

CURRICULUM VITAE

Proposed role in the project:

1. **Family name:** UMIHANIC
2. **First names:** BAHRIJA
3. **Date of birth:** 22 January 1966
4. **Nationality:** Bosniak, BiH
5. **Civil status:** Married, 1 child
6. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
Faculty of Economy, University Tuzla [2003]	PhD Management, Management Strategies
Faculty of Economy, University of Tuzla [1999]	Master of Science, Management, Management Strategies
Faculty of Economy, Brcko [1989]	Bachelor of Science, Management, Business Processes

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Bosnian-Serbian-Croatian	1	1	1
English	3	3	2
Russian	3	3	3

8. **Membership of professional bodies:** Confederation of Employers of Federation BiH
9. **Other skills:** Computer literacy: MS Word, MS Excel, MS Power Point, Internet; Skills relevant to teaching; Skills relevant to team work Good organisational skills, Excellent communications skills,
10. **Present position:** Professor at the Faculty of Economy Tuzla
11. **Years within the firm:** 19 years
12. **Key qualifications:** (Relevant to the project)
 - Experience strategic planning of local economic development in BiH, and developing tools and instruments to support economic development and job creation.
 - Team leading skills for development projects and researches/analysis and skills in managing teams in companies-top manager/director.
 - Experience in providing consulting services, trainings and technical assistance in strategic planning of economic development and sectoral development.
 - Experience and practice in Entrepreneurship development policies, projects and researches.
 - Experience in teaching and lecturing at the University and informal sector.
 - Experience in establishing of public-private partnership in planning the development actions.
 - Organising and facilitating conferences, workshops, and other business events.

13. **Specific experience in the region:**

Country	Date from - Date to
BiH	1998 to date





14. Professional experience

Date from - to	Location	Company	Position	Description
2003- today	Tuzla, BiH	University of Tuzla; Economical Faculty of Tuzla	Professor	<p>Faculty of Economics Tuzla: Teaching students – cathedra for Management: Entrepreneurship, Human Resources Management, SME Management, Business Decision Making.</p> <p>Faculty of Economics Brcko: Teaching students – cathedra for Management: Entrepreneurship, Human Resources Management, SME Management, Business Decision Making.</p> <p>Faculty of Economics Travnik: Teaching students – cathedra for Management: Entrepreneurship, Human Resources Management, SME Management, Business Decision Making.</p> <p>Faculty of Law Tuzla: Teaching students: Entrepreneurship.</p> <p>Academy of Dramatic Arts Tuzla: Teaching students: Entrepreneurship in culture.</p> <p>Apart from lectures at the University, I worked as a researcher and consultant in the filed of Entrepreneurship, Management, Business Planning, Privatization, Local/Regional Economic Development; for private, public and NGO sectors.</p>
May-Oct 2009	Tuzla	Entrepreneurship Development Centre Tuzla	Trainer	<p>Project: "Business Management Training for potential entrepreneurs", funded by Micro-Finance Organisation "PARTNER Tuzla through the World Bank fund</p> <ul style="list-style-type: none"> - Preparation of training material and delivery of training on the topic "Entrepreneurship Basis".
Jan -May 2009	Tuzla	Economic Faculty Tuzla	Team Leader for Employment generation	<p>Project: Employment Strategy of Tuzla Canton for the period 2009 -2013.</p> <p>- Expert in the team for strategy development – defining goals, measures and projects in the following fields: Employment generation and entrepreneurship development, human resource development, reform of education system for harmonisation with needs of a labour market, and mobility of the work force.</p>
Nov 2007 today	Tuzla	Global Entrepreneurship Monitor Project – Entrepreneurship Development Centre Tuzla	Team Leader of the GEM National Team	<p>Global Entrepreneurship Monitor (GEM) Project 2008</p> <p>The Global Entrepreneurship Monitor (GEM) research program is an annual assessment of the national level of entrepreneurial activity. GEM 2008 conducted research in 43 countries. This research consists of the two following components: Adult Population Survey, and National Experts Survey, based on the standardised questionnaires for all countries involved in GEM. Collected data are being evaluated and published in the GEM Global Report and GEM National report.</p> <p>Members of the BiH National GEM Team are involved in:</p> <ul style="list-style-type: none"> - coordination of APS conducted by hired local survey company, - conducting interviews of local stakeholders for NES research, - writing national GEM Report for BiH.

Research: EU SME Charter implementation in the Tuzla Canton of BiH in 2007
 Funded by the Ministry of Education, Science and Sport of Tuzla Canton. The main goal of the research was related to the following:

- to interview local stakeholders and evaluate the data on current situation;
- to analyse the SME Index for the Tuzla Canton in line with the OECD methodology and compare the situation in Tuzla Canton to the overall situation in BiH. This research resulted in the identified level of implementation of the EU Charter for SMEs in the entrepreneurial policies of Tuzla Canton. The report is organised in 10 chapters, in accordance with the chapters of the EU Charter for SMEs, and it was published in the specific brochure. The results of this research are also presented at the International Conference on entrepreneurship, innovations and regional development, held in Macedonia, in May 2008.

Project: Agriculture Development Strategy for Tuzla Canton of BiH for the period 2009-2013, funded by the Tuzla Canton Ministry for Agriculture

- Interviewing local actors and collecting information and data related to the agriculture, food-processing industry and rural development;
- Conducting socio-economic analysis of the agricultural sector;
- Developing the strategic vision, goals, measures for agriculture, food-processing and rural development
- Developing the Action Plan for the five years period for the strategy implementation

Project: Development Strategy for Brcko District for the period 2008-2013, funded by the Brcko District Government

- Interviewing local actors and collecting information and data related to the agriculture, food-processing industry and rural development;
- Developing the strategic vision, goals, and measures for development of Brcko District as well as an Action plan with projects for the strategy implementation

Within the GAP Project activities, a publication was prepared on the topic: „Municipalities with friendly business environment“. The main goal of this publication is to incite local municipal leaders to actively support local economy and share ideas on how municipalities can work in cooperation with a business community in order to support development. This publication was prepared by the Development Alternatives, Inc and revised by USAID and SIDA. My main responsibility was to review this publication and give an expert opinion on the best practices from BiH presented in this brochure.

Jan.-April 2008	BiH	Economic Faculty Tuzla-Independent Research Team	Team Leader	
Jan. - Sep. 2008	Tuzla Canton, BiH	Faculty of Economy Tuzla	Team Leader	Project: Agriculture Development Strategy for Tuzla Canton of BiH for the period 2009-2013, funded by the Tuzla Canton Ministry for Agriculture
Nov. 2007 - Feb. 2008	Brcko District, BiH	Faculty of Economy Tuzla	Team Leader	Project: Development Strategy for Brcko District for the period 2008-2013, funded by the Brcko District Government
April 2007	Sarajevo, BiH	GAP-Governance Accountability Project in BiH	Short-term Consultant	Within the GAP Project activities, a publication was prepared on the topic: „Municipalities with friendly business environment“. The main goal of this publication is to incite local municipal leaders to actively support local economy and share ideas on how municipalities can work in cooperation with a business community in order to support development. This publication was prepared by the Development Alternatives, Inc and revised by USAID and SIDA. My main responsibility was to review this publication and give an expert opinion on the best practices from BiH presented in this brochure.
2006-2007	Sarajevo, BiH	Employers Confederation of Federation BiH;	Assembly President	The Employers Confederation of FBiH (http://www.upfbih.org) was founded in 2002 as an independent, not-for-profit organisation of employers, which the main goal is to promote and protect rights and interests of its members. Establishment of the Employers' Confederation was supported by the International Labour Organisation (ILO), with an aim to become a legitimate, independent and strong voice of employers and entrepreneurs for the three-partitive partnership as an important democratic factor.
2005-2007	Tuzla, BiH	Business Start up-Center of the University of Tuzla,	Consultant	The Employers Confederation implemented a number of activities in the international field to establish a close cooperation with international organisations. In the international field, the Employers Confederation represents BiH employers in the International Labour Organisation (ILO) and the International Organisation of Employers (IOE), and successfully co-operate with employers confederations from the neighbourhood and other European countries. Today, the Employers' Confederation is a strong and independent voice of employers, with more than 3.000 members. The Business Start-Up Centre of the University of Tuzla (http://www.bsc.uniz.ba) has a goal to promote and develop entrepreneurship ideas among graduate and postgraduate students from all the faculties of the University of Tuzla. The Centre provides education services through trainings and consultations, and business consulting services in order to support student to create and develop knowledge-based business ideas and to start their businesses. Within its existing laboratories, the University provides possibilities for incubating innovative business ideas, which are based on the knowledge gained from education. The Centre provides support to young entrepreneurs for development of small enterprises by supporting

			<p>them in finding proper premises in some of the regional business incubators and obtaining information about credit lines and become promoters of this idea by themselves.</p> <p>The Centre was founded in co-operation with the Austrian Government, which provided a significant amount of financial resources and technical assistance for the Centre establishment as well as support for foundation of small enterprises of the best students from the Centre.</p> <ul style="list-style-type: none"> The University of Tuzla promotes importance of this Centre and intends to continue with its institutional strengthening. <p>Goal groups are the following:</p> <ul style="list-style-type: none"> students on the final year from all the faculties of the University of Tuzla, young people who recently got an university diploma but haven't yet found a job, and postgraduate students. <p>The main responsibility was related to the preparation of the Feasibility Study: Possibilities for Business Incubators in the North East BiH Region. This analysis preparation was the one of the activities of the IOD Project: "Support to Business Incubators in North-East (NE) Bosnia and Herzegovina (BiH)", funded by the EC within a call for proposals of the EU Regional Economic Development Project.</p>	<p>that financial institutions offer to businesses. Students, who joined the Centre, gain entrepreneurship knowledge and skills</p> <p>The Centre was founded in co-operation with the Austrian Government, which provided a significant amount of financial resources and technical assistance for the Centre establishment as well as support for foundation of small enterprises of the best students from the Centre.</p> <ul style="list-style-type: none"> The University of Tuzla promotes importance of this Centre and intends to continue with its institutional strengthening. <p>Goal groups are the following:</p> <ul style="list-style-type: none"> students on the final year from all the faculties of the University of Tuzla, young people who recently got an university diploma but haven't yet found a job, and postgraduate students. <p>The main responsibility was related to the preparation of the Feasibility Study: Possibilities for Business Incubators in the North East BiH Region. This analysis preparation was the one of the activities of the IOD Project: "Support to Business Incubators in North-East (NE) Bosnia and Herzegovina (BiH)", funded by the EC within a call for proposals of the EU Regional Economic Development Project.</p>
<p>APRIL-SEPTEMBER 2006</p>	<p>Modrica, BiH</p>	<p>Independent Office for Development (IOD) Modrica</p>	<p>Short-term Consultant</p>	<p>The Brown Coal Mine (Burdjevik) (http://www.rmu-djurdevik.com) is a public enterprise, which is 100 % owned by the Federation BiH. The Mine works in accordance with the related Laws published by the FBiH Government and the obligatory planes prepared for all of the mines. The Action Plan for Restructuring and Modernisation of Coal Mines in FBiH was adopted by the FBiH Government, and it foresees a new organisational structure, in order to ensure a production level that will be harmonised with the local as well as the international market demands.</p> <p>The Steering Board president was nominated by the FBiH Government. The Steering Board makes decisions in line with the authorisations from the Law on Public Enterprises, the Public Procurements Law and the Statute of this enterprise. This enterprise has 1250 employees, and its profit amount to about 35 million KM. It records continuous success in work, by measuring: production volume, turnover, salary per employee and other parameters.</p> <p>1999-2003: Teaching students: Financial Mathematics, Business Decision Making.</p>
<p>2004-2007</p>	<p>Djurdevik, Zivinice, BiH</p>	<p>Public Enterprise Brown Coal Mine (Burdjevik) d.o.o.</p>	<p>Steering Board President</p>	<p>1996-2003: Teaching students: Business Decision Making</p>
<p>1996-2003</p>	<p>Tuzla, BiH</p>	<p>Faculty of Economy University of Tuzla;</p>	<p>Assistant Professor</p>	<p>The Mill "Husinski rudar" d.d. Ljubače - Tuzla was founded in 1949 (http://www.mlin.com.ba). In 1986, the new mill was installed, which was in line with the new technology, and which is produced by the world famous enterprise for production of grain processing equipment "Ocrim" from Cremona -Italy. The new mill enabled production of a wide spectrum of high-quality wheat products. The old mill was adapted for corn processing, in order to produce a quality brewer halls. In 1998, the Mill bought some new equipment from the Danish Company "President" to enable production of all sort of animal fodder. Main responsibilities of a top manager were related to activities in regard to: planning, analyzing, accounting, finance and sale. As this enterprise was in privatisation process, as the top manager I was also responsible for all activities related to the privatisation.</p>
<p>1991-1999</p>	<p>Tuzla, BiH</p>	<p>Mill «Husinski rudar» d.d. Ljubače-Tuzla, BiH</p>	<p>Top manager</p>	<p>After completing under graduate studies, in 1989 I am starting entrepreneurial activity and starting up small business in the sector of retail. In 1996, it was decided to transform business activities and establish enterprise that runs business in bakery, retailing and engineering. Enterprise is called doo Algoritam (www.algoritam.ba). Main activity of the enterprise is to produce pastry. Other activities are: retailing, financial engineering, management and entrepreneurial consulting. Enterprise records continuous growth, indicated by the increment of assets, annual financial revenues and number of employees. Today this respected small enterprise employs 25 workers and is successfully managed by applying contemporary methods of management and entrepreneurship.</p>
<p>1990-today</p>	<p>Zivinice, BiH</p>	<p>Algoritam inženjering d.o.o.</p>	<p>Entrepreneur, owner</p>	

15. Other relevant information:

Publications:

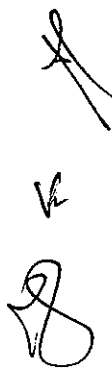
- 2006 Fazlović Senad, Umihanić Bahrija, Nuković Admir, Šabanović Zekerijah: *Business Decision Making*, Tuzla
- 2004 Dedić Mehmed Umihanić Bahrija: *Foundations of Management and Entrepreneurship*, Tuzla,
- 2001 Drpljanin Sabahet, Umihanić Bahrija: *Financial and Mortalital Tables with Formulas*, Tuzla,
- 2001 Umihanić Bahrija: *Practical Exercises from Business Decision Making*, for an internal use of students at the Faculty of Economy Tuzla

Symposiums:

- 2007 11th International Research/Expert Conference: Trends in the Development of Mashinery and Associated Tehnologies, TMT 2007, Hammamet, Tunisia.
- 2007 5th Research/Expert Conference with International Participation: Quality 2007, Neum, BiH.
- 2007 27th Conference on Entrepreneurship and Innovation in Maribor: Maribor, Slovenija
- 2005 4th Research/Expert Conference with International Participation: Quality 2005, Fojnica, BiH.
- 2005 7th Croatian Quality symposium: Vodice-Šibenik, Croatia
- 2005 SYM-OP-IS 2005, Vrnjačka Banja, Serbia and Montenegro

Publications

1. Umihanić Bahrija, Fazlovic Senad: *Data Quality in the Research of Entrepreneurship in Bosnia and Herzegovina*, 11th International Research/Expert Conference: Trends in the Development of Machinery and Associated Technologies, TMT 2007, Hammamet, Tunisia, 2007.
2. Umihanic Bahrija, Zulic Admir: *Social entrepreneurship - constitutive element of contemporary economies*, Lider - journal for management, entrepreneurship and leadership - theory and practice, 7th and 8th edition, Banja Luka, 2007
3. Umihanic Bahrija: *Dynamic Local Economic Development in the function of entrepreneurship development in the municipalities of Tuzla Canton*, Economic review – journal for economy and business 8th edition., Economic Faculty in Tuzla, 2007.
4. Umihanic Bahrija: "Future of Small Enterprises influenced by employment of correspondent employees", Repertory of scientific researches, Economic Faculty in Brecko, Brecko, 2007.
5. Umihanic Bahrija, Kurtic Adil: "Planning as determinant of successful small businesses", Repertory of scientific researches, Economic Faculty in Brecko, Brecko, 2007.



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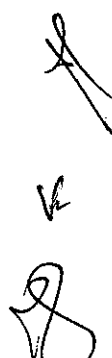
- 2006 Fazlović Senad, Umihanić Bahrija, Nuković Admir, Šabanović Zekerijah: *Business Decision Making*, Tuzla
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- 2005 4th Research/Expert Conference with International Participation: Quality 2005, Fojnica, BiH.
- 2005 7th Croatian Quality symposium: Vodic-Sibenik, Croatia
- 2005 SYM-OP-IS 2005, Vrnjačka Banja, Serbia and Montenegro

Publications

1. Umihanić Bahrija, Fazlovic Senad: *Data Quality in the Research of Entrepreneurship in Bosnia and Herzegovina*, 11th International Research/Expert Conference: Trends in the Development of Machinery and Associated Technologies, TMT 2007, Hammamet, Tunisia, 2007.
2. Umihanic Bahrija, Zulic Almir: *Social entrepreneurship - constitutive element of contemporary economies*, Lider - journal for management, entrepreneurship and leadership - theory and practice, 7th and 8th edition, Banja Luka, 2007
3. Umihanic Bahrija: *Dynamic Local Economic Development in the function of entrepreneurship development in the municipalities of Tuzla Canton*, Economic review - journal for economy and business 8th edition., Economic Faculty in Tuzla, 2007.
4. Umihanic Bahrija: "Future of Small Enterprises influenced by employment of correspondent employees", Repertory of scientific researches, Economic Faculty in Breko, Breko, 2007.
5. Umihanic Bahrija, Kurtic Adil: "Planning as determinant of successful small businesses", Repertory of scientific researches, Economic Faculty in Breko, Breko, 2007.



6. **Umihanic Bahrija**, Smajlovic Ermina: "Research on the computer literacy of teachers and students in the function of educational quality advancement", 5th Research/Expert Conference with International Participation: Quality 2007, Neum, BiH, 6-9 June 2007.
7. Smajlovic Ermina, **Umihanic Bahrija**: "Application of CRM in the function of bank service quality advancement", 5th Research/Expert Conference with International Participation: Quality 2007, Neum, BiH, 6-9 June 2007.
8. Nukovic Admir, **Umihanic Bahrija**: "Strengthening the technological capacity of SME: Multi-criteria analysis of government policies of the Western Balkans countries", 27th Conference on Entrepreneurship and Innovation in Maribor, Slovenija, 21st - 22nd March 2007.
9. **Umihanic Bahrija**, Cokic Mirela: "Entrepreneurial decision making on alimentary product package influenced by legal regulations", 33rd International Economic Fair in Gradacac, 2006.
10. **Umihanic Bahrija**, Fazlovic Senad, Salkic Edin: "Objective decision making on employee selection in SMEs by applying AHP as a tool in decision analysis", Economic review - journal for economy and business 7th edition., Economic Faculty in Tuzla, 2006.
11. **Umihanic Bahrija**, Klopac Rifat: "Entrepreneurial method of group decision making based on consensus", Repertory of scientific researches VI., Faculty of business management, Mostar, January - June 2006.
12. **Umihanic Bahrija**, Kozarevic Emira: "Process and organization of bank risk management", Lider - journal for management, entrepreneurship and leadership - theory and practice, Banja Luka, 2006.
13. **Umihanic Bahrija**, Fazlovic Senad, Nukovic Admir, Salihovic Fahrudin: "Management decisions in implementing system of quality in the enterprises", Quality, our future choice, VII Symposium on quality held on 24-26.10.2005 in Sibenik, Croatian Association of Quality Managers, October 2005..
14. Salihovic Fahrudin, **Umihanic Bahrija**, Burgic Mustafa: "Addition to improving national TQM policy at the level of industrial companies in BH", 4th Research/Expert Conference with International Participation: Quality 2005, Fojnica, BiH, 9-12. november 2005.
15. Salihovic Fahrudin, **Umihanic Bahrija**, Burgic Mustafa: "Improved TQM model for development of BH companies", 4th Research/Expert Conference with International Participation: Quality 2005, Fojnica, BiH, 9-12. november 2005
16. **Umihanic Bahrija**, Nukovic Admir: "Risk management model in small enterprises", SYM-OP-IS 2005, Symposium held on 27-30.9.2005 in Vrnjacka Banja, Economic Faculty in Belgrade, 2005.
17. **Umihanic Bahrija**, Klopac Rifat, Fazlovic Senad: "Entrepreneurial project in the function of entrepreneurship advancement Repertory of scientific researches IV, Faculty of business management, Mostar, January - June 2005
18. Fazlovic Senad, **Umihanic Bahrija**: "Sources of internal and external non-validity in economic researches, Economic review - journal for economy and business 5th edition, Economic Faculty in Tuzla, 2005.
19. **Umihanic Bahrija**: "Capital Budgeting in Small Enterprises", Economic review - journal for economy and business 4th edition, Economic Faculty in Tuzla, 2004.
20. **Umihanic Bahrija**, Salihovic Dzemo: "Risks and strategies of investments in stocks", Economic review - journal for economy and business 3rd edition, Economic Faculty in Tuzla, 2004.
21. **Umihanic Bahrija**, Kozarevic Safet: "Essentials of risk management process in small enterprises", Economic review - journal for economy and business 2nd edition, Economic Faculty in Tuzla, 2003.
22. **Umihanic Bahrija**: "Defining Small Enterprise", Economic review - journal for economy and business 1 edition, Economic Faculty in Tuzla, 2003.

23. Umihanic Bahrija: *Role of actuaries in the reform of pension system in Bosnia and Herzegovina*, Repertory of scientific researches IV, pages 167-179, Economic Faculty, Tuzla, 2002.
24. Drpljanin Sabahet, Umihanic Bahrija: *Game theory application in selection of mortality tables*, Repertory of scientific researches IV, pages 141-153, Economic Faculty, Tuzla, 2002.
25. Dedic Mehmed, Umihanic Bahrija, Nukovic Admir: *Qualitative factors in decision making*, Repertory of scientific researches IV, pages 79-100, Economic Faculty in Brcko, Brcko 2001
26. Umihanic Bahrija, Kozarevic Safet: *Comparing arithmetic means of population using variance analysis*, Transition, journal for economy and transition policy, pages 49-61, Economic institute, Tuzla, 2001
27. Umihanic Bahrija: *Impact of investment loan amortization models on the rate of total interests*, Repertory of scientific researches III, pages 177-187, Economic Faculty, Tuzla 2001.

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