Indicator	Current value 2013/2014 -2015/2016	Target value (2017 -2020)*
Number of defended doctoral dissertations	24	30
Number of mentors or co-mentors among the members of the Faculty's academic staff	20	30
No. of mentors or co-mentors outside the Faculty	8	5
Number of doctoral students' papers published in journals abstracted and indexed in <i>Web of Science</i> and <i>Scopus</i> **	37	50
Number of other doctoral students' published scientific work (papers in journals, books, book chapters, papers in conference proceedings etc.)**	273	280
Number of doctoral students attending doctoral conferences organized by the Faculty	16***	30

* The target value is predicted for a 4 year period, while the current value covers a 3 year period.

** The number of doctoral students' papers are calculated based on a sample of 42 doctoral students that have completed the questionnaire.

*** The data refers to the academic year 2015/2016.

5 FUTURE ORGANIZATIONAL DEVELOPMENT OF THE FACULTY

In order to respond to the changes and needs of the society, the Faculty should be restructured into a strong, but flexible institution whose research potential has the ability to adapt to constant changes and to respond to the demands put in front of it. The period covered by this Strategy, represents a period in which the Faculty will be oriented towards strengthening its position and enhancing quality.

The current structure of human resources at the Faculty is largely in line with its mission, vision and set strategic objectives. However, in order to fulfill its strategic goal of achieving an increased volume and quality of research activities and international visibility, and linking its research activities with the development needs of the economy and the society, it is necessary to establish an organization that will ensure stronger connections with the industry and other research institutions. Therefore, special attention will be given to the planning of projects and scientific collaboration with international and national research institutions.

In order to successfully achieve its strategic objectives, the Faculty will promote activities within the departments and their greater involvement in the decision-making processes at the Faculty. In this way, it will further enhance the existing cooperation among members within departments and among departments, thus providing additional synergies, which should ensure better organization of research and greater involvement in international projects.

It is particularly important to encourage further education and training of all its employees as well as any other activities that may contribute to the enhancement of scientific research quality.

The Faculty will, in order to achieve better operating results, promote the inclusion of administrative and technical staff and their relations with the Faculty's scientists, especially in areas that may contribute to the quality of research and research outcomes. This will ensure that the Faculty's scientific productivity does not solely depend on the efforts of individual scientists, but are a result of joint efforts, those of scientists and those of the administrative and technical staff.

In order to achieve the set scientific strategic objectives, the organizational efforts of the Faculty will be focused on the following:

- ✓ Creating conditions that would motivate young scientists to increase their scientific productivity
- ✓ Intensifying inter-department and international cooperation with partner institutions
- ✓ Developing closer relations with the economy (business entities) and public authorities
- ✓ Increasing the number of international projects and intensifying the cooperation with international scientific and educational institutions
- ✓ Providing for further education and training of all its staff

To achieve a high scientific excellence, the Faculty will continuously enhance the modalities of cooperation and will coordinate the work between departments, the Faculty's Board of Management, administrative and technical staff and project managers.

In addition to all above, the Faculty will take all necessary measures to eliminate weak points and improve the work and cooperation at the Faculty.

6 SCIENTIFIC AREAS TO BE COVERED BY FACULTY'S FUTURE SCIENTIFIC RESEARCH

The scientific work at the Faculty will be in line with the strategic goals for scientific research defined by the Development Strategy set out by the University of Rijeka for the period 2014 - 2020. The University defined that its research potential shall act in line with smart specialization and the regional strategy of smart growth. The Program Ris3 (Research and Innovation Strategies for Smart Specialization) implies the development of regional strategies that include the best possible use of all resources and the interconnection of all public sector organizations, small and medium enterprises with knowledge centers in order to direct research and development towards smart specialization and the development of new industries. Apart from EU structural funds, the University will have the opportunity to compete for the Horizon 2020 research funds and make use of the expertise and funding through the Education and Training 2020 program. The University plans to allocate the funds obtained through Horizon 2020 in the following manner: one third for financing excellence in science, one third for the development of new industries through research and development and one third for the use of knowledge for social change (health, food, energy, transport, climate change, social inclusion and security).

Therefore, the future research of Faculty's scientists fosters excellence and includes the development of new industries (economics of renewable energy sources, sustainable development, water resources management, modern waste disposal, etc.) and the implementation of knowledge for the purpose of social change (health economics, economics of the energy sector, transport and logistics, human resources and social policy, etc.).

The strategic program of scientific research of the Faculty aims to achieve scientific excellence and therefore its scientists plan to investigate those areas in which they have already acquired competitiveness and recognition. The research topics range from theoretical to applied areas such as:

- ✓ globalization and the future of market economy
- ✓ future phases in economic theory development
- ✓ economic (regional) development
- ✓ measuring development
- ✓ human resources
- ✓ social policy and the labor market
- ✓ economic integration
- ✓ international finance
- ✓ energy sector economics
- ✓ education economics,
- ✓ health economics
- ✓ economics of renewable energy sources
- ✓ the financial and banking sector

- ✓ the insurance sector
- ✓ competitiveness of economic (industry) sectors
- ✓ controlling
- ✓ the accounting system and its implications
- ✓ strategic management, management and organization
- ✓ marketing and consumers
- ✓ international business
- ✓ global logistics processes and activities
- ✓ tax systems and tax policies,
- ✓ quantitative research in economics
- ✓ other scientific topics in the field of economics as well as in multidisciplinary areas.

In the broadest sense, the planned research relates to all areas of economics covered by the departments or are related to economics:

- ✓ general economics, macroeconomics, international economics and finance
- ✓ microeconomics, entrepreneurial economics, organization and management, accounting, marketing
- ✓ quantitative economics, mathematics and statistics in economics, business informatics

A detailed overview of scientific areas and topics that the Faculty's researchers intend to explore in the period from 2017 to 2020 are presented in Annex D.

The research that has already been applied for by the researchers at the Faculty or is already in progress or contracted will be continued in the coming period. These are:

- ✓ In October 2016, the University of Rijeka announced the "Call for funding scientific research in 2016, i.e. initial grants for young researchers holding assistant professor and/or associate researcher titles" within which the Faculty's researchers applied six scientific projects. The results of the call are still pending and thus it is likely that some of the submitted projects will be funded by the University and realized in the forthcoming period.
- ✓ The Croatian Science Foundation (CSF) has contracted to fund three scientific projects with the duration up to May 2018, while one project, which was contracted a year later, will be financed until May 2019.
- ✓ The University of Rijeka, as defined by the priority signed contracts, will continue to fund nine Faculty projects until the end of June 2017 (see Annex B).

**ANNEX A: LIST OF ACADEMIC STAFF APPOINTED TO SCIENTIFIC-
TEACHING, TEACHING AND ASSOCIATE POSITIONS**

The structure of employees appointed to scientific-teaching, teaching and associate positions
(as of January 1, 2017)

Position	No.	Structure (%)
Professor Emeritus	1	1.4
Full Professor	21	29.6
Associate Professor	9	12.7
Assistant Professor	16	22.5
Senior Lecturer /Lecturer	3 (2/1)	4.2
Assistant	9	12.7
Novice-researcher	2	2.8
Postdoctoral Researcher	10	14.1
Total	71	100

A.1 Employees appointed to scientific-teaching positions

Name and Surname	Position	Employment percentage
dr. sc. Vinko Kandžija	Professor Emeritus	-
dr. sc. Heri Bezić	Full Professor	100
dr. sc. Stipe Blažević	Full Professor	100
dr. sc. Helena Blažić	Full Professor	100
dr. sc. Ljerka Cerović	Full Professor	100
dr. sc. Branka Crnković-Stumpf	Full Professor	100
dr. sc. Nada Denona Bogović	Full Professor	100
dr. sc. Mira Dimitrić	Full Professor	100
dr. sc. Ivan Frančišković	Full Professor	100
dr. sc. Nada Karaman Aksentijević	Full Professor	100
dr. sc. Marija Kaštelan Mrak	Full Professor	100
dr. sc. Goran Kutnjak	Full Professor	100
dr. sc. Ivan Mencer	Full Professor	100
dr. sc. Josipa Mrša	Full Professor	100
dr. sc. Mario Pečarić	Full Professor	50
dr. sc. Zdenko Prohaska	Full Professor	100
dr. sc. Nenad Smokrović	Full Professor	50
dr. sc. Dragomir Sundać	Full Professor	100
dr. sc. Neda Vitezić	Full Professor	100
dr. sc. Nela Vlahinić Lenz	Full Professor	100
dr. sc. Slavomir Vukmirović	Full Professor	100
dr. sc. Zdravko Zekić	Full Professor	100
dr. sc. Zvonko Čapko	Associate Professor	100
dr. sc. Saša Drezgić	Associate Professor	100
dr. sc. Ivana First Komen	Associate Professor	100
dr. sc. Alen Host	Associate Professor	100
dr. sc. Lara Jelenc	Associate Professor	100
dr. sc. Nataša Rupčić	Associate Professor	100
dr. sc. Alemka Šegota	Associate Professor	100
dr. sc. Davor Vašiček	Associate Professor	100
dr. sc. Saša Žiković	Associate Professor	100

Name and Surname	Position	Employment percentage
dr. sc. Vesna Buterin	Assistant Professor	100
dr. sc. Igor Cvečić	Assistant Professor	100
dr. sc. Jasmina Dlačić	Assistant Professor	100
dr. sc. Nikolina Dukić Samaržija	Assistant Professor	100
dr. sc. Tomislav Galović	Assistant Professor	100
dr. sc. Pavle Jakovac	Assistant Professor	100
dr. sc. Jelena Jardas Antić	Assistant Professor	100
dr. sc. Zoran Ježić	Assistant Professor	100
dr. sc. Bojana Olgić Draženović	Assistant Professor	100
dr. sc. Helga Pavlić Skender	Assistant Professor	100
dr. sc. Danijela Sokolić	Assistant Professor	100
dr. sc. Dunja . Škalamera Alilović	Assistant Professor	100
dr. sc. Ana Štambuk	Assistant Professor	100
dr. sc. Ivana Tomas Žiković	Assistant Professor	100
dr. sc. Ivan Uroda	Assistant Professor	100
dr. sc. Nenad Vretenar	Assistant Professor	100

A.2 Employees appointed to teaching and associate positions

Name and surname	Position	Employment percentage
dr.sc. Ksenija Juretić	Senior Lecturer	100
Kristina Kaštelan	Senior Lecturer	100
Daniela Kružić	Lecturer	100
Ana Babić	Assistant	100
Josip Čičak	Assistant	100
Ivan Gržeta	Assistant	100
Petra Mirković Adelajda	Assistant	100
Antonija Petrlić	Assistant	100
Stella Suljić Nikolaj	Assistant	100
Marko Tomljanović	Assistant	100
Marija Vidušin	Assistant	100
Vinko Zaninović	Assistant	100
Jana Katunar	Novice-researcher	100
Ana Marija Sikirić	Novice-researcher	100
dr. sc. Andrea Arbula Blecich	Postdoctoral Researcher	100
dr. sc. Saša Čegar	Postdoctoral Researcher	100
dr. sc. Mirjana Grčić Fabić	Postdoctoral Researcher	100
dr. sc. Maja Grdinić	Postdoctoral Researcher	100
dr. sc. Valentina Ivančić	Postdoctoral Researcher	100
dr. sc. Davor Mance	Postdoctoral Researcher	100
dr. sc. Dario Maradin	Postdoctoral	100

Name and surname	Position	Employment percentage
	Researcher	
dr. sc. Dejan Miljenović	Postdoctoral Researcher	100
dr. sc. Luka Samaržija	Postdoctoral Researcher	100
dr. sc. Maja Vujičić	Postdoctoral Researcher	100

**ANNEX B: LIST OF SCIENTIFIC PROJECTS
IN THE PERIOD 2011/2012 – 2015/2016**

Indicators of success of scientific research at the Faculty
during the period 2011/2012 – 2015/2016

Indicator	Projects
The number of international projects funded by the EU in which the Faculty of Economics is either the principal investigator or a partner	7
The number of scientific projects funded by the Croatian Science Foundation (CSF) in which the Faculty of Economics is either the principal investigator or a partner	4
The number of scientific projects funded by the University of Rijeka in which the Faculty of Economics is either the principal investigator or a partner	13
The number of scientific projects funded by the Ministry of Science, Education and Sports (MSES) in which the Faculty of Economics is either the principal investigator or a partner	15

List of scientific projects in which the Faculty of Economics is either the principal investigator or a
partner investigator
during the period 2011/2012 – 2015/2016

Project title and principal investigator	Source of financing	Duration
Integration of Balkan's Countries in the European Administrative Space – prof. dr. sc. Vinko Kandžija – development project	EU	September 2011 – 2014
International Certificate- Business Friendly Certification for Municipalities – prof. dr. sc. Saša Drezgić (partners coming from the Republic of Serbia)	EU	October 2011 -2013
Absorption Capacity of the EU Pre-accession Programs in the Western Balkan Countries – prof. dr. sc. Vinko Kandžija (partners coming from B&H, Bulgaria, France, Slovenia, Rumania)	EU	September 2012 – 2014
Jačanje poduzetničkih kapaciteta mladih (EnterYOUTH)/ Strengthening youth entrepreneurship capacities (The Faculty is a partner)	EU	December 2014 – 2015
EU Trade Policy in the Globalized World	EU	September 2013 – 2016
Usvajanje načela HKO u visokoobrazovnim institucijama u polju ekonomija – ECONQUAL – prof. dr. sc. Alen Host /Adopting CQF (Croatian Qualifications Framework Cro. HKO) principles in higher education institutions in the field of economics – ECONQUAL (partners are Croatian faculties and departments of economics: EFST, EFZG, EFOS, FTMU, UNIPU, UNIDU, UNIZD)	EU	June 2015 – 2016
Rethinking Territory Development in Global Comparative Researches (Rethink Development) – prof. dr. sc. Saša Drezgić (partners coming from Latvia)	EU	May 2014 – 2015
Tax Policy and Fiscal Consolidation in Croatia / Porezna politika i fiskalna konsolidacija u Hrvatskoj – prof. dr. sc. Helena Blažić	CSF	June 2014 – 2018
Business and Personal Insolvency – the Ways to Overcome Excessive Indebtedness / Poslovna i osobna insolventnost – putevi izlaska iz prezaduženosti – prof. dr. sc. Mira Dimitrić	CSF	July 2014 – 2018
Economic and Social Effects of Energy Sector Reforms on	CSF	June

Project title and principal investigator	Source of financing	Duration
Sustainable Economic Growth/ Ekonomski i socijalni učinci reformi energetskega sektora na održivi ekonomski rast – prof. dr. sc. Nela Vlahinić Lenz		2014 – 2018
A Model for Measuring the Efficiency of Public Health Services/ Model mjerenja efikasnosti javno zdravstvenih usluga – prof. dr. sc. Neda Vitezić	CSF	May 2015 – 2019
Konkurentnost hrvatskog izvoza/ Competitiveness of Croatian Export – prof. dr. sc. Heri Bezić	University of Rijeka	October 2014 – 2017
Porezni sustav i ekonomsko-socijalni odnosi hrvatskog društva/ Tax System and Economic-social Relations in Croatian Society – prof. dr. sc. Helena Blažić	University of Rijeka	March 2014 – 2017
Razvoj gospodarske konkurentnosti Hrvatske kao članice EU/ Development of Croatian Economic Competitiveness as an EU member state – prof. dr. sc. Vinko Kandžija	University of Rijeka	March 2014 – 2017
Ljudski potencijali i ekonomski razvoj Hrvatske/ Human Resources and Economic Development of Croatia – prof. dr. sc. Nada Karaman Aksentijević	University of Rijeka	March 2014 – 2017
Ekonomski učinci reformi u elektroenergetskom sektoru na održivi ekonomski rast/ Economic Impacts of Regulatory Reforms in Electricity Sector – prof. dr. sc. Nela Vlahinić Lenz	University of Rijeka	March 2014 – 2017
Razvoj Managementa u funkciji integracije hrvatskoga gospodarstva u EU/ Management Development in the EU Accession Process of the Croatian Economy – prof. dr. sc. Nataša Rupčić	University of Rijeka	March 2014 – 2017
Strategija korporacije- sadašnja budućnost (Traganje za mogućnostima rasta poduzeća u Republici Hrvatskoj)/ The Corporation Strategy – Future in Present Time (In Search of a Growth Path for Croatian Enterprises) – prof. dr. sc. Ivan Mencer	University of Rijeka	March 2014 – 2017
Razvoj prometne infrastrukture na paneuropskim koridorima EU fondovima i gospodarstvo Republike Hrvatske/ Development of the transport infrastructure of Pan-European Corridors - EU Funds and the Economy of the Republic of Croatia – prof. dr. sc. Alen Host	University of Rijeka	March 2014 – July 2015
Koncepti i metode troškovnog i upravljačkog računovodstva u javnom sektoru Republike Hrvatske / Approaches and Methods of Cost Accounting in Croatian Public Sector – prof. dr. sc. Mira Dimitrić	University of Rijeka	March 2014 – 2017
Koncepti i metode financijskog računovodstva u javnom sektoru RH / Basis and Methods of Public Sectors Financial Accounting in the Republic of Croatia – prof. dr. sc. Josipa Mrša	University of Rijeka	March 2014 – May 2015
Poslovna prilagodba hrvatskih gospodarskih subjekata tržišnom natjecanju u EU/ Adaptation of Croatian Business Entities to EU Competition – prof. dr. sc. Marija Kaštelan Mrak	University of Rijeka	March 2014 – July 2016
Potencijal strateškog promišljanja / Potentials of Strategic Thinking – prof. dr. sc. Lara Jelenc	University of Rijeka	March 2014 – 2017
Strateški marketing – stvaranje identiteta konkurentnog gospodarstva/ Strategic Marketing – Creating the Identity of a Competitive Economy – prof. dr. sc. Bruno Grbac	University of Rijeka	March 2014 – March 2015*

Project title and principal investigator	Source of financing	Duration
Razvoj gospodarske konkurentnosti Hrvatske u procesu priključivanja EU/ Development of Croatian Economic Competitiveness in the Process of EU Accession – prof. dr. sc. Vinko Kandžija	MSES	02/01/2007 – 31/12/2013
Ljudski potencijali i ekonomski razvoj Hrvatske / Human Resources and Economic Development of Croatia – prof. dr. sc. Nada Karaman Aksentijević	MSES	02/01/2007 – 31/12/2013
Kvantitativna analiza produktivnosti hrvatskog gospodarstva i integracija u EU/ Quantitative Analysis of Croatian Economy Productivity and EU Integration – prof. dr. sc. Ljiljana Lovrić	MSES	02/01/2007 – 31/12/2013
Hrvatska financijska tržišta i institucije u procesu uključivanja u EU / Croatian Financial Markets and Institutions in the Process of EU Accession – prof. dr. sc. Zdenko Prohaska	MSES	02/01/2007 – 31/12/2013
Razvoj Managementa u funkciji integracije hrvatskog gospodarstva u EU / Management Development in the EU Accession Process of the Croatian Economy – doc. dr. sc. Zdravko Zekić	MSES	02/01/2007 – 31/12/2013
Inovativnost, transfer tehnologije i konkurentnost hrvatskog izvoza / Innovation, Technology Transfer and Competitiveness of Croatian Export – prof. dr. sc. Heri Bezić	MSES	02/01/2007 – 31/12/2013
Europska monetarna unija i Republika Hrvatska / European Monetary Union and Republic of Croatia – prof. dr. sc. Dragoljub Stojanov	MSES	02/01/2007 – 31/12/2013
Koncepti i metode financijskog računovodstva u javnom sektoru Republike Hrvatske/ Basis and Methods of Public Sectors Financial Accounting in the Republic of Croatia – prof. dr. sc. Josipa Mrša	MSES	02/01/2007 – 31/12/2013
Koncepti i metode troškovnog računovodstva u javnom sektoru Republike Hrvatske/ Basis and Methods of Public Sectors Cost Accounting in the Republic of Croatia – prof. dr. sc. Mira Dimitrić	MSES	02/01/2007 – 31/12/2013
Strategija ekonomsko-socijalnih odnosa hrvatskog društva / Strategy of Socioeconomic Relations of the Croatian Society – prof. dr. sc. Ivo Sever / prof. dr. sc. Helena Blažić	MSES	02/01/2007 – 31/12/2013
Tercijarna logistika – čimbenik uključivanja RH u europski gospodarski sustav / Tertiary Logistics-The Factor of Including Croatia into European Economic System – prof. dr. sc. Ratko Zelenika / doc. dr. sc. Alen Host	MSES	02/01/2007 – 31/12/2013
Strategija korporacije – sadašnja budućnost / The Corporation Strategy – Future in Present Time – prof. dr. sc. Ivan Mencer	MSES	02/01/2007 – 31/12/2013
Ekonomski učinci regulatornih reformi elektroenergetskog sektora / Economic Impacts of Regulatory Reforms in Electricity Sector – prof. dr. sc. Nela Vlahinić Dizdarević	MSES	02/01/2007 – 31/12/2013
Poslovna prilagodba hrvatskih gospodarskih subjekata tržišnom natjecanju u EU/ Adaptation of Croatian Business Entities to EU Competition – prof. dr. sc. Marija Kaštelan Mrak	MSES	02/01/2007 – 31/12/2013
Strateški marketing – stvaranje identiteta konkurentnog gospodarstva/ Strategic Marketing – Creating the Identity of a Competitive Economy – prof. dr. sc. Bruno Grbac	MSES	02/01/2007 – 31/12/2013

* Note: The project is no longer in process due to the retirement of the project's Coordinator/Leader

ANNEX C. SWOT ANALYSES PERFORMED BY INDIVIDUAL DEPARTMENTS

1. DEPARTMENT OF ECONOMIC THEORY

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
The only ones in the Republic of Croatia offering the course <i>Energy Economics</i> , and a specialist postgraduate study program in Energy Sector Economics, which is a specific trait of the Faculty's profiling.	Doctoral students are not competent enough to know how to investigate or explain obtained results within doctoral theses. Instead of immediately defining their hypothesis, mentors lose about 30% of the time to complete the above mentioned phase.
Providing mentoring to theses in energy economics.	An insufficient number of publications in journals abstracted and indexed in the WoS database; insufficient motivation for their publication.
Scientific research within projects funded by the CSF and the University of Rijeka in the field of energy economics.	Insufficient motivation for potential mentors to work with doctoral students. Namely, mentoring is a rather challenging and time consuming activity, which is, among other, insufficiently remunerated. Due to the generational shift (retirement of elder academic staff) the Faculty will be faced with a decrease in the number of potential mentors.
We provide for an in-depth insight into theoretical knowledge in economics within the doctoral program, where 4/5 of the (compulsory) courses within the first year of studies are covered by the Department teachers.	Low average <i>Hirsh</i> index of Department members: $25/8=3.125$ (the data for two members are unavailable).
We publish scientific papers in in co-authorship with doctoral students in national and international publications and present papers at national and international conferences.	Insufficient financial support to young researchers to present and publish papers at national and international conferences / publications (conditioned by projects).
The Faculty's long tradition and experience in conducting scientific research and doctoral studies.	Insufficient marketing skills in promoting the Faculty, especially in the media.
Improved student-teacher ratio (during the last few years) which allows more time for scientific research.	Still a very high student- teacher ratio (see left) limiting the time one can spend working individually with young doctoral students/researchers.
The relatively large number of personnel educated / trained abroad (MSc and PhD degrees obtained in Ljubljana, research stays abroad for several months ...).	Inability to regularly send young researchers to foreign institutions for longer periods of time (an entire semester) due to their teaching obligations and commitments at the Faculty in general (their engagement in teaching centers, distance learning, part-time studies, etc.).
Active knowledge of, above all, the English language.	A (smaller) number of senior professors who mainly have passive knowledge of the English language.
Mobility of researchers (attending conferences, research visits / stays abroad).	Lack of time which one could commit to research not only due to teaching, but also due to various administrative duties related to teaching, as well as other duties e.g. different analyzes, reports, etc.
Training (workshops) organized at the Faculty, especially in quantitative skills.	Insufficient motivation to conduct research – a 'waste of time' – it is only necessary to meet promotion requirements; the other (additional work on projects is not valorized and 'additional' research work in general is not remunerated.

OPPORTUNITIES (external factors)	THREATS (external factors)
Initiating the launch of a new doctoral program of interdisciplinary character, one-of a kind in the region and beyond, the Doctoral Program in Pharmaeconomics and Health Economics.	Uncertainty and frequent changes in regulations related to scientific and educational advancement impair the development of the researcher and reduce their work to merely meeting the set requirements.
Geographical position and climate (convenient and attractive to foreign students, doctoral candidates, professors and researchers).	Competition in the immediate environment: the presence and relative closeness of other faculties and research centers in the field of economics, including private sector institutions and polytechnics that may <i>draw away</i> research staff by offering better financial and other stimuli.
EU membership and future membership in OECD, membership in many formal and informal groups.	The negative demographic trends: reduction in the number of newly born, emigration of the highly educated who wish to pursue their studies (especially graduate, doctoral, postgraduate specialist studies) not just for their studies but as a means of finding employment abroad.
Growing number of opportunities for on-line training, especially in the quantitative area	The decline in the interest in education focused on European integration, which has been one of the Faculty's orientations.

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Leadership/Coordination of projects should be valorized more; project leaders/coordinators should have the possibility to have these commitments calculated in their employment norm, as suggested by the University.
Education /stay of young researchers at foreign institutions (min 1 semester) with appropriate replacements for absent researchers at the home institution.
Encourage young staff members to undergo training and education abroad (this ought to be supported by the Faculty's management)
Motivate its members to do research for research <i>per se</i> and not just as a means to meet the necessary requirements for their election/ re-election to scientific-teaching ranks.
Encourage members to apply projects for funding (for a start, for University funding ,and later on, for the 'big shot' funding such as that of the Croatian Science Foundation).

2. DEPARTMENT OF NATIONAL ECONOMY AND DEVELOPMENT

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Long experience in the application and implementation of a large number of research projects (funded by the Ministry, the Foundation, the University).	Insufficient capacity for a greater volume of scientific research (the workload and the total number of scientists)
The scientific researchers and their specific knowledge and competence.	Insufficient international visibility.
Scientific journal abstracted and indexed in relevant databases.	Insufficient financial support.
Access to the latest scientific literature and research databases.	Insufficient mobility of scientists.
The scientific research activities of the Faculty's <i>Center for Local Economic Development (CLER)</i> in the field of regional and local development.	A small number of scientific symposia, conferences, round tables organized by the Faculty as the location for the transfer of knowledge and experience
Cooperation with state institutions in order to create a scientifically based methodology of macroeconomic indicators (e.g. calculation of GDP at local level; calculation of the development index for local government units and Croatia's counties).	-
OPPORTUNITIES (external factors)	THREATS (external factors)
Possibility of applying for EU funding of projects.	Institutional limitations in terms of employing new scientists
Increased community's interest in the specific areas and competences the Faculty has to offer (energy economics, sustainable development, water resources management, waste disposal management).	The chain system of promoting scientists to higher ranks.
Increased interest of local government units in scientific research in order to find solutions for specific problems e.g. asset management.	The present system of financing scientific projects and activities.
Possibility of collaborating within research networks in Croatia and abroad	Insufficient awareness of economic entities as well as local government units of the need to cooperate with the Faculty in realization of joint scientific projects.
-	Competition in the immediate environment.

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Even though departments are advisory units at the Faculty, they should be given greater powers in the area of scientific activities e.g. registration of doctoral dissertation proposals, application of scientific research projects and the like.

3. DEPARTMENT OF INTERNATIONAL ECONOMICS

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
International cooperation.	Insufficient financial support for progressive scientists with a growing number of scientific papers.
Inclusion of assistant professors in the reviewing of doctoral thesis applications within the doctoral workshops.	Insufficient mobility of scientists.
Rewarding authors of scientific papers being published in reputable journals (CC).	Insufficient collaboration between professors and doctoral students in writing scientific papers.
Organization of an international conference	Insufficient emphasis on scientific research within doctoral studies.
Proceedings of Rijeka Faculty of Economics	Insufficient willingness/interest to work with doctoral students.
Access to databases (AMADEUS and other relevant databases).	Mentorship problems / reluctance to be involved in mentoring .
CEEPUS and ERASMUS programs which provide for the mobility of researchers and the acquisition of experience at foreign institutions.	Classical form of lecturing (ex-cathedra teaching)
Willingness to continuously pursue further education and training and international experience.	Outdated curricula, revision of contents already taught at lower study levels..
Collaboration with Croatian and foreign universities/faculties, institutions and research networks in Croatia and abroad.	Insufficient level of innovativeness in performing tasks.
The overall support of the University, the funding of projects.	Failure to give full lectures (shortening classes).
Collaboration with the public administration and the economy.	Recognition of ECTS credits acquired at postgraduate specialist studies as a substitution for all completing courses at doctoral level.
OPPORTUNITIES (external factors)	THREATS (external factors)
Development of Faculty's Teaching Centers.	A somewhat slow system of scientists' advancement to higher ranks.
Possibility of collaborating with research institutions in Croatia and abroad.	Strong competition from foreign faculties offering better quality programs e.g. Ljubljana, Sarajevo.
Possibility of applying projects for EU funding.	Reluctance of the business sector to cooperate with the Faculty.
Possibility of greater collaboration with doctoral students.	Insufficient market demand for scientific research.
Introduction of scientific research methodologies, identification of quality and potential .	-
Enhancement of doctoral program' quality by creating conditions (incentives) enabling better doctoral students' and researchers' performance.	-
Adjusting programs to market trends, using modern tools in scientific research, encouraging the use of ICT.	-
Financial support to perspective researchers, attractive research topics and high quality papers.	-

Encouraging and providing support to doctoral candidates to participate in international conferences.	-
Greater engagement of our professors / assistant professors at foreign universities and of foreign professors / assistant professors at our universities.	-
Organization of workshops at the Faculty for our professors/assistants for a minimal fee (e.g. Depken's econometric workshop).	-
Workshops and training in databases usage – which databases, how, for what ... in general how to conduct research.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Encourage the organization of workshops for doctoral students related to the search and use of databases, research papers and workshops related to the application of scientific research methods. To provide access to relevant databases not only to scientists, but also to doctoral students.

4. DEPARTMENT OF EU ECONOMICS AND POLICY

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Regular organization and hosting of scientific colloquia for doctoral students.	Unavailability of licenses for tools and computer programs necessary to conduct econometric studies.
Initiative to organize and host econometric workshops.	The non-indexation of Conference Proceedings in relevant journal databases.
Connections with established foreign scientific and educational institutions.	The lack of permanent access to relevant scientific research databases.
' Clarity ', organization and contemporaneity of doctoral studies.	The lack of strong foundations needed for conducting quality quantitative research, required by modern scientific trends.
Organization of international conferences and round tables.	Lack of support for scientific research (finance and information).
Possibility of establishing new cooperative relations and the exchange of knowledge and experience through the study program held in English.	The environment (external and internal) does not provide sufficient motivation for scientist to conduct high-quality research, especially when it comes to young researchers.
Full access to relevant journals and databases provided for by the Faculty's library.	-
The engagement of Faculty staff in scientific and professional projects funded by national and international institutions.	-
Possibility of international exchange of teaching and non-teaching staff.	-
Membership in international doctoral studies (PhD) networks.	-
OPPORTUNITIES (external factors)	THREATS (external factors)
Further affirmation of the Faculty as the ' pioneer' in carrying out European studies in the Republic of Croatia.	The excessive workload due to teaching and administrative duties, which hinders high-quality scientific work.
EU scientific research programs	Commercialization of scientific research
Research support programs financed by Croatian institutions.	Competition in conducting scientific research activities in Croatia (private higher education institutions) and abroad.
Additional possibilities for the development of scientific research projects within the EU program.	-
Possibility of networking in obtaining international accreditation.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Given that the Faculty of Economics, primarily at the initiative of the Department members, has organized 10 international conferences attracting a large number of international and Croatian scientists, we believe that it is of key importance to:

- a) continue and further enhance the practice in organizing international conferences
- b) create the conditions needed for the indexation of Conference Proceedings in relevant international bibliographic databases
- c) seize the Conference as an opportunity to strengthen and expand international research partnerships.

Relaunching the international Summer School: the organization and hosting of a dozen summer schools (2005-2015) provided for many forms of international scientific cooperation, which resulted in the creation of knowledge networks and the exchange of teachers and researchers.

Stronger initiative to organize guest lectures by renowned scientists from national and international partnering initiatives.

Networking among Department members through joint research projects..

Expanding inter-department collaboration at national and international level.

5. DEPARTMENT OF FINANCE AND BANKING

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Years long tradition and experience not just of the Faculty itself, but its doctoral program and scientific work.	Lack of marketing skills in promoting the Faculty, especially in the media. / Lack of marketing support in promoting EFRI as a scientific research institution (and teaching) i.e. a concrete marketing strategy and systematic monitoring of achieved results.
Engagement of foreign scientists within the doctoral program.	Unsatisfactory level of available content in English on the website and other technical website deficiencies.
Improved student-teacher ratio (during the last few years) which allows more time for scientific research.	Still a very high student- teacher ratio (see left) limiting the time one could spend working individually with young doctoral students/researchers.
The relatively large number of personnel educated / trained abroad (MSc and PhD degrees obtained in Ljubljana, research stays abroad for several months ...)	Inability to regularly send young researchers to foreign institutions for longer periods of time (an entire semester) due to their teaching obligations and commitments at the Faculty in general (their engagement in teaching centers, distance learning, part-time studies, etc.)
Perspective research staff.	The rather small number of Department members in comparison to other state faculties. / Insufficient administrative support in research activities/ Younger staff is often confronted with inadequate conditions of work with respect to outdated equipment.
Active knowledge, among all, of the English language.	A (smaller) number of senior professors who mainly have passive knowledge of the English language.
Mobility of researchers (conferences, scientific visits, stay abroad.....)	Lack of time which one could commit to research not only due to teaching, but also due to various administrative duties related to teaching, as well as other duties e.g. different analyzes, reports, etc. Researcher are facing an over workload due teaching activities not related to regular (full-time studies), non-teaching activities and administrative tasks which leaves a very limited amount of time for scientific research.
Education and training of scientific research staff at workshops and training programs in Croatia and abroad.	Further professional development outside the Faculty is limited as it is financed only through projects/ The Faculty no longer provides funds for training and going to scientific conferences.
Statistical, econometric, mathematical data processing packages; AMADEUS database, Stata, Eviews, DEA solver Pro, Statistica and library database.	Lack of familiarity/insufficient use of data processing programs, particularly by the doctoral students. Despite the number of available databases, there is still somewhat limited access to both databases and literature.
Organization of several training programs in econometrics and statistics at the Faculty of Economics Rijeka.	Limited use of quantitative methods and insufficient understanding of the same.
CLER – research and databases	-

Collaboration with the local community (projects, expert opinion, development strategies).	-
Involvement in government institutions / committees (e.g., the Ministry of Finance, Fiscal Policy Committee ...).	-
Years long collaboration with national research centers/institutions (Institute of Public Finance...)	-
Years long active formal (institutional) and informal horizontal collaboration of researchers e.g. Interdepartmental meetings of departments of finance and the like, where researchers exchange ideas, experience and latest scientific results	-
Years long collaboration with numerous faculties and research centers in Croatia and abroad (Faculty of Economics Zagreb, Faculty of Economics Split, Faculty of Economics Osijek, Faculty of Economics Sarajevo, Faculty of Economics Ljubljana, Faculty of Administration Ljubljana ...).	Underused potential of the many forms of collaboration (listed left).
The Faculty is a member and one of the founders of the <i>Central and South-East European PhD Network</i> (CESSEnet)	The processes of entering other networks such as EDAMBA, AACSB, EPAS, and EQUIS have just begun.
The Faculty was the first institution at the University to have/participate in the Erasmus exchange - the longest experience in the exchange of teachers and researchers/ the CEEPUS exchange.	-
Collaboration with Bloomberg	-
Membership in CEEMAN and NISPA networks	-
4 CSF projects (Tax Policy and Fiscal Consolidation in Croatia / Porezna politika i fiskalna konsolidacija u Hrvatskoj, Project number: Lp-2013-11 -8174; Business and Personal insolvency – the Ways to Overcome Excessive indebtedness / Poslovna i osobna insolventnost – putevi izlaska iz prezaduženosti, Project number: Lp-2013-11 – 6558; Economic and social effects of energy sector reforms on sustainable economic growth/ Ekonomski i socijalni učinci reformi energetskeg sektora na održivi ekonomski rast, Project number: Lp - 2013-11 – 2203) and numerous UNIRI projects, EU projects, commercial projects.	Excessive concomitant administration that takes away precious time that could be spent on further research. The lack of quality administrative support.
Faculty's journal: <i>Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business</i> (SSCI, Scopus ...).	-
Regular biennial conference on European integration.	-
ALUMNI and commercial projects, internship program.	Still insufficient cooperation with the economy (direct employment of graduates / PhD students, use the economy as a base for research ...), ALUMNI COOPERATION IS REGRESSING I.E. IT IS ALMOST INEXISTENT
Financial incentive for publications in SSCI and CC journals, and participation in abstracted and indexed conferences.	Still an insufficient number of SSCI papers and indexed conferences/ Financial incentive only for publications in SSCI and CC journals, and participation

	in abstracted and indexed conferences (going to conferences is no longer stimulated, only the publication of scientific papers in journals)
-	Insufficient motivation to conduct research – a 'waste of time' – it is only necessary to meet promotion requirements; the other (additional work on projects is not valorized and 'additional' research work in general is not remunerated; the opportunity costs are rather high.
Education and training programs organized at the Faculty, especially in quantitative skills.	Still an insufficient level of researchers' quantitative skills, especially when it comes to doctoral students.
Engagement of external associates from the economy.	Lack of funding for external associates from the economy.
Availability and engagement of own scientific research staff at postgraduate specialist and doctoral studies as mentors and co-mentors.	-
The organization of doctoral workshops with the purpose of mutual transfer of knowledge and ideas and to provide help to doctoral students in writing their doctoral dissertations.	With regard to the specific skills and time needed to produce a quality critical review of doctoral proposals, the remuneration for being a reviewer are not stimulating enough.
Engagement of external scientific research staff as teachers at postgraduate specialist and doctoral studies.	-
Co-authorship with doctoral students in research papers.	Absence of a system of scholarships for successful students at higher levels of study. often the best students are not able to bear the financial burden of doctoral studies
Active engagement of scientific research staff within the procedures for obtaining accreditations.	Lack of administrative support in the process of obtaining accreditations.
Students interest in the course dealing with insurance – the insurance generates USD 4.553 billion in the world and 1.469 billion in the EU (EUR 8 billion in Croatia!). An industry with high financial potential.	Insurance is an inevitable element of all financial operations and should not be an optional content, especially when students are being educated and trained to participate in the insurance sector that has such a huge financial impact
Regular collaboration with major insurance companies (representatives) in terms of internship, projects and professional associations.	For every collaboration with an economic entity, (e.g. teaching staff internship in order to gain real practice knowledge and be able to incorporate this in one's teaching) one needs to obtain prior approval by the Management which most commonly sees it as collaboration between the entity and the respective individual. There is no objective view of the fact how much this transfer of insurance practice means to students.
Using up-to-date case studies (the latest trends in insurance practice) in teaching (guest lectures by experts from insurance companies, organization of workshops)	-
Active knowledge of foreign languages (English, Italian, German, French)	-
Possibility for individual work (favorable ratio of full and part-time students)	-
Two-week internships in insurance companies for assistants and doctoral researchers to gain/upgrade their	-

practical knowledge which enhances the quality of teaching materials/contents.	
OPPORTUNITIES (external factors)	THREATS (external factors)
Geographical position and climate (convenient and attractive to foreign students, doctoral candidates, professors and researchers)	Competition in the immediate environment: the presence and relative closeness of other faculties and research centers in the field of economics, including private sector institutions and polytechnics (as those in Pula and Zagreb) that may <i>draw away</i> research staff by offering better financial and other stimuli. New forms of on-line studies offered by foreign universities.
EU membership, future OECD membership, as well as memberships in different formal and informal groups.	The negative demographic trends: reduction in the number of newly born, emigration of the highly educated who wish to pursue their studies (especially graduate, doctoral, postgraduate specialist studies) not just for their studies but as a means of finding employment abroad. This is particularly enhanced by Croatia's entrance in the EU and the strong activity in the Faculty Erasmus + e.g. this may hide the risk of these students' leave for further training abroad and eventual non-return.
The growing importance of knowledge and education in the society, especially in view of postgraduate specialist and doctoral studies.	In view of the current financial difficulties in Croatia, the tuition fees for postgraduate specialist and doctoral studies are rather high.
Increased interest in sustainable development.	Brain drain of own research staff (related to abovementioned)
Increased interest in international exchange of students and researchers.	The decline of interest in education related to European integration, which is one of the Faculty's orientations
The demand for scientific research services from local government and state institutions (because of EU funds as well as other reasons)	The negative image financial and banking related occupations in the public.
An increasing number of possibilities for on-line training, especially in the quantitative area.	The growing number of independent researchers and analysts coming from various financial institutions.
-	The increasing number of foreign research institutions entering the domestic market.
-	Insufficient level of students' background knowledge at all levels of studies, including doctoral studies.
-	The dramatic drop in the attractiveness of studies in economics.
Collaboration with the economy through scientific and professional projects.	Scientific researchers lack of time and motivation for collaborating with the economy through joint projects.
Stay and training of scientific research staff at scientific research institutions in Croatia and abroad for at least 3 months	(Non) possibility or difficulty in being absent for longer periods from the Faculty due to teaching and non-teaching obligations.
Increased interest in continuing one's studies after completing graduate studies.	Lower enrollment capacity due to negative demographic trends and emigration.
Obtaining accreditation for specific programs within studies.	Non –fulfillment of accreditation criteria.
Strengthening institutional collaboration with the Croatian Insurance Bureau (CIB), the Association of	Most private faculties offer insurance related courses as core (compulsory) courses thus making their

Insurance Companies, National Green Card Bureau, Guarantee Fund; theCIB Information Centre.	students more competitive on the market(at our faculty, these contents are optional
Market recognition of EFRI experiences in scientific research and expert work.	The public perception of Economics, as a science, is rather low, as well as that of EFRI if one considers its position within UNIRI.
-	The increasing supply by private faculties, business schools, etc., with quality marketing campaigns.

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Co-financing of further education and training, participation in conferences and activities required to publish scientific papers (proofreading, translation, publication costs).
Organization of additional training in econometric and statistical methods.
Stronger support from the administrative staff in managing scientific projects.
Organizational and financial support in publishing books and other publications.
Examples from practice / case studies are a prerequisite: enhanced collaboration with insurance companies.
Encourage young staff members to undergo training and education abroad (this ought to be supported by the Faculty's management)
Motivate its members to do research for research per se and not just as a means to meet the necessary requirements for their election/ re-election to scientific-teaching ranks.
Encourage members to apply projects for funding (for a start, for University funding, and later on, for the 'big shot' funding such as that of the Croatian Science Foundation).

6. DEPARTMENT OF ENTREPRENEURIAL ECONOMICS

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
International recognition through scientific papers published by individuals in highly cited journals.	Insufficiently clear orientation of the Faculty, undefined goals and monitoring.
The created image of the Faculty through the 54 years of its existence.	Rather poor connections with relevant international universities (focused more on private business schools). Low international cooperation on actual projects.
Postgraduate specialist and doctoral studies.	Insufficient mobility of the teaching staff.
Involvement in scientific projects funded by CSF and UNIRI.	The lack of connections with the local government and economy. Insufficient interdepartmental and cross-faculty collaboration.
The Faculty's Proceedings and the relatively satisfactory publishing activity of the Faculty.	Inflexibility and slow adjustment of programs to environment needs.
The possibility of conducting scientific research (statistical package Stata and the Amadeus database as well as occasional access to global databases).	Insufficient number of assistants enrolling PhD studies abroad, as well as the lack of additional education and training in Croatia and abroad (e.g. oratory seminars, computer training in advanced tools ...). Insufficient connection of assistants / doctoral candidates with practice. Lack of internal scientific workshops. Limited or even no access to international databases (e.g. Emerald, ProQuest ...).
A large library fund including course books, manuals, professional and scientific literature. Up-to date information on new incoming literature by the Library staff.	Insufficient statistical training of students and therefore, poor use of statistical and econometric methods in their preparation and completion of thesis (Bachelor, masters, doctoral or specialist). Insufficient focus on quantitative courses.
Additional internal seminars and courses: ECDL, On-line marketing, Application and management of EU projects, Public procurement.	A small number of external associates.
-	A rather small number (insufficient) of computer halls and inadequate IT equipment
-	The economic and other entities lack adequate information on the Faculty's scientific research capacity. There is also a lack of internal communication – lack of information on the execution of certain programs and other activities.
-	Individuals are inertial and unmotivated, poor teamwork and working discipline.
-	Inadequate organizational solutions and delegating of tasks within the administrative staff.
OPPORTUNITIES (external factors)	THREATS (external factors)
Relatively expert staff able to follow scientific research trends.	Faster and more flexible competitors - private and public universities. Private schools are more oriented towards practical application. There is an increasing tendency to develop and offer different types of education and training in business economics on a more commercial basis by involving foreign

	professors, managers and professionals.
The relatively good opportunities for further development of scientific research activities.	The public opinion, especially that of the academic community, about economics.
Establishing connections with the economy through doctoral studies.	Insufficient level of economic development and hence the slowness of implementing new knowledge.
Good geographical location for connecting with other institutions e.g. Alpe Adria	Demographic conditions and greater opportunities for student mobility.
The increasing public awareness of the need for lifelong learning.	The lack of clarity in legislative regulations and their application (e.g. the collective agreement ...).
A new trend in line with EU directives: 'increase efficiency (efficiency and effectiveness) of the public sector '. An opportunity for collaboration in introducing such a system and an opportunity to offer a variety of programs.	-
Scientific research collaboration within the Faculty, the Republic of Croatia, and the EU, including participation in scientific projects funded by the EU.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

A more quality approach to the execution of the doctoral program.
Higher engagement in establishing connects with foreign universities.
Support and involvement in establishing connections with the local government and the economy - programs based on excellence, international competitiveness and the collaboration with the economy,
Publishing papers in highly cited journals.
Stimulating measures aimed at supporting the publication activities.
Encouraging further training at internationally recognized universities.
organization of internal scientific workshops.
Financial support for IT equipment.
Launching a marketing campaign aimed at ALUMNI, the economy and public administration on scientific and professional research opportunities.

7. DEPARTMENT OF ACCOUNTING

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Involvement in government institutions / committees: the Budget Committee of the University of Rijeka, auditing and supervisory boards of state-owned companies, working bodies for drafting legislation in competent ministries.	All researchers have insufficient quantitative skills and competences.
Formal (institutional) and informal horizontal collaboration of researchers , exchange of experience and scientific research results e.g. Regional interdepartmental meetings of departments of accounting and finance	Insufficient number of training programs for young researchers organized at the Faculty or co-financed by the Faculty.
Active participation in scientific research projects headed by other higher education/scientific institutions: CSF 8509 –the Faculty of Economics in Zagreb being the principal investigator	Insufficient exchange of experience and research results among the Faculty’s scientific teaching staff.
The exchange of scientific and teaching staff with foreign institutions within ERASMUS and CEEPUS programs.	Unfamiliarity with the research interests and affiliations of fellow colleagues at the Faculty.
Participation in workshops / forums organized by the private sector.	Insufficient co-financing of young researchers, especially of those not involved in projects.
An established research staff and promising young researchers.	The Department members are more recognized externally, in professional and scientific circles, than internally.
Departments with a small number of researchers, such as the Department of Accounting, participate in numerous international scientific and professional conferences, without neglecting their teaching activities which are performed beyond reproach.	Disproportion in the number of research staff, e.g. the number of researchers at the Department of Accounting in comparison to that of the Department of Finance and Banking or the Department of International Economics
Quality administrative staff to support research activities	Insufficient administrative staff to support research activities.
OPPORTUNITIES (external factors)	THREATS (external factors)
Increased interest in closer collaboration between scientific and economic communities.	The relative proximity of faculties / business schools offering the same and / or similar programs.
Increased interest in continuing one’s education after graduate studies.	-
Limitations of the business environment due to everyday activities and inadequacy of resources for research and innovation. The Faculty’s business environment mainly consists of micro and small enterprises. In this situation, the Faculty can and must assume the leading position in activities related to environment’s development based on scientific research and innovation.	Research and development of business strategies are taken over by other higher education institutions in this area as well as by other economic entities involved in business consulting.

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Organization and/or co-financing of training programs in quantitative skills and competences for researchers, especially the younger ones.
Encouraging cooperation and the exchange of experience and scientific research results among the researchers within the institution (department chairs, in collaboration with their members, should present the results of their work to all interested staff).
Provide and ensure co-financing of scientific work conducted by younger researchers not involved in projects.
Provide and ensure fixed financing of departments' research activity independent of projects, which would enable smaller departments to participate in regional interdepartmental meetings and would cover the costs of publications in prestigious journals.
Appoint a representative / coordinator who would present and advocate the needs of young researchers in front of the Faculty Council and Management; this does not imply the right to vote.
Organizational and financial support for publication of research results

8. DEPARTMENT OF MARKETING

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Knowledge and experience: <ul style="list-style-type: none"> ✓ All Department members hold PhD degrees ✓ A large part of the doctoral degrees are obtained at foreign institutions of higher education; most of the members underwent research training abroad ✓ A number of papers covering different areas of marketing have been published in WoS (CC, SSCI, CPCI, ESCI BCI) and Scopus ✓ Competences and skills in scientific research methodology and statistical methods in business economics ✓ Obtained and partially completed projects financed by: the University of Rijeka, Croatian Science Foundation, MSES 	Visibility of research: <ul style="list-style-type: none"> ✓ Insufficient engagement oriented towards increasing research visibility ✓ Poor publication in international journal
Personal traits: <ul style="list-style-type: none"> ✓ The Department members are enthusiastic, ambitious and energetic 	Networking: <ul style="list-style-type: none"> ✓ Insufficient transfer of knowledge and research results and involvement in mutual testing of research ideas within the Department and/or the Faculty
Networking: <ul style="list-style-type: none"> ✓ traditional international cooperation between Department members and foreign professors as visiting professors, mentors, co-authors, research project partners 	Finances: <ul style="list-style-type: none"> ✓ Some of the Department members due to the termination of scientific research projects DECOVAL (CSF) and Strategic Marketing (UNIRI) currently have no funding for planned research ✓ The Faculty does not allocate resources for co-financing of participation in international conferences or publication in scientific journal
Co-creation of scientific research results with the economy: <ul style="list-style-type: none"> ✓ Cooperation with the economy and other institutions in developing research projects (e.g. cooperation with the Polyclinic Medico) ✓ Mentoring master, master specialist and doctoral theses : application of scientific research methods contribute to the creation of new knowledge and its transfer into the economy ✓ Development of new textbooks and other teaching materials founded on scientific research in cooperation with economic entities ✓ Interactive approach in teaching and high teacher ratings allow for a quality transfer of knowledge at doctoral studies 	Human capital: <ul style="list-style-type: none"> ✓ Over workload due to teaching and other non-teaching activities ✓ The rather small number of Department members in comparison to other faculties (EFZG, EFST, EFOS, DETPU)- the last member was employed 8 years ago
OPPORTUNITIES (external factors)	THREATS (external factors)
Opportunities to acquire new knowledge: <ul style="list-style-type: none"> ✓ Offering research and methodology workshops at 	The system of evaluating and motivating scientific research:

<p>the Faculty for Faculty staff and wider</p> <ul style="list-style-type: none"> ✓ Foreign researchers' interest in coming to the institution 	<ul style="list-style-type: none"> ✓ Advancement to higher positions is possible once a position is vacated due to retirement and not based on achieved teaching and scientific results
<p>Economy's need for scientific research:</p> <ul style="list-style-type: none"> ✓ The economy seeks for answers founded on science to resolve marketing issues ✓ The economy is aware of the fact that without a scientific research marketing approach it is difficult to achieve business success in domestic and foreign markets. Moreover , as marketing is along with, for example, finance one of the oldest contents that have been taught in business schools around the world for the last hundred years, we can offer additional specialized scientific contents in marketing ✓ The application of the scientific research marketing approach is becoming increasingly important in the development of study contents at the Faculty and the University, but also when it comes to student recruitment 	<p>Competition:</p> <ul style="list-style-type: none"> ✓ Private schools, incubators cooperating more closely with the economy and which have a better opportunity to create knowledge based on the economy and for the economy ✓ Similar faculties at the University and the presence of an increasing number of private marketing agencies offering research marketing services
<p>Financing:</p> <ul style="list-style-type: none"> ✓ New calls opened for funding for scientific research projects ✓ Encouraging interdisciplinary research at national and international level, which is in line with the research conducted within the Department 	

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

<p>Education and training:</p> <ul style="list-style-type: none"> ✓ Organization of workshops aimed at improving the quality of research papers held by eminent scientists ✓ Systematic education and training in scientific research like that organized at foreign doctoral studies ✓ Methodological workshops for doctoral students ✓ Informal meetings and presentation of scientific research as a means of transferring knowledge , exchange of ideas and feedback
<p>Enhance departments' significance:</p> <ul style="list-style-type: none"> ✓ Transparency in engaging individuals in scientific research projects for the economy in the manner that the engagement of individuals is coordinated at department level. This will enable individual researchers, regardless their rank, to, if they wish to, join the project on the basis of an (internal) public call (Econqual is an example of good practice) ✓ The departments should in their respective areas propose a) interesting scientific research topics to be dealt within master and doctoral theses , and b) the members of committees, mentors, principal investigators/coordinators of scientific and professional projects
<p>Networking:</p>

- ✓ Networking with economic entities in developing and conducting scientific research projects
- ✓ Networking with individuals from other faculties within and outside the University in developing and conducting research

Financing:

- ✓ Funding of smaller scientific research projects within the Faculty i.e. ensure funding for registration fees and travel costs to attend conferences and publish papers in journals
- ✓ Taking preventive measures to ensure continuation of research projects in cases when the initial principal investigator/coordinator can no longer continue to lead the project

9. DEPARTMENT OF ORGANIZATION AND MANAGEMENT

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
A large number of scientific and teaching staff holds PhD degrees.	Poorer recognition of research results in the international environment.
The heterogeneity of Department members' research areas gives wider possibilities of scientific cooperation outside the institution and allows for more diversity in doctoral dissertations topics.	Heterogeneity of research areas result in a somewhat poorer internal connectivity.
Relatively good collegial relationships allow self-organization research-wise.	Insufficient need and awareness of some of the Department members of the importance of interconnectedness in terms of the exchange of useful and / or interesting information and content between colleagues and students at all levels of study.
The possibilities of advancement of scientific teaching staff that valorizes their work thus increasing the quality of scientific and educational activities at the Faculty.	Inability to form research teams as the possibility of recruiting new staff is limited by the teaching norm-hour criterion.
Participation of Department members in scientific research projects funded by the University of Rijeka and the Croatian Science Foundation	Lack of/ inadequate support for publishing activities.
Participation of the scientific teaching staff in scientific conferences for the purpose of presenting their research results and the exchange of knowledge with colleagues in the field of their respective scientific research interest.	Limited possibilities for further training from the methodological aspect.
Enhancing the reputation of the Faculty's journal: the <i>Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu</i> / <i>Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business</i>	The need to adapt one's activities to a large number of current circumstances (modification of forms, reports, and the like) which provides less time for reflection and the study of research issues.
The recognition of the Faculty's scientific and teaching staff quality and the quality of their research activities is reflected in their participation in various editorial and peer review committees in Croatian and foreign scientific and professional journals, chairing of different conference sections, participation in scientific and expert panels, etc.	Teaching, administrative and scientific tasks leave little time for cooperation with external stakeholders and the gaining of useful experience (companies, public sector organizations, etc.) as an incentive for scientific research.
The established relations and cooperation between the Department's scientific and teaching staff and colleagues coming from other institutions according to their scientific research interest which are reflected in the organization of guest lectures, joint projects, mentoring of doctoral students and other.	In some aspects there is a need to enhance the quality of teaching within the doctoral program in respect to innovating thematic units by incorporating recent findings as the basis for further scientific research cooperation within doctoral studies.
The establishment of cooperation in terms of the exchange of scientific and teaching staff with foreign institutions within ERASMUS, CEEPUS, bilateral cooperation agreements and the like.	In some aspects it is needed to point out the importance of specific professional areas to different stakeholders (students, colleagues, external stakeholders) in order to raise the level of knowledge and the importance of continuous learning.

Ability to link to the Ministry of Science, Education and Sports' Center for on-line databases and obtain network access to commercial databases; the ability to access JSTOR and Amadeus databases within the Faculty of Economics, University of Rijeka.	Lack of the doctoral program's differentiation does not allow for the acquisition of specialized knowledge in the focus of doctoral students' interest.
Access to statistical and econometric data processing packages: Stata, Eviews, DEA solver Pro, Statistica.	Inadequate level of background knowledge of doctoral students in research methodologies limits scientific and research cooperation
The image of a small faculty that has dynamic, proactive and collaborative approach oriented towards users/ stakeholders' needs in the national and international environment.	Flawed information flows, the lack of timely information, particularly about the availability of software tools.
The ability to lecture doctoral courses in English.	In part, lower levels of English usage.
The Faculty is a member of CESEnet and AACSB and EPAS.	Lack of training on the methodological aspects of research work.
Affirmation of the scientific orientation of the Faculty through existing postgraduate specialist and doctoral studies.	In some cases, lower engagement of scientific and teaching staff when it comes to cooperating with doctoral students in their selection of dissertation topics, but also in other phases of work as well as in other forms of scientific research cooperation.
Sufficient capacity to carry out activities within the doctoral program.	Lack of financial sources for the engagement of experts from other institutions for the purpose of exchanging scientific knowledge and / or education on specific problem areas (e.g. methodological aspect).
Organization of scientific colloquia within the doctoral program.	The need for improving the culture of dialogue with all stakeholders.
Good visibility of the work of the scientific and teaching staff via the information platform (Faculty's website, databases, BIB, Google Scholar, Research Gate, etc.).	-
The tuition fees at the doctoral study are lower in comparison to those of similar institutions in the region.	-
OPPORTUNITIES (external factors)	THREATS (external factors)
The possibility of obtaining internationally recognized certifications and accreditations.	Lower possibility of financing scientific research activities (accessible and available resources at University and Ministry levels are limited).
Interest in postgraduate studies in economics and business economics.	Competition from other economic faculties, especially the Faculty of Economics, University of Zagreb, in view of the number of scientific and teaching staff and financial capabilities, which provide greater opportunities for scientific research and corresponding study (PhD) programs in relation to the those of the Faculty of Economics in Rijeka.
Increased awareness of the need and importance of higher education and lifelong learning which attracts various stakeholders to the Faculty and with whom they can establish various forms of cooperation (case study research, guest lectures, field visits etc.).	Competition on a global scale due to the international recognition of foreign institutions, scholarship opportunities for doctoral students from the Republic of Croatia and the possibility of studying online.
The ability to communicate with stakeholders and deliver lectures electronically.	The decline in the interest to enroll graduate studies.
Despite the divergence of scientific disciplines, the existing trend of convergence and integration of various scientific fields provides opportunities for different	Competition from other higher education institutions which offer programs of lower quality, resulting in the perception of "ease" in obtaining doctoral degrees,

forms of cooperation (with colleagues from other faculties, the people from business practice, public administration, etc.).	and undermining the potential quality of scientific research.
The importance of linking different disciplines contributes to the volume of research opportunities and attractiveness.	Lower purchasing power prevents quality candidates to enroll in doctoral studies.
Possibility of establishing relations within EU projects.	The underdeveloped culture of business sector's participation and cooperation in surveys makes it difficult to obtain relevant information in the area of management and organization.
Visiting professors and experts from Croatian and foreign institutions, provide opportunities for further scientific research cooperation.	The relatively small sample of companies in Croatia complicates the acquisition of substantially original and relevant knowledge on a global scale.
The geographical position and good transport connections provide for the participation of students from different parts of Croatia and other countries in the doctoral program.	Extremely rapid development of scientific notions at global level limits the possibility to provide truly original contributions that would ensure worldwide recognition
-	Insufficient awareness in the business world about the importance of monitoring, analysis and application of scientific research results and notions.

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

The members of the Department of Organization and Management by participating in research projects develop and enrich their scientific knowledge within their research areas and consequently incorporate this newly gained knowledge in their teaching at the doctoral program. The proposal of doctoral topics and courses as well as their continuous enhancement at all study levels is a result of and is based on the scientific research conducted by Department members.
The department members are engaged in the following projects :
<p>1. <i>Ljudski potencijali i ekonomski razvoj Hrvatske/ Human Resources and Economic Development of Croatia</i>“ (field General economics, Organization and Management (Project leader : full prof. dr. sc. Nada Karaman Aksentijević)</p> <p>The topics explored within the project fall into the area of general economics, management and quantitative analysis.</p>
<p>2. <i>Razvoj Managementa u funkciji integracije hrvatskoga gospodarstva u EU/ Management Development in the EU Accession Process of the Croatian Economy</i> (Project leader – assoc. prof. dr. sc. Nataša Rupčić)</p> <p>The topics explored within the project fall into the area of contemporary management development (process management, project management, entrepreneurial management, organizational behavior and development, knowledge management and the learning organization, managerial innovations, managerial decision-making within the framework of managerial economics)</p>
<p>3. <i>Strategija korporacije- sadašnja budućnost (Traganje za mogućnostima rasta poduzeća u Republici Hrvatskoj)/ The Corporation Strategy – Future in Present Time</i> (In Search of a Growth Path for Croatian Enterprises) (Project leader: full prof. dr. sc. Ivan Mencer)</p> <p>The topics explored within the project fall into the area of strategic management (strategy implementation, innovation based company growth, strategic thinking)</p>
<p>4. <i>Perspectives of maintaining the social state: towards the transformation of social security systems for individuals in personalized medicine</i></p>

The project is led by full prof. dr.sc.Nada Bodiřoga Vukobrat from the Faculty of Law in Rijeka. The researchers involved in the projects are full prof. dr.sc. Marija Kařtelan Mrak, asst. prof. dr.sc. Danijela Sokolić and asst.prof. dr.sc. Nenad Vretenar

5. *Potencijal strateřkog promiřljanja / Potentials of Strategic Thinking* (Holder of individual support assoc. prof. dr. sc. Lara Jelenc)

The project explored strategic thinking, as a multidimensional concept within strategic leadership and its impact on business performance and competitiveness.

Conclusions:

- ✓ The contribution of the Department members is reflected in their expertise in a wide range of research areas. The visibility of content and quality of their scientific work is enabled via the Faculty's website, BIB, Google Scholar and other platforms.
- ✓ Within their research domains, the Department members have the capacity to act as mentors to students at doctoral studies. The members of the Department follow up on research trends in their respective fields and have the capacity to advice doctoral students in their choice of research areas.
- ✓ The members of the Department have the capacity to organize scientific colloquia where they would present specific topics and exchange ideas and experience.
- ✓ The members of the Department have the capacity to form a scientific advisory board that would direct doctoral students in their choice of research area.
- ✓ The members of the Department plead that the potential mentoring of doctoral candidates is founded primarily on the possibilities and available capacities within Departments i.e. the Faculty.

10. DEPARTMENT OF QUANTITATIVE ECONOMICS

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Young and motivated research staff.	The rather small number of Department members in comparison to other faculties.
Active participation of Department members in scientific research projects.	A rather large amount of courses, classes and administrative tasks that leave a limited amount of time to devote to scientific work.
Department members are opened to new forms of teaching which are well accepted e.g. Distance learning. This trait allows for further development and use of new tools in the teaching process	New forms of teaching (DL) are not supported by appropriate courses and tools (Adobe Captivate and Adobe Presenter) that would contribute to better quality of on-line teaching materials and contents that would be available on Merlin or another LMS. This would also result in a better quality of materials available to students at doctoral level.
Education and training of scientific research staff at workshops and training programs in Croatia and abroad.	Financial support for the publication of papers and participation in scientific conferences is done exclusively through projects, which limits the amount of resources per researcher.
Collaboration with the Faculty of Economics in Ljubljana in the organization of doctoral workshops.	Unfamiliarity /insufficient use of econometrical and statistical software packages, particularly by doctoral students. The potential cause for this may be that there is only one quantitative course at doctoral level and a very limited number of courses (and contents) at lower levels.
Access to tools for quantitative analyses (Stata, EViews, DEA solver Pro, Statistica).	The doctoral students' unfamiliarity and lack of knowledge of quantitative contents that are a precondition (basis) for quality scientific research in economics.
Organization of econometric workshops for the teaching staff.	Low study hall coverage in terms of software packages that could be used in teaching.
Engagement of external associates in teaching activities at specialist and doctoral studies which contributes to the quality of studies.	Lack of available motivation and support for top students to enroll doctoral programs through scholarships.
OPPORTUNITIES (external factors)	THREATS (external factors)
Stay and training of scientific research staff at scientific research institutions abroad for at least 3 months through the ERASMUS and / or CEEPUS exchange.	(Non) possibility or difficulty in being absent for longer periods (teacher exchange) from the Faculty due to teaching and non-teaching obligations.
Obtaining accreditation for specific programs within studies.	Private universities and faculties developing their own study programs. .
Possibility to offer more quantitative courses at doctoral study level.	-
Providing access to other databases (we already have access to Amadeus).	-
Organization of quantitative courses for interested teaching staff.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Providing financial support to scientific research activities by (co)financing proofreading, registration fees, publication costs etc.
Organization of additional training in the field of econometric and statistical methods. Conducting a (open) survey among the teaching staff related to the application of quantitative methods in scientific research. The goal is to determine the current situation and establish the amount of interest for continuous improvement (guest lectures organized on a semester basis on topics chosen thorough teaching staff vote).
Increased support from the administrative staff in managing scientific projects.
Setting clear goals by the Faculty in terms of scientific research → clear determination of the Faculty's orientation (the overall goal and individual departments' role in its achievement)
Increase in the number of quantitative courses at doctoral studies, and if not compulsory, at least as electives.

11. DEPARTMENT OF STATISTICS

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Organization of different courses (statistical, methodological, etc.).	Researcher are facing an over workload due to obligations not closely related to research and due to the increase in administrative tasks related to teaching
International visibility of scientific researchers' work.	Insufficient scientific productivity – measured by the number of published scientific work per scientist.
Established internal support and reward for publishing scientific work.	Insufficient involvement in international scientific projects.
Researchers' experience in projects funded by the Croatian Science Foundation.	Insufficient collaboration with scientific institutions outside Croatia..
Researchers' experience in projects funded by the University of Rijeka.	Low mobility of scientific staff.
Activities within international scientific projects and research networks.	Insufficient interrelation with the economy.
-	Support for publication is granted only to those published in SSCI and CC and this is only up to a certain amount (power) - the direct costs of publishing: proofreading (or translation), publication fees are not covered; there is also no refund or award for papers published in Scopus or EconLit
OPPORTUNITIES (external factors)	THREATS (external factors)
Possibility of applying projects for EU funding.	The impossibility/institutional obstacles in hiring new teachers in science-teaching positions
Acquisition of new knowledge and advances in research as a result doctoral students' stays at other institutions in Croatia and abroad.	Strong competition in the international research area.
The increasing environment need for high-quality research.	The emergence of consultants as competitors in the research conducted for the economy and the environment
The economy's increasing interest in collaboration with the scientific institutions.	The decrease in the amount of state budget funds for research .

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

The Department of Statistics can contribute by providing support to scientific research related to quantitative research and by providing the necessary education and training in the application of statistical methods and the use of statistical programs.

12. DEPARTMENT OF COMPUTER SCIENCES

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
High employment rate of graduates who have obtained degrees in IT Business	Insufficient collaboration between departments..
High-quality reconstruction of courses – practice based syllabus.	Poor quality of equipment and software in computer halls.
The willingness of Department members to implement new methods and techniques in teaching.	Insufficient number IT courses, particularly at the undergraduate level – there is only one compulsory course during the first year (Informatics).
Complementarity with all other Faculty departments and beyond.	(Non) involvement/neglect of Department members’ say in strategy development at the Faculty.
OPPORTUNITIES (external factors)	THREATS (external factors)
Possibly of cooperation with the economy.	Competition – private schools and faculties
Access and availability of resources from EU and Croatia funds for IT and interdisciplinary projects.	The unfavorable investment climate in Croatia and thus the IT sector as well.
Development of lifelong learning programs.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Relaunching IT Business undergraduate and graduate programs.
Relaunching the postgraduate specialist study program in Intelligent Electronic Business.
Work on the launching of an interdisciplinary doctoral program which would engage teachers from our Department.
Initiating interdisciplinary scientific research in IT application in certain economic sectors.
Initiating a large number of interdisciplinary research projects

13. DEPARTMENT OF FOREIGN LANGUAGES

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Continued professional education and training in the field of languages (translations, proofreading works in a foreign language, teaching materials).	The lack of funding for foreign language teachers' education and training at University level (conferences, scientific symposia, workshops, etc.).
The motivation of Department members to pursue further training in the field of LSP.	Financial support for the publication of papers and participation in scientific conferences is done exclusively through projects, which limits the amount of resources per researcher.
Researcher's self-financing related to attending workshops and courses in Croatia and abroad.	Non-involvement of language teachers in scientific projects at the home institution.
-	The teaching workload of 450 hours for senior lecturers and lecturers (50% more than for professors) and the administrative work related to teaching do not leave sufficient time for research work.
-	The rather limited number of teaching hours and compulsory courses in a foreign language (only two 30 hour courses) results in students' insufficient competences in foreign languages (English, German) at all study levels, which hinders the scientific work of future young scientists (reading scientific literature in a foreign language and/or writing papers in a foreign language).
OPPORTUNITIES (external factors)	THREATS (external factors)
The ERASMUS and / or CEEPUS exchange provide for Department members' stays at international institutions.	(Non) possibility or difficulty in being absent for longer periods (teacher exchange) from the Faculty due to the workload related to teaching and non-teaching obligations.
Modification of the existing curricula in terms of increasing the larger number of foreign language (LSP) courses and lessons at all levels of study.	Insufficient awareness of the need for competences in foreign languages, as an essential element in the education of future scientists, by competent authorities in the design of study programs
Organization of foreign language courses for teachers and provision of support in writing scientific papers in a foreign language.	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

See under Opportunities.

14. DEPARTMENT OF MULTIDISCIPLINARY STUDIES

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
The Department is the only entity in Croatia delivering courses which systematically introduces students to the theory of rational decision-making in economics and the application of game theory in economics. Moreover, the Department conducts research in the area of economic anthropology, which is also a distinctive feature of the Faculty of Economics in Rijeka.	Due to the significant number of courses that are delivered by the Department, the number of teachers should be increased (the Department currently has three teachers employed by the Faculty of Economics and three by the Faculty of Law).
Wide range of research interest covering areas from economics to philosophy, law and logic.	Due to a number of administrative and teaching duties, the time left for scientific work is rather limited.
The cooperation between Department members employed by the Faculty is rather well and they continuously collaborate in research activities.	The financial constraints for conducting research and participating in conferences (currently available resources).
The Department members participate in research projects funded by the National and University Science Foundations.	The IT equipment used by Department members is rather obsolete and hardly meets minimum requirements.
One of the members holds one compulsory and one elective course at the doctoral program offered by the Faculty of Economics Rijeka.	The vagueness of the manner in which coordination (Principal investigator) and participation in research projects is calculated within the general working norm (workload).
A member of the Department is also the Head of doctoral studies at the Faculty of Philosophy where he holds three courses.	-
Two of the members are lecturers at the doctoral studies offered by the Faculty of Law	-
All members of the Department participate and/or are competent to participate in teaching in a foreign language(s) (English and / or German).	-
All members of the Department hold PhD degrees.	-
Department members have collaborated with doctoral students in research and consequently the publication of obtained research results (papers).	-
OPPORTUNITIES (external factors)	THREATS (external factors)
The possibility of cooperating with scientists from other faculties and universities in Croatia and abroad.	Lack of awareness of the importance of interdisciplinary areas of science.
Opportunity for further cooperation through future research projects	Lack of transparency and legislation's shortcomings in terms of scientific advancement and criteria of scientific excellence

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Members of the Department of Multidisciplinary Studies actively participate in existing scientific projects as well as in the application of new projects.
Three members of the Department are actively involved as researchers within the multidisciplinary project 'Perspectives of maintaining the social state: towards the transformation of social security systems for individuals and personalized medicine' financed by the Croatian Science Foundation (project no. IP-2013-11-5709) - prof. Nada Bodiroga Vukobrat as the Project Coordinator/Principal Investigator, and asst. prof. Ana Pošćić and asst. prof. Nenad Vretenar.
A multidisciplinary project proposal, which will be led by prof. Nenad Smokrović, has received two positive reviews and is expected to be approved for funding by the Croatian Science Foundation.
Another project proposal for the Foundation of the University of Rijeka is in progress. The proposed project is entitled: 'The Impact of institutional solutions to organizational models and systems of allocation'. If the project is approved, three of the Department members will be involved: asst. prof. Nenad Vretenar (as the Project Coordinator/Principal investigator), dr.sc. Davor Mance (member of the main research team) and prof. Nenad Smokrović (as a member of the wider research team).
The results of the Department research activities are reflected in their publications abstracted and indexed in research databases CROSBİ, Google Scholar, Research Gate and other scientific bibliography databases.
In order to enhance the scientific activity, the Department intends to intensify its efforts in seeking scientific conferences suitable for involving as many members as possible. The Department members have a rather long positive experience in participating in organized informal workshops where they each present the obtained research results. Such activities are planned to continue and even increase in frequency and scope which will result in enhanced quality of scientific research and scientific productivity.

15. DEPARTMENT OF KINESIOLOGY

SWOT ANALYSIS

STRENGTHS (internal factors)	WEAKNESSES (internal factors)
Quality	Organization
International visibility	Financial support
OPPORTUNITIES (external factors)	THREATS (external factors)
New notions and developments in research	Economic recession
EU projects	-

Recommendations for improving the quality of scientific research activities (doctoral program, scientific research, scientific projects, etc.) and the areas in which the Department could contribute most

Publication of papers in those scientific journals that are, according to international indexation, classified as A1 papers in the Republic of Croatia, and with whom, the Department of kinesiology has good cooperative relations

**ANNEX D: SCIENTIFIC AREAS AND TOPICS TO BE COVERED BY
FUTURE SCIENTIFIC RESEARCH WITHIN DIFFERENT DEPARTMENTS
IN THE PERIOD 2017 -2020 TO 2017 - 2020**

1. DEPARTMENT OF ECONOMIC THEORY

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	General economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ Potential model of the Republic of Croatia's economic development ✓ The impact of international financial institutions on the development of the Republic of Croatia
2.	Field - branch	Macroeconomics – energy economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ The efficiency of transmission system operators within the electricity sectors in the Republic of Croatia and other EU countries ✓ Energy security in the EU and in the Republic of Croatia ✓ Social effects of energy sector reforms ✓ Macroeconomic effects of reforms in the B&H energy sector ✓ Economic effects of energy sector reforms in South-eastern European countries
3.	Field - branch	Microeconomics
	Indicative research topic	<ul style="list-style-type: none"> ✓ Corporate/industry social responsibility ✓ Education economics: harmonization of the education and labor markets; Cost-effectiveness of investments in education ✓ Health economics: Evaluation of patients' preferences, preventive health programs; Efficiency and fairness of the public health system ✓ RES economics: RES efficiency; economic effects of investing in RES technologies; Green economy
4.	Field - branch	General economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ Globalization and the future of capitalism ✓ Future development phases of economic theory
5.	Field - branch	Macroeconomics
	Indicative research topic	<ul style="list-style-type: none"> ✓ The effects of energy production and consumption on economic growth

2. DEPARTMENT OF NATIONAL ECONOMY AND DEVELOPMENT

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Researcher	Prof. dr. sc. Nada Karaman Aksentijević
	Indicative research topic	Human resources and economic development of Croatia
	Research description	✓ In the next 3 years, I intend to explore the human resources and economic development of Croatia. I am the head researcher on a scientific project under the same name, which is financed by the Foundation of the University of Rijeka. The research is interdisciplinary and combines general economics, management and quantitative disciplines.
2.	Researcher	Prof. dr. sc. Nada Denona Bogović
	Indicative research topic	Human resources and natural resource management; implementation of the green economy concept in the Republic of Croatia's economy
	Research description	✓ Within the project entitled <i>Human resources and economic development of Croatia</i> , I intend to explore the importance of human resources in terms of natural resource management and environmental protection in the Republic of Croatia, as well as the possibility of implementing the concept of green economy in the Croatian economy.
3.	Researcher	Prof. dr. sc. Heri Bezić
	Indicative research topic	Scientific research in the field of international business, foreign direct investment, foreign trade, international competitiveness of the Republic of Croatia and the EU, international negotiation
	Research description	-
4.	Researcher	Asst. prof. dr. sc. Zoran Ježić
	Indicative research topic	✓ Measuring development; Technology and economic development; Education and economic development
	Research description	
5.	Researcher	Asst. prof. dr. sc. Helga Pavlić Skender
	Indicative research topic	The effects of the transport infrastructure on regional development; Logistics intermediaries in international trade; Interdependence of transport and economic development; Global logistics processes and activities
	Research description	
6.	Researcher	Asst. prof. dr. sc. Tomislav Galović
	Indicative research topic	Scientific research in the field of international business, foreign direct investment, foreign trade, international competitiveness of the Republic of Croatia and the EU, international negotiation
	Research description	
7.	Researcher	Dr. sc. Saša Čegar
	Indicative research topic	The impact of the economy on water resources; The economic and ecological importance of water resources; Integrated water resources management

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020

	Research description	✓ Within the research projects funded by the University of Rijeka, I plan to explore the effects of structural relations in Croatian economy on the water resource consumption and pollution and consequently propose guidelines to enhance national policy frameworks related to integrated management and protection of water resources as the basic precondition for sustainable water resources management
8.	Researcher	Petra Adelajda Mirković, mag. oec.
	Indicative research topic	The effects of the transport infrastructure on regional development; Logistics intermediaries in international trade; Interdependence of transport and economic development; Global logistics processes and activities
	Research description	

3. DEPARTMENT OF INTERNATIONAL ECONOMICS

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	International economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ Scientific research in the field of international business, foreign direct investment, foreign trade, international competitiveness of the Republic of Croatia and the EU, international negotiation
2.	Field - branch	Economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ The effects of the transport infrastructure on regional development ✓ Logistics intermediaries in international trade ✓ Interdependence of transport and economic development ✓ Global logistics processes and activities
3.	Field - branch	International economics
	Indicative research topic	<ul style="list-style-type: none"> ✓ International trade agreements in conditions of global trends. ✓ Prospects for trade relations between the US and Europe ✓ Prospects for regional integration in Europe and the world ✓ The effects of Croatia's integration into European and global trade flows ✓ The potential directions of EU internal market development and its effects on world trade ✓ The impacts of globalization on the welfare state and EU social policy ✓ The problem of migration and demographic challenges in a global world ✓ The effects of Brexit on EU's trade policy and the future of regional integration ✓ Foreign policy and sustainable development

4. DEPARTMENT OF EU ECONOMICS AND POLICY

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ The analysis of the competitiveness of economic activities in the EU (fisheries, animal husbandry, manufacturing, market services, etc.)
2.	Area - branch	Social sciences - International economics / Macroeconomics
	Indicative research topic	✓ Prospects of the monetary integration of the Republic of Croatia and the future of Euro
3.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ The EU Structural Policy
4.	Area - branch	Social sciences – European public law
	Indicative research topic	✓ European law (interdisciplinary approach)
5.	Area - branch	Social sciences - International economics / Entrepreneurial economics
	Indicative research topic	✓ SMEs in the EU – prospects of growth and development
6.	Area - branch	Social sciences - International economics / European public law
	Indicative research topic	✓ TTIP – economic and legal aspects and its impact on EU member states
7.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ Integrational aspects of West Balkan countries (knowledge, technology and innovation; analysis of competitiveness ...)
8.	Area - branch	Social sciences - International economics
	Indicative research topic	✓ International business, foreign direct investment, foreign trade, international competitiveness of the Republic of Croatia and the EU, international negotiation
9.	Area - branch	Social sciences - International economics / Finance
	Indicative research topic	✓ The Croatian tax policy in light of the EU tax policy
10.	Area - branch	Social sciences - International economics
	Indicative research topic	✓ The effects of Brexit on the EU internal market
11.	Area - branch	Social sciences - International economics
	Indicative research topic	✓ The effects of increased protectionism on integration processes and global trade
12.	Area - branch	Social sciences - International economics / Macroeconomics
	Indicative research topic	✓ Macroeconomic effects of Croatia's integration into European integration flows
13.	Area - branch	Social sciences - International economics
	Indicative research topic	✓ EU common trade policy and a new generation of bilateral agreements
14.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ Market competition and the liberalization of the EU internal market
15.	Area - branch	Social sciences - International economics / Finance

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
	Indicative research topic	✓ Financial integration of the European market and the prospects capital markets union
16.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ The welfare state and social policies in the EU (the effects of austerity on the social system, the effects of globalization, migration and demographic challenges in conditions of globalization, modernization of pension systems ...)
17.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ Sustainable development of the EU
18.	Area - branch	Social sciences - International economics / General economics
	Indicative research topic	✓ EU cohesion policy and development of cities

5. DEPARTMENT OF FINANCE AND BANKING

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Separating Winners from Losers: Predicting Corporate Failures using Discrete-time Hazard Approach
2.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ To what extent does industry affiliation matter in predicting financial distress? Evidence from Croatian firms
3.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Modelling credit risk for SMEs
4.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Effects of the DRG hospital reimbursement scheme
5.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Economic implications of prevention in the healthcare sector
6.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Efficiency of different modalities of bank loan insurance (collaterals)
7.	Area - branch	Social sciences – Finance/Entrepreneurship
	Indicative research topic	✓ Financial potentials of insurance companies
8.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Institutional investors - development and prospects, the pension reform
9.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Financial stability, deposit insurance schemes, the banking system
10.	Area - branch	Social sciences – Economics– grana General economics
	Indicative research topic	✓ Globalization and the future of capitalism
11.	Area - branch	Social sciences – Economics– grana General economics
	Indicative research topic	✓ Future phases in economic theory development
12.	Area - branch	Social sciences – Economics– grana Macroeconomics
	Indicative research topic	✓ The effects of energy production and consumption on economic growth
13.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Research planned within the project: Tax Policy and Fiscal Consolidation in Croatia / Porezna politika i fiskalna konsolidacija u Hrvatskoj (HRZZ:, IP -2013-11-8174).
14.	Area - branch	Social sciences – Economics– Finance
	Indicative research topic	✓ Research planned within the project: Tax System and Economic-social Relations in Croatian Society /Porezni sustav i ekonomsko-socijalni odnosi hrvatskog društva (UNIRI : 13.02.1.2.02)

6. DEPARTMENT OF ENTREPRENEURIAL ECONOMICS

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Area - branch	Entrepreneurial economics/ Management
	Indicative research topic	✓ Measuring the efficiency of public health services
2.	Area - branch	Entrepreneurial economics
	Indicative research topic	✓ Firm behavior in financial decision-making
3.	Area - branch	Entrepreneurial economics/ Management
	Indicative research topic	✓ The influence of the owners and management on financial behavior
4.	Area - branch	Entrepreneurial economics
	Indicative research topic	✓ The differences in development opportunities based on company size
5.	Area - branch	Entrepreneurial economics/ Management
	Indicative research topic	✓ Planning and forecasting as a means of efficient risk management
6.	Area - branch	Entrepreneurial economics/ Management
	Indicative research topic	✓ Controlling in conditions of new information support

7. DEPARTMENT OF ACCOUNTING

Overview of scientific areas and topics Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Indicators of gender sensitive budgeting
2.	Field - branch	Economics– Accounting
	Indicative research topic	✓ The role of accounting in gender sensitive budgeting
3.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Analysis of the Croatia's budget from a gender equality perspective
4.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Financial reporting in the context of gender sensitive budgeting
5.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Fair value of financial statement elements
6.	Field - branch	Economics– Accounting
	Indicative research topic	✓ The accounting system as a means of economic competitiveness
7.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Financial reporting in line with stakeholders' interests
8.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Development of managerial accounting in the public sector
9.	Field - branch	Economics– Accounting
	Indicative research topic	✓ Application of modern methods of calculating costs in public sector segments of the public sector (health, education ...)
10.	Field - branch	Economics– Accounting
	Indicative research topic	✓ The effects of IFRS application on the Croatian economy

8. DEPARTMENT OF MARKETING

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Area - branch	Marketing
	Indicative research topic	✓ Compulsive buying
2.	Area - branch	Marketing
	Indicative research topic	✓ Price within the context of market orientation and brand orientation
3.	Area - branch	Marketing
	Indicative research topic	✓ The influence of brand identification on brand loyalty in case of product malfunction
4.	Area - branch	Marketing
	Indicative research topic	✓ Sharing economy and value correction
5.	Area - branch	Marketing
	Indicative research topic	✓ Green marketing
6.	Area - branch	Marketing
	Indicative research topic	✓ Value correction: from the supplier's and the service/product provider's point of view
7.	Area - branch	Marketing
	Indicative research topic	✓ Creating an authentic experience
8.	Area - branch	Marketing
	Indicative research topic	✓ Consumer neuroscience

9. DEPARTMENT OF ORGANIZATION AND MANAGEMENT

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics - General economics and Organization and management
	Indicative research topic	✓ Human Resources and Economic Development of Croatia – full prof. dr. sc. Nada Karaman Aksentijević).
2.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Organizational and individual behavior (especially in terms of the learning organization and knowledge management) – assoc. prof. dr. sc. Nataša Rupčić.
3.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Managerial decision-making in the area of managerial economics – assoc. prof. dr. sc. Nataša Rupčić.
4.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Strategic management with emphasis on strategy implementation – dr. sc. Valentina Ivančić.
5.	Field - branch	Economics -Organization and management
	Indicative research topic	✓ Implementation of the Bologna Declaration – full prof. dr. sc. Ivan Mencer, assoc. prof. dr. sc. Lara Jelenc, dr. sc. Valentina Ivančić.
6.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Supply chain management – asst. prof. dr. sc. Luka Samržija.
7.	Field - branch	Economics -Organization and management
	Indicative research topic	✓ Strategic thinking and entrepreneurial orientation – assoc. prof. dr. sc. Lara Jelenc.
8.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Organizational theory and o design (in private and public sectors), governance mechanisms, business models – full prof. dr. sc. Marija Kaštelan Mrak).
9.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Economics of regulation – full prof. dr. sc. Marija Kaštelan Mrak.
10.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Education and HR development – asst. prof. dr. sc. Zoran Ježić.
11.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Technology and HR development – asst. prof. dr. sc. Zoran Ježić.
12.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Measuring performance/ motivation – asst. prof. dr. sc. Zoran Ježić.
13.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Management as a social function – full prof. dr. sc. Zdravko Zekić.
14.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Logistics concept of management – full prof. dr. sc. Zdravko Zekić.

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020

15.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Project management – full prof. dr. sc. Zdravko Zekić.
16.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ SME management – full prof. dr. sc. Goran Kutnjak.
17.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Entrepreneurial management – full prof. dr. sc. Goran Kutnjak.
18.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Public administration management – dr. sc. Mirjana Grčić Fabić.
19.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Socially responsible behavior – dr. sc. Dejan Miljenović.
20.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Organizational theory, agency problem and incomplete contracts – asst. prof. dr. sc. Nenad Vretenar.
21.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Theory of rational behavior – asst. prof. dr. sc. Nenad Vretenar.
22.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Organizational behavior and labor organization – doc. dr. sc. Danijela Sokolić.
23.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Design and coordination in large systems; Contemporary organizational theories– asst. prof. dr. sc. Danijela Sokolić.

10. DEPARTMENT OF QUANTITATIVE ECONOMICS

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics- Finance
	Indicative research topic	✓ Separating Winners from Losers: Predicting Corporate Failures using Discrete-time Hazard Approach
2.	Field - branch	Economics- Finance
	Indicative research topic	✓ To what extent does industry affiliation matter in predicting financial distress? Evidence from Croatian firms
3.	Field - branch	Economics- Finance
	Indicative research topic	✓ Modelling SME's credit risk
4.	Field - branch	Economics - International economics and Quantitative economics
	Indicative research topic	✓ Quantification of regional integration effects on international trade structure – a theoretical and empirical analysis
5.	Field - branch	Economics- Quantitative economics
	Indicative research topic	✓ Actuarial challenges in personalized medicine
6.	Field - branch	Economics- Quantitative economics
	Indicative research topic	✓ Efficiency of security management in public institutions
7.	Field - branch	Economics- Quantitative economics
	Indicative research topic	✓ Analysis of the health system and energy system performance using DEA

11. DEPARTMENT OF STATISTICS

Overview of scientific areas and topics Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics–General economics
	Indicative research topic	✓ Human resources and economic development of Croatia: Interrelation of demographic changes and the economy
2.	Field - branch	Economics– Finance
	Indicative research topic	✓ Tax policy and fiscal consolidation: Taxation issues, quantitative research, implementation and statistical analysis of surveys conducted in Croatia and partly in Bosnia and Herzegovina and Slovenia
3.	Field - branch	Economics – Quantitative economics
	Indicative research topic	✓ Forecasting and analysis of the tourism demand and supply in the Republic of Croatia by applying quantitative methods: Designing models related to tourism (mountain tourism, health tourism, the association of tourism with crime and the like)

12. DEPARTMENT OF COMPUTER SCIENCES

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics- Business informatics
	Indicative research topic	✓ The level of manager's IT literacy as a factor of successful decision-making
2.	Field - branch	Information and communication sciences – information systems and information sciences
	Indicative research topic	✓ Multi-layered information systems in companies - the convergence of information and business systems
3.	Field - branch	Information and communication sciences - Communicology
	Indicative research topic	✓ The role of non-verbal communication in holding business meetings
4.	Field - branch	Information and communication sciences – Organization and informatics
	Indicative research topic	✓ Implementation of ERP and CRM systems in business systems

13. DEPARTMENT OF FOREIGN LANGUAGES

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Linguistics –Linguistics
	Indicative research topic	✓ Text types in political campaigns
2.	Field - branch	Philology– English studies/ Italian studies/German studies
	Indicative research topic	✓ LSP in tertiary education
3.	Field - branch	Philology and Linguistics – English studies/Italian studies/ Translation studies
	Indicative research topic	✓ Compounds in economics discourse (translation theory)
4.	Field - branch	Philology and Linguistics – Cognitive linguistics/English studies/ Italian studies/ German studies
	Indicative research topic	✓ Cognitive and cultural models in creating a positive environment (non)business communication and the elimination of noise in communication channels

14. DEPARTMENT OF INTERDISCIPLINARY STUDIES

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Economics - General economics
	Indicative research topic	✓ Methodology of scientific research; Research methodologies in economics
2.	Field - branch	Economics - General economics
	Indicative research topic	✓ Methodology of scientific research; Research methodologies in economics
3.	Field - branch	Economics - General economics
	Indicative research topic	✓ Game theory; Strategic games in economics.
4.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Negotiation analysis; Cooperative games
5.	Field - branch	Economics –General economics
	Indicative research topic	✓ Institutionalism vs. Methodological individualism
6.	Field - branch	Economics - General economics
	Indicative research topic	✓ Pharmaco-economics; Price discrimination theory
7.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Market competition; Regulation of market competition in the EU.
8.	Field - branch	Economics - Organization and management
	Indicative research topic	✓ Institutional implications of personalized medicine.
9.	Field - branch	Law – Labor and social law/ European public law
	Indicative research topic	✓ Regulations and regulatory obstacles in personalized medicine development
10.	Field - branch	Economics - General economics
	Indicative research topic	✓ Philosophy of Economics; Development of economic thought and methods

15. DEPARTMENT OF KINESIOLOGY

Overview of scientific areas and topics the Department researchers intend to explore

SCIENTIFIC RESEARCH PLANNED FOR THE PERIOD 2017 - 2020		
1.	Field - branch	Kinesiology of sports
	Indicative research topic	✓ The effects of kinetic stimuli on the anthropological status of young people