

THE LIFE AND WORK OF PROFESSOR EMERITUS MARIN BUBLE*

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In-memoriam

UDC 005-052 Buble

This collection of papers provides a wide diversity of personal and professional reflections upon the life and work of the late Professor Marin Buble. The authors discuss the contribution of Professor Marin Buble to the development of the science and practices of management, organizational design, entrepreneurship and international management, as well as different aspects of his academic career, including his work committed to development of Faculty of Economics Split and his work as a supervisor with many young scientists.

* This collection of papers has been presented at the *Meeting to commemorate the life and work of professor emeritus Marin Buble*, held in Dubrovnik, 17 April 2015, within the scope of the 3rd International OFEL Conference on Governance, Management and Entrepreneurship. The meeting has been co-organized by University of Split – Faculty of Economics Split, University of Dubrovnik – Department of Economics and Business, University of Zagreb – Faculty of Economics and Business (Department of organization and management), University of Zagreb – Faculty of Organization and Informatics, University of Rijeka – Faculty of Tourism and Hospitality Management, Juraj Dobrila University of Pula – Faculty of Economics and Tourism „dr. Mijo Mirković“, Josip Juraj Strossmayer University of Osijek – Faculty of Economics (Croatia), as well as by University of Mostar – Faculty of Economics, University of Sarajevo – School of Economics and Business, University of Tuzla – Faculty of Economics (Bosnia and Herzegovina). It has been previously published on a CD-ROM, containing the *Proceedings of the Meeting to commemorate the life and work of professor emeritus Marin Buble* (in Croatian).

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Professor emeritus MARIN BUBLE, PhD.
(1938-2014)

At the end of November 2014, we were saddened by the loss of Professor Marin Buble, Ph. D. who left an enduring mark in the development of science and practice in the field of organization and management, and is rightly considered one of the most important scientists in this field in Croatia and in the wider region. Throughout the scientific community, he had been recognized as the main advocate and pioneer of introducing organization and management courses to the departments of higher education institutions in the Republic of Croatia. During his personal and professional life at the Faculty of Economics in Split, he had immensely affected the development and reputation of the Faculty. Likewise, over the years, he had actively participated on a number of scientific and professional projects and had taken part in the work and development of higher education institutions in the country, as well as abroad.

Professor Buble was also known as a prolific author, who authored 30 books and hundreds of scientific and professional papers.

For his work, Marin Buble was given the Award of the City of Split, as well as the award for a lifetime achievement by the Faculty of Economics in Split. He was also given recognition for successful work in leading and editing the international scientific journal *Management - Journal of Contemporary Issues*, and he was awarded the high Medal of the Order of the Croatian Danica by the President of the Republic of Croatia.

Guest editors
Željko Garača, Darko Tipurić, Želimir Dulčić

MEMORIES OF A NEARLY 40-YEAR-LONG FRIENDSHIP WITH MARIN

*Dejan Kružić**

I met professor Buble in my fourth year of studies at the Faculty of Economics in Split, back in 1976. He taught the course on organizational design and for us, the students, he was a real 'refreshment', coming from the economy. Each of his lectures was enriched by real life examples – both from the large-scale production systems (in particular from the Split shipyard, in which he was employed) and small businesses, mostly from the metal industry. In the breaks between lectures, we used the opportunity to talk about anything and everything and, of course, have a cigarette (professor preferred Milde Sorte). The time spent in conversations and the first cigarettes with Professor Buble have developed into a wonderful friendship, not only with Marin, but also with his family. What I remember most from the decades-long friendship with Marin Buble is presented below as a series of images.

Picture 1: Year 1977. I enrolled into a postgraduate study programme of the Faculty of Economics Split (1976) and got employed (on a fixed-term contract, until the return of an employee from her maternity leave) in a high school, teaching subjects from the field of economics. As the postgraduate student I encountered Professor Buble again, where he taught one of my postgraduate courses (Economics of shipbuilding). After I passed the exam, we went to a nearby cafe and resumed the conversations interrupted not such a long time ago. He enquired of my whereabouts. This was his reaction when I replied that I was a teacher in high school and I had not yet managed to get a steady job: *"That's not what you need! That's not an achievement, because you deserve much better! I'm trying to reply that the economic situation is not very good, you do not easily find a permanent job and the like."* He answers: *"You belong in the economy, in a company. Without this experience you'll spend your whole life deprived of the knowledge of your profession."* *"Okay, but how to achieve*

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it? I asked him." "We'll see", answers the Professor. His reaction followed relatively quickly.

Picture 2: Year 1978. After discussing the idea of Professor's supervising my master's thesis, which he gladly accepted, professor Buble refers to his last year's "we will see". He proposes that I should get a job in the Shipbuilding industry "Split", a company (or, rather, a diversified holding), which employed about 8,000 workers at the time. "But how, Professor?", I asked. "Come and see me tomorrow at 7.00 in Škver¹ and everything will be clearer", was his quick and short answer. I spent the whole night thinking about the next day and what the Professor had to say. The day and time had come. Professor Buble received me in his Škver office, we had a coffee and, as usual, we smoked, we discussed the thesis, its contents, hypotheses, etc. We finished our conversation and the Professor casually handed me a job advertisement (published the day before) for a position of Expert Associate for long-term planning and technology transfer in the Department of Development, noting that it would be convenient to apply for the vacancy. That's what I did - all the rest is my work and professional history rich in wonderful memories. I worked in the shipyard, starting with October 1978. That is the day when I became "škveranin"², which I have remained to this day. By 1985, I had an opportunity to study thoroughly many areas of business economics and gain experience of how complex economic systems work, and my field of interest were higher forms of economic cooperation with foreign countries and research of influence of new technologies on corporate development. And it was Professor Buble who fathered my first job.

Picture 3: Year 1980. After I successfully defended my master's thesis under the supervision of Professor Buble (1979), we discussed my potential doctoral dissertation in his office at the Faculty of Economics. He carefully listened to the hypothesis proposal and its justification. His reply was brief. It is all extremely interesting, it is the pinnacle of the profession, he says, but it lacks scientific component – it lacks something new, something that will distinguish you from the others. He gave me additional time for improving the application, and I also got an additional task. Until the next meeting, I had to publish at least two more articles in journals. "You know", he told me on that occasion, "without writing and continuous learning and improvement, on daily basis, there is no point being in science". This idea has remained with me for life. At the next meeting, after reading the improved text of the dissertation application, he

¹ Škver is a regional colloquial term for a shipbuilding company (T.N.).

² Ship builder (the term is a combination of the local colloquial speech and the shipbuilding jargon) (T.N.).

commented only briefly: you listened to me, and he laughed. That's how I got a mentor, and professor Buble got an additional obligation.

Picture 4: March 1983. The dissertation completed under the Professor's supervision is ready to be defended. The Professor hands me, as a memento, a copy of the report of the Committee for evaluation of the dissertation, signed by all the committee members. He asks me to read the final grade immediately, and the rest to read later. I'm reading the assessment and I am utterly surprised. It says that this is an exemplary doctoral dissertation. Seeing my questioning look, my professor says: *"You've had a chance so far to meet me and see that I never speak or write what I do not think"*. The father of my scientific career is Professor Buble.

Picture 5: June 1983. The phone rings. It is Branka, the Professor's wife. She is crying and she is caught by panic. What's going on, I ask her. Marin is in hospital, she responds in tears, he had a heart attack. I'm trying to soothe her and calm her down. First I go to see her, and then I go to hospital. I talk to a friend cardiologist, who is optimistic regarding recovery. I arrange for the afternoon visit of the Professor in the intensive care unit (where visiting, generally, is not allowed). Together with Branka we go and visit Marin, who we find exhausted and half asleep. He wakes up, he sees his wife and they start a conversation. He calms her down and says he is feeling well (although he does not show it), and he asks about the children - Sanja and Mario. Then he looks at me and asks: *"What are you doing in the hospital?"* Caught by his question, I responded with a counter question: *"And what you are doing in the hospital?"* Marin's response was: *"That's a good question – I should go home and not stay here and waste my time"*. The Professor recovered relatively fast and, as far as memory serves me, from that day he gave up the habit of socializing with Milde Sorte.

Picture 6: Year 1986. I was appointed President of the Business Committee of the newspaper company *"Slobodna Dalmacija"*. There I had a heavy burden of problems, a lot of employees (about 1,200), an extremely strong need for modernization of technology and significant investment expenditures, and no money. Management as a science, and even more the practice of management, suggests that resources are limited. But this is not enough – the problem of limited resources has to be overcome. The only question is: *"How?"* In the process of looking for answers to this question, I was once again helped by Professor Buble. In fact, prior to my appointment, Faculty of Economics Split, Institute for Economic Research, carried out a project under his supervision: *The study of factors affecting the efficiency of organization and business of*

NITRO “*Slobodna Dalmacija*”. The focus of the project was the operationalisation of the model of efficiency of organization and operations of a giant newspaper, printing and commercial company. Using the basic findings of the research, along with a lot of effort and commitment of all employees, within a four-year-period “*Slobodna Dalmacija*” was enhanced by new technology (in many aspects the most contemporary in Croatia), that allowed for one of the best daily newspapers to be published continuously. The development of “*Slobodna Dalmacija*” is also closely associated to the name of Professor Buble, who was the president of the company’s assembly (1986 to 1988) and President of the Council of *Slobodna Dalmacija* (1988 -1990). In the four years I had the opportunity (and pleasure) to spend a lot of time with the Professor, and receive useful advice and recommendations and, thus, further develop a wonderful friendship.

Picture 7: Year 1995. In the period of the turbulent events of the early 90s, I lost my job and started my own business. The focus of my work moved from scientific and managerial topics to entrepreneurship and everyday search for answers to the fundamental question of how to thrive and survive. Some time at the beginning of 1995, Professor Buble came to pay me a visit. I asked him what he had been doing lately and he gives me a simple answer – we are organising a conference „*Enterprise in transition*“. Since the Faculty of Economics had limited resources for this purpose, he took responsibility of ensuring external financial support to the realization of the conference. Of course, a mutually acceptable agreement was reached immediately.

Picture 8: Year 2002. I am involved in solving the problem of consolidation of the city's budget. The city finances are paralyzed - cash flows have dried up and debts are piling up. I work 12-14 hours a day, every day of the week. There is no free time. The phone rings. The Professor would like me to visit him in his office at the Faculty. Great, I accept the invitation and hurry to meet him. After the usual exchange of family and business information, the Professor tells me that he is facing a heart surgery in the immediate future. He hands me a copy of the page proof of his new book and hopes that that I would, until his full recovery, teach his course. He says: “*I know how you live and I know how much you work, I know your "head is on the block", but I'd like you to take this proposal and my new assignment as a work obligation*”. Of course, you don't refuse your Professor's wish, but, rather, happily embrace it.

Since 2003, I have been continuously employed at the Faculty of Economics in Split. I socialize with the Professor on daily basis. Frequently asked questions are: what are you up to?, how far did you get?, can I help you?

and when will it be published? During the summer and winter holidays Professor is also often at work. He always stops by my office for a "cup" of conversation. It seems that only you and I are working, he says jokingly, and immediately explains why this is so: because we are both "šilverani".

Picture 9: Year 2013. I run the project "Opportunities for restructuring Aluminij plc Mostar", one of the most important exporters in Bosnia and Herzegovina. The realization of such a demanding job is not possible without the help and expertise of Professor Buble. He wholeheartedly accepts the invitation to be included in the team and takes up the topics related to the restructuring of the organization and corporate governance. We travel to Mostar together several times. Every time we enter the company, which has an impressive physical and technological appearance, his eyes sparkle with excitement - I guess this takes him back to his early Šilver days. Finally at home and in his element - metal, production, technology, products, support processes, organization, human resources, development. These are the practical matters that have never ceased to appeal to him. Without a lot of introductory remarks, we immediately move to the core: a tour of the technological process, recording the capacity, contacting people, identifying critical points. The project was successfully completed and resulted in a published (and awarded) book "Opportunities for restructuring Aluminij plc Mostar". We don't stop at this. Professor regularly asks me how Aluminij is progressing, what is currently happening, whether the price of aluminium on the world market is recovering and the like.

Picture 10: November 13th 2014. Professor Želimir Dulčić and I are promoters of the book Entrepreneurship, which the Professor wrote together with his son Mario. Marin is, rightly, very proud and pleased with yet another new book. The promoters agreed to prepare fun presentation of the book - to depart from stereotypes and prepare a presentation with a lot of puns, jokes, audience involvement - of course related to entrepreneurship. The professor was surprised and visibly happy and satisfied, just like the audience present at Aspira, the College of Management and Design in Split. None of the present could have assumed that it was a de facto farewell to the professor, who would soon leave us.

Picture 11: December 1st 2014. Trogir. I am delivering a funeral speech to my friend Marin Buble. In front of his family and friends, I am delivering these words of gratitude and farewell. I cannot forget him. I will remember especially his ability to sympathize with people and their destinies and the permanent desire to help. These features are represented in the strong line of his character

and his humanistic vision. More than anything I feel the need to say: I am immensely grateful dear Marin. A beautiful Gabriel Garcia Marquez's line reads: "*Life is not what we went through, but what we remember.*" Exactly. Dear memories remain, my appreciation for an exceptional person of original ideas and opinions remains, but also there remains sorrow and pain, as the departure of Marin Buble also crashes part of my aspirations and wishes, which were often signposted by the Professor.

Last, but not least, I want to point out one more picture. It has always been important for us to exchange gifts for Christmas and New Year's holidays. Since the Professor was a fan of the tie, I was not hard for me to guess what might cheer him up. I would visit him at his home, hang out with his family and on leaving I would get a gift - Branka's *urmašice*³.

This year too, after The Professor was laid to rest, before the Christmas holidays I visited the Buble family. His wife Branka has maintained the tradition of baking and gift giving *urmašice*. Thank you, Branka, from the bottom of my heart.

³ A traditional Bosnian biscuit, soaked in sugar syrup (T.N.).

THE IMPORTANCE AND THE ROLE OF MARIN BUBLE IN THE DEVELOPMENT OF THE FACULTY OF ECONOMICS SPLIT

Željko Garača

In the course of 35 years, that he spent working at the Faculty of Economics, University of Split, Marin Buble, PhD, professor emeritus, contributed greatly to its development into a respected institution of higher education in the field of economics, both at home and abroad. His impact can be recognized in many stages of the Faculty's development.

This is reflected in his research, teaching and professional activities, study programmes and numerous courses he established and developed at all levels and types of studies, as well as in his attempts to open and connect the Faculty to the institutions and individuals from the immediate and more distant environments.

Professor Marin Buble had the ability to recognize the challenges of the current age, faced by each individual, scientist and lecturer, institution and finally the academic community as a whole, thus, anticipating the necessary changes and creating the strategic orientation of the Faculty. As an illustration, let us mention that he was the first to introduce the course of Management as part of the study programmes at the Faculty of Economics in Split, and then also at other institutions of higher education in Croatia.

Progressing to the title of professor emeritus at our Faculty, he held all the positions within the scope of a university professor, including the Dean's, in the period from 1979 to 1981. Professor Buble also headed the Department of Management, which he founded, for several mandates and he directed the doctoral study of Business Economy.

There are two key scientific disciplines in which his scientific contribution is clearly manifested, namely the management and organization. He gave a specific contribution to the classical science of management by significantly

expanding it in the light of new developments in science, in particular by elaborating on the increasing role of the individual and his competence, decentralization of decision-making and development of process, as opposed to structural paradigm. In the science of organization, he particularly contributed to the theory of organizational design by developing a specific methodological approach to solving complex organizational phenomena, to the extent that he should be considered one of the founders of the organizational design as a scientific discipline, to which he contributed by his articles and books.

Professor's numerous scientific papers, scientific books and textbooks will not be discussed here, but it must be stressed that this body of work is impressive and is also a way in which Professor Marin Buble has helped our Faculty to achieve recognition.

Numerous projects which Professor Buble provided, directed and participated in developed our Faculty into an institution capable of solving the most complex professional problems on scientific grounds, at the same time, qualifying a series of young scientists to independently and successfully continue this type of activity.

Professor Marin Buble has made a significant contribution to the development of the Faculty of Economics in Split in designing curricula. He played a particularly important role in conceptualizing the Bologna studies in the field of business economics. He also participated in development of study programmes for courses of study in Management at undergraduate and graduate level, professional study of Small enterprise management and specialist professional graduate study of Management, in particular the course of study in Project Management, as well as for postgraduate studies in Business Economics.

Professor Marin Buble was also a driving force of higher education in economics and business studies at the doctoral level at the Faculty of Economics in Split. The first generation was enrolled in a doctoral programme in 1996. He also made a significant contribution in organizing the MSc-level postgraduate study programmes. In 2005, he participated in organizing the postgraduate studies, particularly the doctoral ones, but also university specialist studies, which resulted in our Faculty having all the study programmes organized in accordance with the Bologna 3 + 2 + 3 model. In 2009, mostly thanks to Professor Marin Buble, Faculty of Economics, University of Split and the Faculty of Economics, University of Mostar launched a joint doctoral study programme, with the objective to transfer experience and good practices in

performing the most demanding forms of education. Professor Buble was a co-leader of this study programme and one of the most successful supervisors.

It should be noted that Professor Marin Buble recognized the importance of IT education in the context of economics education, encouraging and supporting the development of study programmes in this area, which I particularly appreciate. This resulted in the study programmes of courses of study in Information Management at undergraduate and graduate level of Business Economics.

Professor Marin Buble was one of the co-founders of the international scientific conference *Enterprise in Transition*, which was first held in Split and Supetar, from 4th to 6th October 1995. The Conference attracted a large number of scientists from all over the world for years after it was established and, thus, helped earn further recognition of the Faculty of Economics, Split in Croatia, the wider region and around the world, both in terms of breadth of topics covered and the quality of the papers presented, and by openness and hospitality of the organizers. The contacts established at this Conference have opened the doors to international cooperation and enabled professors and assistant researchers of our Faculty to pursue further education and specialisation abroad. This year the conference is celebrating its 20th anniversary and we regret that Professor Marin Buble cannot attend this jubilee.

By 1996, Professor Marin Buble launched and established an international journal *Management: Journal of Contemporary Management Issues*. He was its long-time Editor-in-chief, taking constant care of increasing the of quality of received and published articles, thus continuously increasing the rating of the journal, which is another achievement, that has made the Faculty of Economics in Split recognizable beyond Croatian borders. One of the well appreciated projects that Professor Marin Buble undertook, along with Marijan Čingula and Nikša Alfirević, was the revival of the meetings of the members of Croatian and regional Departments of Organization and Management. Not only did he succeed in organising it, but he also initiated and successfully organized the first Interdepartmental scientific conference on organization and management with international participation, which was held in Split, from 28th to 30th September 2011.

A common phrase "*he educated a number of young scientists*", is not just a mere cliché in the case of Professor Marin Buble – it rather takes on a special meaning. Rarely has ever someone participated in creating so many scientists and university professors as he has, not only at his Faculty, but also throughout

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Ž. Garača, D. Tipurić, Ž. Dulčić et al.: The life and work of Professor Emeritus Marin Buble

Croatia. Some of them have only recently started a scientific career and some of them are almost about to retire, but his concern for them has never ceased, it only took different shapes. They might be the biggest contribution Professor Marin Buble has made to the Faculty of Economics.

MARIN BUBLE'S CONTRIBUTION TO THE DEVELOPMENT OF ORGANISATIONAL THEORY AND THE RELATED DISCIPLINES

Želimir Dulčić

Marin Buble PhD, professor emeritus, has made a great and valuable contribution to the development of organization and its associated disciplines in course of his 35 years at the Faculty of Economics Split (1979 - 2014).

Although Professor Marin Buble can be considered the "*father of modern management*" in Croatia, because it was him who made the most valuable contribution to developing the science and practice of management, he has left an equally profound imprint in the field of organization and the related disciplines. Along with the doyens of organisational science in Croatia: late Professor Mijo Novak, Professor Fikreta Bahtijarević Šiber, Professor Pero Sikavica and Professor emeritus Miroslav Žugaj, Professor Marin Buble contributed significantly to the development of organizational science and practice with his scientific, professional and pedagogical work, not only in Croatia, but also in the entire wider region.

The special relationship of Professor Marin Buble and organization was influenced by his professional career, the one of a practitioner and a businessman. Before he joined the Faculty of Economics Split, in 1979, Professor Buble worked in the metallurgical industry "*Slavko Rodić*" in Bugojno, in the petrochemical industry in the "*Nitrogen fertilizer factory*" in Kutina and in the shipbuilding industry in the "*Brodosplit*" Shipyard in Split. In these organizations, he was involved in analysis, planning and organization. The positions he held in the shipbuilding industry in Split, in the popular „*škver*“ of Split, his daily contact with the practice and the accumulated practical experience, were decisive for his decision to get employed at the Faculty of Economics in Split and to opt for a career in science. Everything he learned and developed in a large system, the giant that "*Brodosplit*" was at the time, with its 8000 employees, he later patiently and diligently passed to his first generations of students at the Faculty and to his project partners. At the same time, he enhanced his rich practical experience with new theoretical knowledge and he

wrote papers related to the current economic practice, with an emphasis on organizational issues.

Professor Buble received his doctorate at the Faculty of Economics in 1976 with the topic: „*Building a model of organization of associated labor in the shipbuilding industry*“, in which he incorporated the previously acquired theoretical knowledge and practical experience of the shipbuilding industry and organization.

This dissertation is the first major contribution to his scientific body of work in the field of organization and the related disciplines. In the 35 years spent at the Faculty of Economics (1976 - 2014), he has written and published a number of books, studies and articles, he directed and participated in the implementation of numerous projects, both scientific and professional. It is the aim of this article to describe the contribution Professor Marin Buble made to the development of organization and the related disciplines by presenting the 55 selected works in the field, primarily related to the Faculty of Economics Split.

The list can be further expanded by the invited lectures and papers, presented at many conferences and roundtables at the universities across the region: in Zagreb, Rijeka, Varaždin, Mostar, Sarajevo, Zenica, Ljubljana, where Professor Buble also taught and with whom he successfully collaborated.

It should be emphasized that Professor Buble also helped create and supervised a large number of students' works: undergraduate thesis, master's theses and doctoral dissertations, where the prevailing topics are those related to the theory and practice of organization. Setting demanding criteria, but with caring, fatherly attitude toward applicants, he taught his students-applicants, co-workers, assistants, how to apply scientific methodology, transmitting his rich knowledge, and entrusting them with responsible tasks, thus shaping them into researchers and experts, and primarily people.

In order to present the scientific and professional contributions of Professor Marin Buble to development of and the related disciplines, the author of this paper has chosen and analyzed a total of 55 works, created in the period between 1976 and 2014. The works clearly reflect Professor Buble's contribution to the development of organisational thought in Croatia.

The list of the 55 selected (and most important) pieces of work includes seven books, five studies, twelve scientific projects, seven professional projects, fifteen journal articles and nine articles in proceedings of scientific conferences.

Analyzing the selected works in terms of Professor Buble's contribution to the development of organization and its related disciplines, his great and immeasurable contribution lies in the following eight areas:

- organizational design,
- assessment of work performance,
- organizational theory,
- methodology of organizational design,
- organization of enterprises,
- restructuring enterprises,
- assessing enterprise value,
- strategic revival of enterprises.

One of his most important books is *Organizational design (Projektiranje organizacije)*, published by Informator, Zagreb, 1976. In this book, in six chapters and 207 pages, Professor Buble has presented the concept and described the key stages in the process of designing an organization in an original and unrivaled way. The book specifies the initial activities in designing an organization, organizational design methodology and steps in analyzing an organization. The most important part of the book is the one where Professor Buble explicates the workflow of organisational design, starting with setting up the plan of organizational design and developing the project of organization, through testing the designed model of organization, to the elaboration of the designed model. In the final chapter of the book, he sets out the basic conditions for the application of the organizational project.

The second most important book, from the Profesor's rich body of work, is *Evaluation of work performance and the allocation of salaries (Vrednovanje rada i raspodjela osobnih dohodaka)*, published by Informator, Zagreb, 1977. In the book, co-authored with Professor V. Ferišak, Professor N. Knezević, Professor M. Novak, and Professor V. Otašević, Professor Marin Buble is the author of three, out of seven chapters. In the third chapter of the book, he described the methods for assessing workers and their performance, as well as performance of managers. In the sixth chapter, he explained the fundamentals of compensation management, and in the seventh chapter of the book he discussed the allocation of salaries. In addition to these contributions to the area of work assessment, it should be pointed out that Professor Buble also described various ways of determining the contribution of workers in the work process on the basis of innovation and rationalization.

Due to the great interest of professors and students from the faculties of economics in Croatia, where "*Organisational design*" has become one of the

basic subjects, not only at undergraduate but also postgraduate studies, the second edition of the book *Organizational design (Projektiranje organizacije)*, has been published by Informator, Zagreb, in 1981.

Chronologically, the fourth book in the series is *Organizational theory (Organizacijska teorija)*, published by Informator, Zagreb, 1991. In the book, co-authored with Professor F. Bahtijarević Šiber, Professor S. Borović, Professor M. Dujanić and Professor S. Kapustić, Professor Buble wrote sections II, III and IV in the first part and the whole third part, from section I to section V. Professor Buble's key contributions in this book are related to the organizational theory and organizational structure. In a clear and systematic manner, he presented the science of organization, by explaining its subject matter, its methods and its goals, and then, after he explained the concept and characteristics of the scientific theory, he specified various theories of organization. He also presented an overview of the principles of scientific analysis of organizations. In the third part of the book, Professor Buble offered one of the most documented and most cited illustrations of organizational structure. He started from defining organisational structure and continued by offering an original typology of organizational structures and the way of designing them. Particularly valuable is his analysis of the factors affecting the choice of organizational structure, as well as the description of the models of multifactorial influence on the choice of organizational structure.

The fifth book in the Professor Buble's scientific opus is *Organisational design methodology (Metodika projektiranja organizacije)*, published by Faculty of Economics Split, in 1995. This book builds on the content of the previous books and further elaborates the particular aspects of organisational design, with the emphasis on the methodology of organizational design. The most valuable parts of the book deal with the definition of the methodology for analyzing a given organization, designing a model for a new organization, as well as discussing the implementation of a new organizational solution.

The sixth book written by Professor Buble is *Organisational design methodology (Metodologija projektiranja organizacije)*, published by Sinergija, Zagreb, 2006. The book was published eleven years after its first edition. In addition to the previously mentioned areas, the contribution particularly worth pointing out is its seventh, chapter in which the author presents the organization of activities, aimed at improving the current and developing a new organization of an enterprise, with an emphasis on how to organize the work of experts in organizational design and project management.

The seventh Professor Buble's book contains contributions related to the assessment of enterprise value. The book *Due diligence and enterprise evaluation*, published by Kemigrafika, Sarajevo, in 2010, was co-authored with Dženan Kulović, PhD and Spaso Kuzman, PhD. Professor Buble's most significant contribution deals with the theoretical and methodological concepts of enterprise evaluation. Ways of assessing enterprise value are analysed in detail, as well as the methods used in the process.

Five studies, co-authored by Professor Buble, contain significant contributions in the field of organization and the related disciplines:

- In the study „*Relative economic efficiency of the shipbuilding industry*“ (*Relativna efikasnost privređivanja brodograđevne industrije*), Faculty of Economics, Split, 1987 (co-authors M. Buble, A. Bulić, D. Kružić, D. Slišković), Professor Buble developed a model for measuring and monitoring the relative economic efficiency in the shipbuilding industry, which was, for many years to follow, successfully used.
- In the study „*Principles of incentive payment methods in an enterprise*“ (*Osnove stimulativnog plaćanja u poduzeću*), Faculty of Economics, Split, 1991 (co-authors M. Buble, S. Goić and I. Pavić), Professor Buble described the development of an motivational compensation management system and elaborated the basics of premium payment system in an enterprise.
- In the study „*Organometric approach to assessing and measuring the effectiveness of a company's organization*“ (*Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa*), Faculty of Economics, Split, 1994, Professor Buble defined the concept of organizational design effectiveness, established indicators and developed an algorithm for determining it.
- The study „*Impact of organizational variables on the performance of a programme for improving business processes*“ (*Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa*), Faculty of Economics, Split, 2010, was authored by 19 authors from the Faculty of Economics in Split and edited by Professor Buble. All co-authors had worked on a scientific project, funded by the Croatian Ministry of science, education and sports and managed by Professor Buble. Professor Buble also contributed as an author and wrote a section on the implications of conversion of the structural into the process paradigm.

He also described in detail the concept of measuring the performance of business processes, as well as described the practices of business process evaluation.

- The study *„Impact of organizational variables on the achievements of the programme for improving business processes: Results of empirical research“* (*Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa – empirijsko istraživanje*), Faculty of Economics, Split, 2012, edited by Professor Buble, summarizes the results of an empirical research, conducted in the previously described scientific project. In this study, Professor Buble wrote the introduction and the conclusion, as well as the section related to the level of development of practices for improving business processes in large Croatian companies. He also wrote two chapters, together with I. Matić. One of them presents the results of the research on implementation of methods for improving business processes and their impact on business performance, while another presents the results of empirical research of types of organizational structure and programmes for improving business processes.

Professor Marin Buble made a valuable contribution to the development of organization and its related disciplines through twelve projects, as well:

- The project *„Metallurgical complex in the long-term economic development of the municipality of Split“* (*Metalski kompleks u dugoročnom privrednom razvoju općine Split*) was commissioned by the municipality of Split. Four researchers worked on the project: M. Buble, Ž. Dulčić, D. Kružić, and D. Slišković. In 1985, Professor Buble diagnosed problems in the earlier development of the metallurgical complex, elaborated an organizational basis for its future development and set guidelines for the future development of the metallurgical complex in the municipality of Split until the year of 2000.
- In the project *„Socio-economic feasibility for the development of shipbuilding in Yugoslavia“* (*Društveno-ekonomska opravdanost razvoja brodogradnje SFR Jugoslavije*), Faculty of Economics Split, Institute for Economic Research, 1988, co-authored by M. Buble, A. Bulić, M. Rakelić, F. Mitrović, D. Kružić, Professor Buble wrote about the organization of shipbuilding as a prerequisite of economic efficiency, as well as about the system of compensation management.

- In the project „*Potential models of organisation in shipbuilding*“ (*Potencijalni modeli organizacije brodogradnje*), Faculty of Economics, Split, 1989, Professor Buble described potential models of organization and their role in optimization of production processes.
- In the project “*Contribution to modelling the conversion processes of state enterprises*” (*Prilog modeliranju postupka pretvorbe društvenih poduzeća*), published by Faculty of Economics Split, in its publication *Radovi*, 2 (1992), Professor Marin Buble presented a workflow of organizational activities in the transformation of ownership.
- In the project “*Economic and system conditions for the development of coastal economy*” (*Privredno-sistemske uvjeti razvoja obalne ekonomije*), published by Faculty of Economics Split, in its publication *Radovi*, 2 (1992) Professor Marin Buble analyzed the organizational aspects of the development of coastal economy, as “*one of the driving segments in the process of Croatian recovery*”.
- In the project “*Current trends in the organization of enterprises*” (*Aktualne tendencije u organizaciji poduzeća*), published by Faculty of Economics Split, in its publication *Radovi*, 2 (1992), Professor Marin Buble wrote one of the most cited papers in which he dealt with the trends in the development of organization of an enterprise. It is part of a larger project “*The qualitative factors of economic development*” (*Kvalitativni faktori privrednog razvoja*).
- In the project “*Interdependence of socio-economic development and organization of labour in the society*” (*Međuzavisnost društveno-ekonomskog razvoja i organizacije društvenog rada*), published by Faculty of Economics Split, in its publication *Radovi*, 2 (1992) Professor Marin Buble wrote about the concept of organization of labour in the society, about the new types of organization and the importance of human resources.
- In the project “*Organizational design of enterprises in market economy*” (*Dizajniranje organizacije poduzeća u tržišnim uvjetima privređivanja*), published by Faculty of Economics Split, in its publication *Radovi*, 5 (1992), Professor Buble, as the editor, promoted the term “*organizational design*” and offered a subtle overview of the changed social conditions, where the least painful possible transition had to be made from the socialist into the market economy.

- In the project “*Organizational design of enterprises in market economy II*” (*Dizajniranje organizacije poduzeća u privrednim uvjetima privređivanja II*), published by Faculty of Economics Split, in its publication *Radovi*, 8 (1993), Professor Buble, as the editor, successfully led a team of 16 participant researchers, edited all the papers and wrote the section entitled “*Models of organization of support services in an enterprise*”.
- In the project “*Models of organization of support services in an enterprise*” (*Modeli organizacije stručnih službi u poduzeću*), Faculty of Economics Split, *Radovi*, 3 (1993), Professor Buble specified models of organization of ancillary services in an enterprise. The text has become an integral part of Croatian textbooks on organization.
- In the project “*Redesigning large Croatian companies for economic development*” (*Redizajniranje velikih hrvatskih poduzeća u funkciji gospodarskog razvoja*), Faculty of Economics, Split, 1998, the editor, Professor Buble, gathered 24 eminent scientists from Croatia and the neighboring Bosnia and Herzegovina, namely: D. Grubisić, Z. Kovačević, I. Družić, V. Čavrak, M. Buble, N. Alfirević, D. Tipurić, L. Galetić, D. Kordić (Bosnia and Herzegovina), I. Veža, V. Belak, Ž. Dulčić, B. Crnjak-Karanović, R. Buljan, J. Šamanović, Lj. Vidučić, B. Ramljak, M. Dimitrić, S. Goić, B. Šore, M. Krneta, M. Žugaj, R. Brčić, I. Pavić.

The last scientific project, in which he participated as an author, was the project of „*Opportunities for restructuring Aluminij plc Mostar*“ (*Mogućnosti restrukturiranja Aluminij d.d. Mostar*). The results of the project were published in a book, edited by D. Kružić (published by Faculty of Economics, Split, 2013). Professor Buble himself analyzed the organizational structure and human resources of Aluminij plc. Based on the analysis, in the third chapter of the book, which specifies all aspects of restructuring of Aluminij plc, Professor Buble offered innovative solutions in the areas of restructuring forms of organization, restructuring internal relations and restructuring the system of corporate governance. For the above contributions Professor Buble was awarded the annual award of the Faculty of Economics Split in 2013, i.e. award for the valuable scientific work for co-authoring the edited scientific book.

Professor Buble made notable contributions to organizational theory in practice by participating in numerous professional projects:

- In the project „*Income relations in the organizations of associated labor of Dalmatia*“ (*Dohodovni odnosi u organizacijama udruženog rada Dalmacije*), Faculty of Economics Split, Institute of Economic Research, Split, 1985, Professor Buble explored ways of earning income by former socialist enterprises, after which he developed systems of resource allocation in this specific economic context.
- Professor Marin Buble was the director and editor of the project „*Proposal of the internal organization of "Tatjana Marinić" Split*“ (*Prijedlog unutrašnje organizacije RO „Tatjana Marinić“ Split*), Faculty of Economics Split, Institute for Economic Research, 1985, in which, after analyzing the current situation, he proposed the internal organization and integration of all kindergartens in Split area into a single entity.
- In the project „*Integrating OALs⁴ in the field of transport of goods and passengers, warehousing and reloading, repair-service industry and vehicle and spare parts trade in the area of Split*“ (*Udruživanje OUR-a u oblasti prijevoza robe i putnika, skladišno-pretovarnoj i remontno-servisnoj djelatnosti te trgovine vozilima i rezervnim dijelovima na području općine Split*), Faculty of Economics Split, Institute for Economic Research, 1985, Professor Buble was the director of the project, related to proposing a new organizational structure and a system of resource allocation.
- In the project “*Study of factors affecting the efficiency of organization and performance of newspaper, publishing, and trading organisation “Slobodna Dalmacija” (Istraživanje faktora utjecaja na efikasnost organizacije i poslovanja NITRO „Slobodna Dalmacija“)*”, Faculty of Economics Split, Institute for Economic Research, 1986, Professor Buble was the director of the project and his contribution is related to the operationalization of the model of efficiency and performance of a large newspaper, publishing, and trading company.
- In the project “*Socio-economic justification of spinning off BOAL⁵ “Dobrić” from “Komus” Trogir” (Društveno-ekonomska opravdanost izdvajanja OOUR „Dobrić“ iz sastava RO „Komus“ Trogir)*”, Faculty

⁴ Stands for organisations of associated labour, i.e. a specific form of a socialist enterprise in Croatia and other countries in the region (T.N.)

⁵ Stands for basic organisation of associate labour, i.e. a specific form of a socialist enterprise in Croatia and other countries in the region (T.N.)

of Economics Split, Institute of Economic Research, 1987, Professor Buble was involved in the organizational part of the project and in designing the organisation of the new enterprise.

- In the project „*Strategy for the development of the macro-organisation of the Institute for Adriatic Crops and Karst Melioration*“ (*Strategija razvoja makroorganizacije Instituta za jadranske kulture i melioraciju krša*), Faculty of Economics Split, Institute of Economic Research, 1988, Professor Buble was the project manager, and his practical contribution is related to the area of designing the new organizational structure.
- In the project „*Integration of tourism industry of the municipality of Korčula*“ (*Udruživanje turističke privrede općine Korčula*), Professor Buble was in charge of analyzing the current situation and designing a new global organization of tourist enterprises on the island of Korčula.

The number of topics, covered by the most important journal articles, indicates Professor Buble's wide area of interest. The selected journals emphasize a large number of Profesor Buble's individual contributions to the development of organization and its related disciplines.

Below is a list of most important articles, specifying the title of the journal and the year of publication:

- Current trends in the organization of enterprises (Aktualne tendencije u organiziranju poduzeća), *Privreda Dalmacije*, 27 (1990);
- Assessing organizational efficiency by using the indicators of business efficiency (Ocjenjivanje efikasnosti organizacije uz pomoć indikatora efikasnosti poslovanja), *Ekonomski pregled*, 41 (1990);
- A program for restructuring enterprises (Program restrukturiranja poduzeća), *Računovodstvo, revizija i financije*, 1 (1991);
- Management standards (Norme rukovođenja), *Privreda Dalmacije*, 28 (1991);
- Options for measuring organisational efficiency of inputs (Mogućnosti mjerenja efikasnosti organizacije predmeta rada), *Ekonomski pregled*, 43 (1992);
- Options for measuring work performance efficiency (Mogućnosti mjerenja efikasnosti rada), *Ekonomski pregled*, 44 (1993);
- Recruiting quality associates (Pronalaženje kvalitetnih suradnika za obavljanje poslova u poduzeću), *Računovodstvo, revizija i financije*, 3 (1993);

- Conceptual approach to organisational design (Konceptijski pristup projektiranju organizacije), *Računovodstvo, revizija i financije*, 4 (1994);
- Algorithm for choosing the enterprise's organizational structure, *Ekonomski pregled*, 46 (1995);
- Transition processes of organizational structures in large enterprises, *Management - Journal of Contemporary Management Issues*, 1 (1996), pp. 1-16., being the first paper to be published in this Journal,
- Centres of responsibility as instruments for managing enterprise internal economy (Centri odgovornosti kao instrument vođenja interne ekonomije poduzeća), *Računovodstvo i financije*, 44 (1996);
- Organisational approach to restructuring large Croatian companies (Organizacijski pristup restrukturiranju velikih hrvatskih poduzeća), *Hrvatska gospodarska revija*, 45 (1996);
- A model of strategic reactivation of enterprises (Model strategijskog reaktiviranja poduzeća), *Hrvatska gospodarska revija*, 46 (1997);
- How to establish an enterprise (Način i uvjeti osnivanja poduzeća), *Slobodno poduzetništvo*, 4 (1997);
- Methodological approach to organizational performance improvement process, co-authored by M. Buble, Ž. Dulčić and I. Pavić, *Management – Journal of Contemporary Management Issues*, 6 (2001).

The following papers, published in the proceedings of international conference, can be considered as the most significant for his contribution to the organizational design:

- A place of honour in this category belongs to the article entitled “Organizational structures of large corporations of countries in transitions: Croatian case”, published in the Conference proceedings of the “1st International Conference on Enterprise In Transition”, University of Split, Faculty of Economics, Split (Supetar), October 4-6, 1995. Professor Buble wrote it and presented it, in the occasion of the 1st conference that he founded.
- The article “Restructuring large Croatian companies for economic development” was published in the proceedings of the scientific conference “*Susreti na dragom kamenu*”, Pula, 20 (1996).
- The article “Similarities and differences between the small and large enterprises regarding the technology, co-authored by M. Buble, Ž.

Dulčić, D. Grubišić and I. Pavić, was published in the “*Proceedings of the 8th International DAAAM Symposium*”, held on 23-25th October 1997 in Dubrovnik.

- The article “Responsibility Centres in Organizational Structure of Enterprises in Transition: An Empirical Research”, was published in the proceedings of the scientific conference “*2nd International Conference on Enterprise in Transition*”, University of Split, Faculty of Economics, Split, 1997.
- The article “BPR methodology of organizational restructuring of large corporation”, was published in the proceedings “*Annals of DAAAM for 1999 & Proceedings of the 10th International DAAAM Symposium*”, held on 21-23th October 1999, in Vienna, Austria.
- The article „Possibilities for Application of TQM in Improving Organization of Large Trade Enterprises in Transition: The case of Croatia“, co-authored by M. Buble, N. Alfirević and I. Zdrilić, was published in the “*Proceedings of the Fourth International Conference on Enterprise in Transition*“, held in Split-Hvar, on May 24-26, 2001.
- The article „Interdependence of the Development of Learning Organization and Business Efficiency: The Case of Large Croatian Enterprises“, co-authored by M. Buble and D. Mudnić, was published in the “*Proceedings of the Sixth International Conference on Enterprise in Transition*“, held in Split-Bol, on May 26-28, 2005.
- The article “Implications of Converting Structural into Process Paradigm”, was published in the “*Proceedings of the International Conference - An Enterprise Odyssey: Integration and Disintegration*”, held in 2006, in Zagreb.

The last relevant paper, was presented by Professor Buble at the first *Interdepartmental scientific conference on organization and management with international participation*, which was held in Split, from 28th to 30th September 2011 under the name of “*Management, leadership and organization in the XXI century: (Dis)continuities in the practice of organization and management*”. In this occasion Professor Buble gave the introductory plenary speech, which can be found in this special volume, as well. However, what is particularly worth noting is that Professor Buble was the initiator of the interdepartmental scientific conference, along with Marijan Cingula and Nikša Alfirević. He was

the author of the underlying topic of the conference, which has now become a traditional one.

Professor Marin Buble successfully contributed his extensive theoretical and rich practical knowledge to numerous books, studies, projects, articles and student papers and thus gave an outstanding contribution to the development of organization and the related disciplines.

Professor Marin Buble made a huge contribution to the development of organisational science in Croatia by:

- founding the courses “Organisational theory”, “Organisation of enterprises” and “Business organisation”, at all levels of study at the Faculty of Economics in Split;
- co-founding and directing doctoral studies and the courses in organisation as part of the postdoctoral study programme;
- founding the joint doctoral study between the Faculty of Economics in Split and the Faculty of Economics in Mostar;
- founding the conference “Enterprise in transition”;
- founding and editing the journal “Management”;
- contributing to reviving and designing the scientific conference of management departments.

Furthermore, it is important to point out his organizational-managerial skills which enabled him to successfully lead numerous associates in a series of scientific and professional projects. He was a true organizer, motivator and leader. He educated generations of students and expertly supervised many of them, upon the completion of their studies, with numerous undergraduate theses, master's theses and doctoral dissertations related. He also educated a large number of research assistants, whom he successfully recruited, directed and led to the highest scientific titles.

Professor Buble's scientific and professional legacy in the area of organization and the related disciplines, worthy of respect and admiration, is an inexhaustible and permanent source of inspiration for future generations of students and professors, scientists and practitioners, and is the pride of all his associates, colleagues and followers.

MARIN BUBLE'S CONTRIBUTION TO THE DEVELOPMENT OF MANAGEMENT

*Nikša Alfirević**
*Marli Gonan Božac***

Professor Marin Buble was one of the first theorists to address the issue of management in Croatia and the wider region. Moreover, it was at the beginning of 1990s, when, for ideological reasons and disagreements, the very concept of management represented one of the topics “*which one should better stay away from*”. Professor Buble had already recognized that, without modern management, Croatian companies would not be able to compete in the global economy, whose foundations were laid in course of major social and economic changes in 1989 and 1990.

It is, therefore, not surprising that he was the first to write a comprehensive book on management in Croatian. The book was published in 1993 by the Faculty of Economics Split. It has become a standard textbook for teaching general management, as well as a range of related disciplines - both in Croatia and in the wider region. In addition to the above, Professor Buble was a pioneer in advocating the discipline of management as a generally accepted content of the curriculum of economics and business economics at the Croatian higher education institutions⁶.

Professor Buble has designed and performed a series of courses, both at the Faculty of Economics in Split, as well as at postgraduate (master's and doctoral) studies - at almost all faculties of economics in the Republic of Croatia and at particular institutions of higher education in Bosnia and Herzegovina and Slovenia (Ljubljana, Mostar, Sarajevo...). The courses he taught include

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** Professor Marli Gonan Božac, Juraj Dobrila University of Pula - Faculty of Economics and Tourism "Dr. Mijo Mirković", E-mail: mbozac@unipu.hr

⁶ Available at: <http://www.orgdesignhub.com/186-marin-buble-in-memori-1938-2014> (retrieved on February 18th 2015)

*Management, Compensation Management, Strategic Management, International Management, Theories of Management, Organizational Design, Business Leadership, Managerial skills, etc*⁷. Professor Buble was also a respected director of postgraduate and doctoral studies at the Faculty of Economics in Split and he supervised numerous papers and dissertations in the broad area of management.

However, the key factor of his recognition and his scientific contribution to the field of management, both in Croatia and in the wider region, are numerous textbooks and monographs he has written. Many generations of students acquired their first knowledge in the field of organization and management from these books, and many of them have later held major managerial positions. First of all, due mention should be given to the fundamental textbook in the field of general management, which has established itself by its quality and comprehensiveness as an indispensable textbook standard. The aforementioned book has seen great success and a number of new editions (Figure 1), and in 2006 it was adapted to the new, Bologna programme (entitled *Fundamentals of Management – Osnove menadžmenta*).



Figure 1. Published textbooks in the field of general management

(Note. The books are: Buble, M. (1993) *Management*. Split: Faculty of Economics Split.; Buble, M. (2000) *Management (Menadžment)*. Split: Faculty of Economics Split.; Buble, M. (2006) *Fundamentals of management (Osnove menadžmenta)*. Zagreb: Sinergija); Buble, M. (2006) *Menadžment*. Split: Faculty of Economics Split.

Professor Buble has written a large number of specialized books on management of small enterprises and entrepreneurship, which were extremely

⁷ Sources: Op. cit. and <https://tkojetko.irb.hr/znanstvenikDetalji.php?sifznan=2862&podaci=nastavneaktivnosti> (retrieved on February 18th 2015).

popular and were used at practically oriented (professional) studies, as well as undergraduate and graduate study programmes established in accordance with the Bologna process (see Figure 2).



Figure 2. Published textbooks in the field of management of small enterprises and entrepreneurship

Note. The books are: Buble, M. (2003) *Management of small enterprises - Part I (Menadžment malog poduzeća – I. dio)*. Split: Faculty of Economics Split.; Buble, M. (2003) *Management of small enterprises - Part II (Menadžment malog poduzeća – II. dio)*. Split: Faculty of Economics Split.; Buble, M., Kružić, D. (2006) *Entrepreneurship – the reality of the present and the challenge of the future (Poduzetništvo – realnost stvarnosti i izazov budućnosti)*. Zagreb: RRIF Plus.; Buble, M., Klepić, Z. (2007) *Management of small enterprises: principles of entrepreneurship (Menadžment malih poduzeća: osnove poduzetništva)*. Mostar: Faculty of Economics Mostar.; Buble, M. (2014) *Entrepreneurship (Poduzetništvo)*. Split: College of Management and Design Aspira.

Furthermore, in his scientific and educational body of work Professor Marin Buble has addressed many specific areas of management, which are elaborated in the following books (Figure 3):

- Buble, M. (2009) *International management (Međunarodni menadžment)*. Zagreb: Lares plus.
- Buble, M. (2010) *Project management (Projektni menadžment)*. Split: University College of applied Sciences for Management & IT - Minerva.
- Buble, M. (2010) *Managerial skills (Menadžerske vještine)*. Zagreb: Sinergija.
- Buble, M. (2011) *Business leadership (Poslovno vođenje)*. Zagreb: M.E.P.
- Buble, M., Bakotić, D. (2013) *Compensation management (Kompenzacijski menadžment)*. Split: Faculty of Economics Split.



Figure 3. Published textbooks in the field of specific areas of management

Note. The books are: Buble, M. (2009) *International management (Međunarodni menadžment)*. Zagreb: Lares plus.; Buble, M. (2010) *Managerial skills (Menadžerske vještine)*. Zagreb: Sinergija.; Buble, M. (2011) *Business leadership (Poslovno vođenje)*. Zagreb: M.E.P.; Buble, M., Bakotić, D. (2013) *Compensation management (Kompensacijski menadžment)*. Split: Faculty of Economics Split.

It has to be noted that throughout his career Professor Buble was active in the research field of contemporary management, paying great attention to the appraisal of the implementation of management in Croatia and the wider region. Out of recent scientific works and edited scientific books the following should be mentioned, some of which are already mentioned in the previous presentations:

- Buble, M., Kulović, Dž., Kuzman, S. (2010) *Due diligence and enterprise evaluation (Due diligence i procjena vrijednosti poduzeća)*, Kemigrafika, Sarajevo.
- Buble, M. Ed. (2011) *The impact of organizational variables on the success of the programme for process improvement (Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa)*. Split: Faculty of Economics Split.

- Buble, M., Matic, I. (2011) *Implementing the functions of management in small Croatian enterprises (Ostvarivanje funkcija menadžmenta u malim hrvatskim poduzećima)*. Split: Faculty of Economics Split.
- Buble, M. Ed. (2012) *Impact of organizational variables on the achievements of the programme for improving business processes: Results of empirical research (Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa – empirijsko istraživanje)*. Split: Faculty of Economics Split.
- Buble, M., Cingula, M., Alfirević, N. (2012) “*Management, leadership and organization in the XXI century: (Dis)continuities in the practice of organization and management*”. Proceedings of the 1st Inter-departmental scientific conference on organization and management with international participation.. Split, Zagreb: Faculty of Economics Split and Faculty of Economics Zagreb.

Professor Buble showed particular interest in contemporary trends in management, and proved to be one of the most prolific authors on the topic in the wider region, with great insight into the area of the theory of management and its future development. In this area, his two recent texts can be singled out as a significant contribution which are highly recommended to all young researchers, especially doctoral students who wish to gain a systematic and clear insight into the development and future trends in the area of theory of management. The papers were presented as plenary (invited) talks at regional interdepartmental meetings in management held in Split (2011)⁸ and Dubrovnik (2013).

Follow the titles of the talks, which are, in full text (in Croatian), available at the websites of the co-organizing institutions of the meetings:

- Buble, M. (2012) Trends in the development of management of the 21st century, In Buble, M., Cingula, M., Alfirević, N. (2012) *Management, leadership and organization in the XXI century: (Dis)continuities in the practice of organization and management*. Proceedings of the 1st Interdepartmental scientific conference on organization and management with international participation. Split, Zagreb: Faculty of Economics Split and Faculty of Economics Zagreb; pp. 1-10.⁹
- Buble, M. (2013) Models of management inherent to the enterprise of the 21st, In: Vrdoljak Raguž, I. Ed. (2013) *Management, Leadership and Organisation in the 21st Century*. Dubrovnik: University of

⁸ See the first paper included into this special issue (in English).

⁹ Available at: http://web.efzg.hr/dok/KID/Interkatedarski_zbornik.pdf (February 19th 2015)

Dubrovnik – Department of Economics and Business Economics: pp. 1-38.¹⁰

It is also important to highlight the valuable review of business leadership:

- Buble, M. (2013) Leadership in digital economy, In: Buble, M. (Ed.) (2013) *Proceedings of the University College of Applied Sciences for Management & IT - Minerva*. Dugopolje: University College of Applied Sciences for Management & IT - Minerva: pp. 1-22.¹¹

As a part of the scientific program “*The impact of organizational variables on the success of the programme for process improvement*”, supported by the Croatian Ministry of Science, Education and Sports (MSES) (which was conducted from 2005 to 2014), Professor Buble designed and directed one of the few studies of process-oriented techniques and tools in the Croatian management, which analyzed organizational variables (strategy, structure, information technology, human resources), the efficiency of improving business processes and organizational performance¹². The comprehensive programme results, published in two edited scientific books, will certainly represent a long-standing reference in the area of process-oriented management and business process management for all interested scientists in the wider region.

However, the results of the previous scientific research in management must not be forgotten. These were described in more detail by other authors – participants of this meeting, but at this point only two areas will be addressed, which were Professor Buble's long-standing areas of interest. These are: *restructuring and competitiveness of major Croatian companies*. In this specific field of management, professor Buble directed two scientific projects funded by the MSES:

- *Redesigning large Croatian companies (1997-2002)*¹³ and
- *Qualification of large Croatian companies for effective competition in the global market (2002-2005)*¹⁴.

¹⁰ Available at: http://www.unidu.hr/datoteke/803izb/Menadzment-vodstvo-i-organizacija-_u-21-stoljecu.pdf (retrieved on February 19th 2015).

¹¹ Not available online.

¹² Available at: <http://zprojekti.mzos.hr/page.aspx?pid=97&lid=1> (retrieved on February 19th 2015).

¹³ Available at: http://zprojekti.mzos.hr/zProjektiOld/arh_dets.asp?trazi=buble&gdje=1&Submit=Pretrazi&ID=501. (retrieved on February 19th 2015) See the project bibliography at: http://bib.irb.hr/lista-radova?sif_proj=055012&period=1996 (retrieved on February 19th 2015).

Based on the results of these projects, as well as on the opinions of other scientists, in the 1990s the Croatian scientific and professional community developed a rather strong awareness of the need to preserve the key actors of industrial structure in Croatia. Unfortunately, the political and managerial elites did not recognize Professor Buble's research results, who, back in 2000, in an interview given to the daily newspaper “*Slobodna Dalmacija*”, in the occasion of obtaining a distinct award of the Republic of Croatia - the Order of Danica Hrvatska with the figure of Ruđer Bošković, diagnosed the problems of the Croatian management in the following words¹⁵:

- “(...) *New trends in leadership styles at the turn of the 20th into the 21st century indicate the need for a new generation of leaders that will be significantly different from traditional managers. Leaders will have to be increasingly proactive in tackling the frenetic, turbulent and uncertain environment. Accordingly, the fundamental differences between a manager and a leader have to be pointed out. The future has already started to look for managers whose leadership style is different from that of the Croatian managers. Hence the need for educating and training Croatian managers, introducing changes into the organizational structure of companies and the organizational culture. Understandably, the necessary changes in the companies' environment should not be neglected.*”
- “*It is necessary to point out the low level of profitability of our companies which equalled 2.5 percent in the past year, which means that for 100 kuna of invested capital, there is only 2.5 kuna of return. If one takes into account level of interest rates of commercial banks, then anyone can infer what that means. In such conditions, it is clear that we need urgent and radical changes, that would ensure a more competitive position of our businesses in relation to the global change. However, our research has shown that more than 75 percent of managers of large Croatian companies prefer a strategy of slow, continuous changes because for them there is no clear gap between the perception of their own competitive strength and the threatening characteristics of the business environment.*”

¹⁴ Available at: http://zprojekti.mzos.hr/zProjektiOld/result_det.asp?trazi=buble&gdje=1&Submit=Pretrazi&ID=0055009. See the project bibliography at: http://bib.irb.hr/lista-radova?sif_proj=0055009 (retrieved on February 19th 2015).

¹⁵ Vuko, Lj. (2000) RAZGOVOR: Prof. dr. Marin Buble s Ekonomskog fakulteta u Splitu - Hrvatski manageri za suradnju nisu spremni. *Slobodna Dalmacija*, January 5th 2000. Available at: <http://arhiv.slobodnadalmacija.hr/20000105/prilozi.htm> (retrieved on February 19th 2015).

- *“My research has shown that Croatian managers are characterized by such leadership style that can be described as transitional from the paternalistic-authoritarian to consultative style. This is a hybrid leadership style in which decisions are made in the traditional way so it is logical that such is the control of business and performance. None of the 18 variables studied indicates Croatian managers as leaders with the participative leadership style. This can be considered a strategic weakness in relation to the leadership styles of managers in contemporary companies.”*

Considering such diagnosis of the current problems of Croatian management and economy in general made back then it is evident that the Professor Buble's scientific legacy is still remarkably strong, even after 15 years from the time when it was initially discussed in the Croatian media.

PROFESSOR BUBLE'S CONTRIBUTION TO THE DEVELOPMENT OF STRATEGIC MANAGEMENT

*Darko Tipurić
Marli Gonan Božac*

Professor Marin Buble's contribution to the development of strategic management in Croatia is made particularly evident by two books. In 1997 he edited the first one as the first book of its kind, and later he edited the book which is today used as a standard textbook in the field of strategic management. Below are the titles and the book covers (Figure 4):

- Buble, M. (Ed.) (1997) *Strategic management*. Split: Faculty of Economics Split.
- Buble, M. (Ed.) (2005/2010) *Strategic management*. Zagreb: Sinergija.



Figure 4. Strategic management publications

Professor Buble's contribution is made more special by the fact that he created a team of lecturers, coming from all faculties of economics in Croatia, as well as from the Faculty of Economics, University of Mostar (Bosnia and Herzegovina), and the neighbouring Italy and Slovenia - who were able to put together their expertise and experience and develop a joint textbook. The textbook presented achievements of the developed market economies, at a time

when, in Croatia, there was no adequate text which would cover these issues. Simultaneously, almost all the Croatian faculties of economics were introducing the subject of *Strategic management* into their study programmes. Besides being used as a textbook, this book also represented a starting point for numerous scientific studies in this area, which later developed into undergraduate theses, scientific articles, master's theses, etc. Postulates on the nature and process of strategic management, environment analysis, fundamental strategic plans, design and implementation of a strategy and its control have become the starting point for studying this matter. However, Professor Buble emphasized the need to focus not only on theory, but also on economic practice, so he intended the book for a much wider range of users, primarily managers, business people and professionals. The book seeks to present the relationship between theory and practice through business cases that are also included into the book.

Professor Buble's pioneering efforts in the field of strategic management in Croatia are also reflected in his article, entitled *The process of strategic management and its essential components (Proces strategijskog menadžmenta i njegove bitne komponente)* (*Računovodstvo i financije*, 43 (1997), 8: pp. 43-52), in which he analyzes the basic components of strategic management. The aim of the paper best depicts the general situation of the time in which the management disciplines was being imposed: *"It is the aim of this paper to present the process of strategic management, so that all those who participate in it could at least acknowledge their place and role within it."* Of course, the purpose of the article was to assist managers in understanding the fundamental components of the process of strategic management. In this paper, Professor Buble emphasized primarily the complexity and importance of the process of strategic management, but also the need to consider two main groups of activities, i.e. strategy design and its implementation. Today, the article is a valuable source text for further developments in the area.

Along those lines, it is necessary to single out a scientific study, carried out within the international Croatian-Slovenian research project *"Successful competitive strategies of large Croatian and Slovenian enterprises"*, with the main findings published in one of the previous issues of this Journal¹⁶. In this study, the authors identify and analyze corporate and business levels of strategies, as well as strategic performance and sources of competitive advantage, based on the criteria of strategic behaviour of successful Croatian

¹⁶ See: *Successful Competitive Strategies of Large Croatian and Slovenian Enterprises* (Management, 8 (2003): pp. 1-112, authors: M. Buble, D. Pučko, I Pavić, Ž. Dulčić, L. Lahovnik, N. Alfirević, R. Rejc, T. Čater).

and Slovenian large enterprises. The study included theoretical consideration and empirical research. Research results confirmed most of, but not all theoretical assumptions regarding the strategic behaviour of enterprises in a transitional environment. Two of the obtained findings regarding the strength and sources of competitive advantage are emphasized here: *“The surveyed companies use differentiation much more frequently than cost leadership as a source of their competitive advantage. They mostly ignore the formulation and implementation of Porter's generic strategies. The head managers of the researched companies estimate to have a competitive advantage, for which there is no convincing empirical evidence.”*

As an experienced university professor and scientist, who cared deeply about improving the economic practices and cooperation, Professor Buble developed and related the different disciplines within the fields of organization and management by writing books and articles, working on projects and studies and by assisting his associates and working with students.

PROFESSOR BUBLE'S CONTRIBUTION TO THE DEVELOPMENT OF ENTREPRENEURSHIP AND RELATED DISCIPLINES

Dejan Kružić

In addition to the already noted contribution Professor Buble made to the development of many fields of economics (organizational theory, theory of management, strategic management and international management), one needs to highlight his valuable and highly important contribution to the development of entrepreneurship and the related fields. In a world, in which economy is run by the ideas, it is not surprising that the entrepreneur and entrepreneurship receive a central position. Recognizing that entrepreneurship deviates from the classic routine of managing resource allocation in enterprises, Professor Buble, in his scientific and, particularly, in his professional work, focused on the determinants of entrepreneurial behaviour - the quest for change, responding to change, and using changes as opportunities. Since an entrepreneur is not simply a tool of market forces, but also the one who shapes them, Professor Buble saw the starting point of entrepreneurship in the dynamic and development-oriented enterprises, which meant relating entrepreneurship, regardless of the market structure and organizational forms, to the internal decentralization of an enterprise.

The specific relationship between Professor Marin Buble and entrepreneurship was influenced primarily by his business career in the managerial positions of large companies ("*Slavko Rodić*" Bugojno, "*Nitrogen fertilizer factory*" Kutina, "*Shipbuilding industry Split*" Split) and, later, by his career of a scientist. His daily contact with business issues, competition, impact of changes in demand to the usage of production capacity, difficulties generated on daily basis by resource allocation in manufacturing companies, strategic planning and, in particular, long-term development, showed him, in practical terms, how serious entrepreneurship was and which potential consequences of "creative destruction" were embedded in entrepreneurship.

Deeply aware of the fact that it was the main role of entrepreneurs to introduce new combinations of factors of production, and to overcome

resistance to innovation, Professor Buble exercised a special influence on the development of new organization, new production processes and new products in the “*Shipbuilding industry Split*”. He influenced development and implementation of the strategy of production diversification, which allowed for corporate entrepreneurship, to be used as a lever of strategic development in this specific enterprise. In his role of a corporate entrepreneur (especially in his top management positions in the “*Shipbuilding industry Split*”), Marin Buble was interested in and oriented towards exploring the sources of changes and their symptoms, assessing the chances of success and applying his knowledge to successfully implement changes in practice. Starting from the conviction that entrepreneurship is a specific economic function of combining factors of production and increasing the existing resources, Professor Buble, working in corporate entrepreneurship, proved to be a visionary and introduced creative changes, that he considered to be crucial in the transformation and revival of companies, but also of a society as a whole.

In order to present Professor Buble's scientific and professional contributions to the development of entrepreneurship, three books are chosen, as being authored or co-authored by the professor. They are presented below (in the chronological order):

- Buble, M. (2003) “*Management of small enterprises*”, Parts I and II (“*Menadžment malog poduzeća*” – Dio I i II). Split: Faculty of Economics Split.
- Buble, M., Kružić, D. (2006) “*Entrepreneurship – the reality of the present and the challenge of the future*” (“*Poduzetništvo – realnost stvarnosti i izazov budućnosti*”). Zagreb: RRIF plus.
- Buble, M., Buble, M. (2014) “*Entrepreneurship*” (“*Poduzetništvo*”). Split: College of Management and Design Aspira.

In the book “*Management of small enterprises*” (precisely its part I, p. 211), Professor Buble presents the basic principles of entrepreneurship in an extremely original way - the concept of entrepreneurship, the concept of small businesses and the ways they are managed. The book elaborates the position of a small business in economy, the relationship between entrepreneurs and entrepreneurship, entrepreneurship models and their implementation options. Factors of operating a small business, their combining and the content of the business process are researched. In part II (p. 234) of the book, the issue of complexity and dynamics of the management of small enterprises is presented. This includes the topics of the relationship between management and managers, functions, activities and roles of managers and managerial skills. While the first

part of the book investigates how to establish a company and start an entrepreneurial venture, the second part presents how to run an already established small business. The above makes it evident that this book covered many relevant areas of entrepreneurship and small business management, where Professor Buble presented a wealth of indispensable information for any aspiring entrepreneur and manager.

On the 384 pages of the book *“Enterprise - the reality of the present and the challenge of the future”*, the authors present the concept of contemporary entrepreneurship and the future challenges entrepreneurship will be facing. Guided by the need to research the specifics of the development of entrepreneurship, the authors are trying to familiarise the readers with the issues related to the transformation of business ideas into the reality of exploiting business opportunities. Professor Buble is the author of three chapters, in which he elaborates the concept of entrepreneur - as the most important driving force of a business venture, his characteristics and types, entrepreneurial incentives and resources, and the relationship between the “creative destruction” and the determinants of entrepreneurial behaviour. Professor Buble paid special attention to entrepreneurial alternatives: establishing a new enterprise, purchasing an existing enterprise, franchising and company succession. Since there are significant differences between these, each of the alternatives is considered separately. If there are no business activities, there is no entrepreneurial process. Therefore, Professor Buble elaborates on its contents (from product design, operational processes, acquiring and managing supplies, marketing and sales to the need for financial resources), analyzes the economic rationale for starting a new business and establishes standards of business success.

In the book *“Entrepreneurship”*, Professor Marin Buble, in collaboration with his son Mario, on the total of 328 pages of text, in four sections (*Introduction to entrepreneurship, Developing an entrepreneurial plan, Starting an enterprise, and Entrepreneurship in sport*), deals with the totality and complexity of the phenomenon of entrepreneurship. It can be claimed that this was, also, the Professor's favourite book in this field and it will, therefore, be further elaborated below. The content of the book *Entrepreneurship* shows numerous relevant features that place this book in the very top range of publications in the field of entrepreneurship. The first part of the book briefly presents the historical development of entrepreneurship, as well as myths or stereotypes, related to this concept, and then it moves on to explain the approaches and models of entrepreneurship. The authors present the relationship between entrepreneurship and economic development, and indicate

the fundamental elements concerning the future of entrepreneurship. Then they turn to the subject of entrepreneurship - entrepreneur and the incentives that drive entrepreneurial activity. The authors also deal with the relationship between entrepreneurship and creativity and innovation. In this context, special emphasis is given to the methods and techniques, as well as sources of innovation and creativity.

The authors discuss corporate entrepreneurship, starting from its definition and the process of its development, the types and models, to the incentive system and the opportunities and barriers for its development. Special attention is paid to the role of management in corporate entrepreneurship. The conditions of entrepreneurial development are also analyzed, starting with the general and moving on to the specific ones, so that special attention is paid to the importance of entrepreneurial infrastructure. In addition, institutions for support and promotion of entrepreneurship are indicated, as well as programs and projects that are oriented to its promotion.

The second part of the book analyzes the preconditions for the development of a business plan, including the evaluation of general, industrial and local environment, as well as evaluation of the strengths and weaknesses of the entrepreneur himself. The concept and process of marketing research is defined, then the elements of marketing, and, eventually, the process of marketing planning are presented. The technical and technological aspects of a new venture are also analyzed, where firstly the concept and methods of developing a business venture are explained, and then the model for determining the capacity and expenditures.

The authors pay special attention to the choice of location, the necessary facilities, equipment, human resources and financial preparation for a new venture. For this purpose, ways of planning necessary financial resources, identifying their sources, as well as obligations to these sources are elaborated. The above results in drawing up business budgets and the budgets of the economic feasibility of investing in a new business venture. This is all necessary for the development of a consistent business plan. Therefore, the authors first point to the conceptual definition and importance of a business plan, then to its basic elements and users, and at the end of the format and the method of presenting a business plan.

The third part of the book presents four alternative ways of entering the world of entrepreneurship – establishing a new enterprise, purchasing an existing enterprise, franchising and company succession - their risks, as well as

the methods of their assessment and evaluation. Accordingly, the authors first point out the factors that influence the assessment and evaluation, and then describe three approaches and three groups of techniques for assessment and evaluation of a new business venture. Organizational and legal aspects of a business venture are also analyzed, its fundamental forms, followed by some legal issues related to the industrial property, authors' rights and business secrets. The concluding paragraphs of this section of the book lists some of the most common reasons for the failure of new business ventures.

In the fourth part of the book, the authors first define sport and sports industry and then they focus on the relationship between business and sport. Special attention is paid to innovation in sport, sports entrepreneurship and economic development, as well as women in sport entrepreneurship. Finally, this chapter presents an overview of potential business opportunities in sport, as well as the overview of ten most famous graduate study programmes in entrepreneurship and management in sport.

The book "*Entrepreneurship*" was meant primarily for undergraduate students, but also for all others interested in this complex problem. Therefore, it is designed and written to include the contents that are relevant to both the current and aspiring entrepreneurs planning to start a business venture, or for those who intend to study the concept of entrepreneurship. What makes the book special are the learning outcomes, set out at the beginning of each chapter and the real life examples. Each chapter ends with a case study, followed by questions, which have to be answered, after the analysis of the case has been carried out.

The book *Entrepreneurship* has included many relevant issues - from generating entrepreneurial idea to its transformation into the reality of a business venture. In other words, the authors made an attempt to present to the interested audience the vast area of this complex matter that all entrepreneurs should be familiar with. However, this does not mean that all issues of entrepreneurship have been exhausted - it is a dynamic matter, which under the influence of an ongoing progress gains new insights on daily basis. Therefore, everything that is presented in this book represents, as the authors suggest in the foreword, the foundation for further study of the complex and dynamic issue of entrepreneurship. It is important to emphasize that the whole text bears a strong authors' imprint, because Professor Buble has incorporated in it his attitudes, views and values, and has skilfully intertwined them with his scientific, professional and practical experience. His son Mario has incorporated in the text his zeal and enthusiasm, and especially his scientific meticulousness and

rich expertise and experience in selecting and presenting the topics of modern entrepreneurship.

In the occasion of the promotion of *Entrepreneurship* held on 13th November 2014 in Split, at the College of Management and Design Aspira, Professor Želimir Dulčić and the author of this text, in the role of book promoters, recommended and fully supported this book, hoping it will contribute to the development of entrepreneurship in the Republic of Croatia, as well as to increased public awareness of the importance of entrepreneurship, not only for economic, but also for the overall social development. The book might encourage students to develop their own entrepreneurial careers and raise readers' awareness of entrepreneurship as an important motivational force.

It is to be concluded that Professor Buble's interest in entrepreneurship results both from understanding that the history of civilization is, in a way, the product of entrepreneurship, as well as from his expectation that this century will be characterised by further expansion or rather, a 'boom' of entrepreneurship. In his body of work, Professor Buble notices and puts forward the idea that the social and economic context of modern entrepreneurship has changed significantly¹⁷, and therefore it is in entrepreneurship that he recognises the forces that are accelerating the development.

Modern entrepreneurship, to which Professor Buble dedicated many of his texts, is more than ever an invitation to join the struggle, in which, in order to succeed, you must have the courage to be different. Entrepreneur of the future is a researcher, a restless spirit, enquiring about everything and the person who questions many paradigms. He is aware of unpredictability, chaos, uncertainty, risk and, sometimes, pain that the entrepreneurial process brings along. However, he seeks to reflect, improve the old and invent the new, in order to provide benefit to all, while the social process in which he operates never stops. Considered this way, entrepreneurship becomes one of the most deadly weapons an individual can possess and activate in a struggle for survival, in a turbulent and uncertain world and an environment inclined to dismiss employees. Consequently, Professor Marin Buble's contribution and legacy in the field of entrepreneurship is a source of inspiration to students, as well as existing and future entrepreneurs.

¹⁷ With the advent of the time of growing uncertainty at the global level, with a large number of countries entering the processes of social and economic transition, with the reduction in the business activity and restructuring of large international companies.

PROFESSOR BUBLE'S CONTRIBUTION TO THE DEVELOPMENT OF INTERNATIONAL MANAGEMENT

Najla Podrug *
*Ivona Vrdoljak Raguž***

Professor Marin Buble made an indisputable contribution to the development of the specific field of international management. Throughout his scientific career, he was extremely active in studying a variety of topics in the field of management and was recognized as a model of dedicated, systematic and continuous, work that has resulted in a profound, indelible imprint in the Croatian economic science.

In addition to the outstanding contribution in disciplines such as management, strategic management, entrepreneurship, business management, compensation management and managerial skills, Professor Marin Buble was one of the first in Croatia and the wider region, to recognize the importance of studying the field of international management. Such a course was introduced as an elective course at the postgraduate and doctoral studies at the Faculty of Economics, University of Split, and, in 2009, he published a book, entitled *International management*, published by Lares plus, Zagreb (see Figure 5).

International management is the first comprehensive book in Croatian that deals with the topic of managerial functions in international companies. The book consists of six chapters: 1 - basic definition of international management and international management environment; 2 - planning in an international company; 3 - organizing an international company; 4 - human resource management in an international company; 5 - managing an international company and 6 - monitoring in an international company. The book addressed numerous relevant issues, relevant for contemporary management of international companies.

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Figure 5. Buble, M. (2009): *International management*

In the foreword, Professor Buble noted that the book content is a “*dynamic material, influenced by overall change*” and he managed to present this complex matter to the managers of international companies and all others, who want to be successful in the international environment.

In the first part of the book *International management*, Professor Marin Buble deals with the concept and the genesis of international business, globalization, international companies and managers, as well as defines the types and segments of the environment, relevant to international companies. In the second part, he analyzes the problem of planning in an international company. In this context, he explains strategic analysis, strategic intent, strategy design and adoption of plans in an international company. The third part refers to the organizational structures of international companies, from the initial organizational structures, to the global network structure and keiretsu. The fourth part deals with issues of human resource management in an international company, addressing the specifics of recruitment, selection, problems of repatriation, but also challenges related to compensation, training and development of human resources. Ultimately, the labour relations of the United States, Europe and Japan are compared. The fifth part of the book *International management* refers to management of an international company, with a special emphasis on motivation, communication and managing working teams. In the sixth part, Professor Buble gives an overview of processes, systems and levels of control in an international company and identifies methods and techniques of control.

In this book, Professor Marin Buble points out that different cultural contexts require different management approaches. Strategies, structures, and activities, appropriate for one cultural context, can have significantly different effects in another, or may even fail completely. Management of business operations in multiple countries is increasingly faced with failures and difficulties that result from a lack of understanding of cultural background, and not necessarily of market conditions. Therefore, Professor Marin Buble emphasizes the importance of local adaptation, i.e. national differentiation, but also importance of finding the possibilities for global integration.

Professor Buble's contribution to international management, as well as other fields, within the science of organization and management, is immeasurable. He was “*always the first*”, and, from the perspective of young scientists, was the “*authority over authorities*”.

THE IMPORTANCE OF MARIN BUBLE'S WORK FOR THE DEVELOPMENT OF MANAGEMENT

*Aziz Šunje**

My retrospection of the life and work of Professor Marin Buble will take two directions. One is my personal contact with Professor Buble, and the other is his contribution to the development of management in this region.

I met Professor Buble when I was a postgraduate student and a junior research assistant at the Faculty of Economics in Sarajevo, where I started my academic career. It was back in 1981. Professor Buble was a visiting lecturer, who held a two-day lecture. He lectured about organizational design. In my hands, I had his book on organizational design (Buble, M.: *Organizational design*, Informator, Zagreb, 1976). The lectures and the book opened a whole new world for me. Those were the times when the words management and organizational design were not part of the standard business vocabulary in the ex-Yugoslav territory.

In times of self-management socialism organization was anchored in the concept of “social ownership”, and the issue of organization was entirely determined by the “*Law on Associated Labour*”, the network of basic organizations of associated labour and labour organizations. The word management was an unfamiliar and even undesirable. His lectures and his book were saying that there were some other worlds. The impression his lectures and his book left decisively affected my professional orientation. I obtained my PhD in 1989 in the area of organizational design, based on Mintzberg's methodology of organizational restructuring. I heard about Henry Mintzberg for the first time from Professor Buble's lectures. If it was not for this first meeting with Professor Buble, who opened a new world for me, no one knows which direction my professional development would have taken. I am grateful to Professor Buble for the encounter, which fully defined this direction.

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Another brief, chance encounter followed at the Faculty of Economics in Zagreb, in Professor Fikreta Bahtijarević-Šiber's office in the late 1990s. Professor Buble was then already a leading figure in the field of management in the region. We exchanged a few sentences, and I reminded him of our Sarajevo encounter. The third and the last encounter happened in 2011, at the Faculty of Economics in Split, in the occasion of the first Interdepartmental scientific conference on organization and management.

Professor Buble, as one of the initiators of this event, bringing together lecturers in the field of organization and management in the region, invited me to be one of the keynote speakers at this conference. That was the first time I talked with him and I realized he was a generous person, a person who bonds, a person who gives and unselfishly disseminates his vast knowledge. It was then that I also learned that Professor Buble spent part of his life, immediately following his graduation, in Bosnia and Herzegovina, in Bugojno, where he worked in a large factory. He told me about this period of life with love.

He told me about himself as a man who spent a good part of his life outside of the academic world, working in business as a manager. He struck me with his passion and dedication to “things” that he loved. And management was an inseparable part of his life which he lived and loved passionately. He mailed me his book *Compensation Management* (Buble, M., Bakotić, D.: *Compensation Management/Kompenzacijski management*, Faculty of Economics, Split, 2013), a book that was published a year before his death. And that was my last contact with Professor Buble.

A few words about Professor Buble's contribution to the development of management in our region. Professor Buble is undoubtedly the most prolific author in the field of management in our region. In the extensive opus, that he either authored or co-authored, there are four books that have the word of ‘management’ in their titles. His first book was written back in 1993 and is entitled *Management* (Buble, M.: *Management*, Faculty of Economics, Split, 1993). There were two published in 2006, entitled *Management* (Buble, M.: *Management*, Faculty of Economics Split, 2006), and *Fundamentals of Management* (Buble, M.: *Fundamentals of Management/Osnove menadžmenta*, Sinergija, Zagreb, 2006) and they impressively reflect his contribution to the promotion of management in the region.

The complete adaptation of the word ‘*management*’, in the sense that we now write it as ‘*Menadžment*’, as we pronounce it, is a symbolical confirmation that the word management and the science of management have become fully

accepted in this region, and most of the credit goes to Professor Buble. It was a thorny path: from complete ignorance of management, to its full acceptance. In this context, Professor Buble is seen as the Peter Drucker of our region, a standard-bearer, a helmsman, the one who was always “*one step ahead*”, a visionary who directs processes in the “*right direction*”. There is no doubt that Professor Buble is to be largely credited for giving management the same role at our universities, as it has in universities worldwide. Likewise, his books and textbooks do not lag behind other reference literature in this area.

Professor Buble was the man who bonds. His books have been and will be present in Bosnia and Herzegovina, as well as in other areas where the language in which he wrote is understood. We are grateful to Professor Buble, because he enabled us to teach our students and businesspeople management, in the way it is done at the world's prestigious universities. Professor Buble's spirit will stay with us in his books which, just like all other good books, are timeless. For, as an old Egyptian record says: “*The book is more valuable than all the monuments and tombs decorated with painted columns, because it creates the monuments itself in the heart of the person who reads.*”

MARIN BUBLE AS A SUPERVISOR

*Danica Bakotić**
*Ivana Bulog***
*Ivan Matić****

In his 35 years at the Faculty of Economics Split, Professor Marin Buble has left an indelible imprint, by supervising numerous generations of students, practitioners, who sought to improve their knowledge through post-graduate research and professional studies, and, finally, future scientists, to whom he illuminated the path of their scientific development and search for scientific excellence – by writing master's theses, doctoral dissertations and publication of scientific and technical reports, articles and books. Besides being the author of an extensive body of papers and books in the fields of organization and management, designing and introducing new courses and study programmes, Professor Buble was primarily a remarkable expert in the methodology of conducting scientific research and writing scientific papers, studies and books.

In addition to the three-digit number of undergraduate theses, with which he led the students to the ceremonial graduation, Professor Buble's legacy is reflected primarily in the scientists who are succeeding him, or rather those that he 'created' by offering them scientific and, often, life guidance. From his first supervising assignment in mid-1980s, until the moment when he left us at the age of 76, at the Faculty of Economics and other institutions of higher education, both in Croatia and the wider region, he supervised 27 Master of Science (MSc) theses, 6 master theses and 11 doctoral dissertations (Figure 6).

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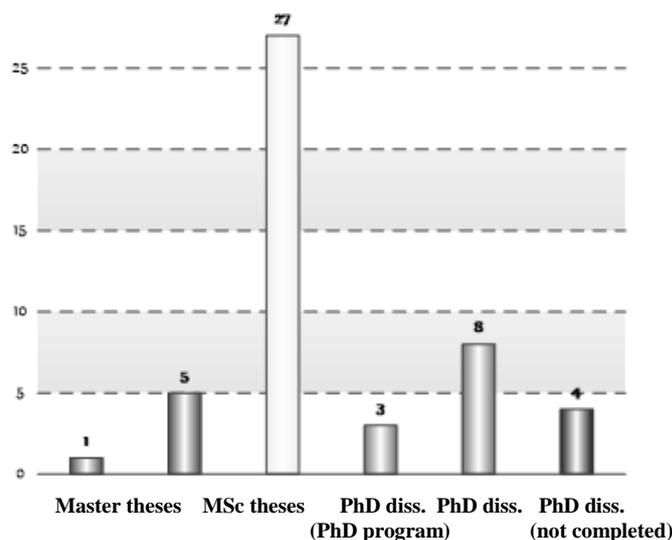


Figure 6. Marin Buble's supervising activities

His dedication to the role of a supervisor, even in his old age, is further testified by four doctoral students whom, by the time of his death, he brought to the final stages of writing a doctoral dissertation with great enthusiasm. Mentoring activities have not diminished throughout his working life. On the contrary, they have constantly increased in number, so that Professor Buble was engaged in supervising most of the theses in his last decade (Figure 6), when many of his fellow professors were already retired, or they reduced their mentoring activities to a minimum.

The following figure shows the constructs and concepts (Figure 7), which were the topics of master's theses and doctoral dissertations. It illustrates the breadth of the Professor's expertise in numerous areas and directions of research within organization and management, which was the prerequisite of his high quality and diverse mentoring work, making him an exceptional and highly desirable mentor, interlocutor and consultant. Besides others, some of the most important offshoots of his mentoring work are the university professors: Professor Želimir Dulčić, Professor Vinko Belak, Professor Nikša Alfirević and Professor Dejan Kružić. Finally, Professor Buble's mentoring activities were not only evident in the studies that he formally supervised, but in any study in which he was a member of the committee. Hardly anyone will say that Professor Buble, as a member of the committee, gave his paper only a cursory look, without offering a constructive suggestion, or advice.

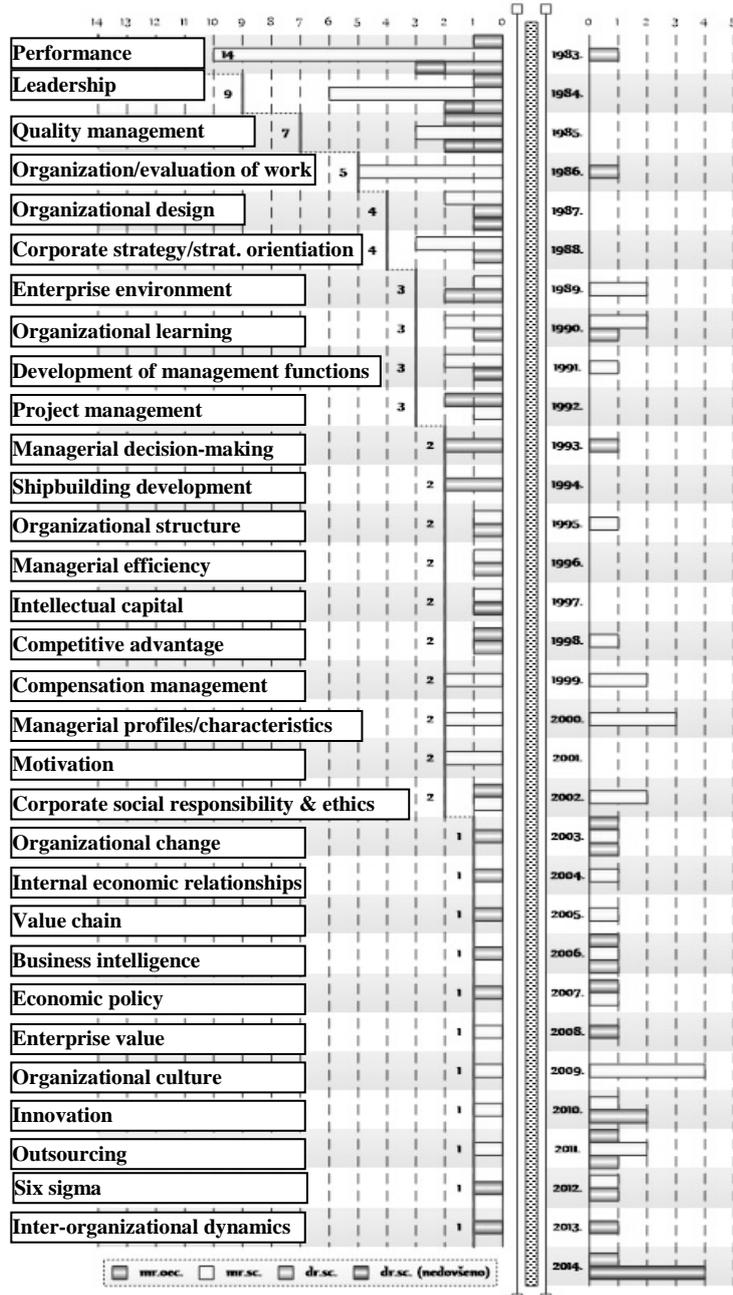


Figure 7. Professor Buble's topics of supervised work

However, all employees of the Faculty of Economics Split know that Professor Buble's mentoring cannot be reduced to mere numbers of mentorships and the names of the renowned scientists who succeeded him. So, for example, there was an unwritten rule in the period of the last ten years for every assistant lecturer or junior researcher in the field of business economics (and sometimes other areas as well), when designing or writing the application for doctoral thesis, or preparing a workshop at the doctoral level, *'to go to the office 320 on the third floor to have Professor Buble have a look at that'*, although Professor Buble at that time did not hold any official positions at post-doctoral level.

Likewise, with his wealth of experience and knowledge, for young scientists Professor Buble was an inexhaustible source of information of potentially 'interesting' research directions, potential supervisors, often also accepting the informal role of a 'co-supervisor' or 'supervisor in the shadows'. In the years after his 'retirement', taking care of the 'juniors' at the Department of Management of the Faculty of Economics Split was his main preoccupation. Besides two new assistant professors in the Department, whose master's thesis and doctoral dissertations he supervised, there is almost no younger member of the Department, who did not obtain help, or guidance, with valuable advice and 'human touch', related to research, teaching practice and, finally, career development. Even when the Professor was no more formally member of the Department, departmental meetings were almost always scheduled, so that he can attend and offer his views on important things, especially when it came to matters of strategic importance for the Department of Management.

In addition, we Professor Buble also supervised professional (applied) research. Based on the vast theoretical knowledge and valuable practical experience, he initiated and directed 6 scientific and 40 professional projects, in which his fellow assistants, mostly young scientists from the Department of Management, gained many valuable skills in the area of relating and applying theoretical and practical knowledge.

Monday mornings – Tuesday afternoons

Monday mornings and Tuesday afternoons were, for those, whose work was supervised by Professor Buble or cooperated with him in any way (classes, projects, assignments, etc.), the time when one could seek advice or solutions to more or less all the problems, from teaching to particular scientific research questions.

By the ability to perceive the broader picture of a problem, by anticipating future events / risks, by suggesting / opening the possibilities that the young and inexperienced would never even dream of, Professor Buble unselfishly gave his time on those Mondays and Tuesdays. Conversation often moved from research and teaching to other common situations and problems, so that, for many, Professor Buble was not only the scientific and teaching mentor. In many ways he was also a life mentor. To come to his office and not to visit his closest assistants and ask '*what's up - what are you doing?*' was inconceivable both for him and for us.

“What's up – what are you doing?”

Professor Buble's famous and indispensable sentence, one of the first he would say when we met, for us meant: *what have you been doing these days, how much progress have you done since last time we met, are there any problems with which I could assist you,...* This sentence, sometimes considered as a burden, if we were worried that maybe we hadn't met all the expectations, was, at the same time, the main driver of all our efforts. Therefore, as we progress in our careers, we grow more and more aware of the crucial importance that this simple sentence, and a smile that accompanied it, had for our successful research and teaching development.

“A day has 24 hours”

This statement disarmed us in our attempts to find excuses for not pursuing our personal development. Excuses like *I haven't worked on my dissertation this week because I had to correct tests, etc.*, were not acceptable. In other words, Professor Buble told us we had to find time to develop, to work on ourselves, our papers, our master's thesis, our dissertations, ... *A day has 24 hours and you are the owner of most of that time – allocate time and organize, but don't neglect your priorities.*

“It is easy to diagnose problems – propose solutions”

This was another frequently heard sentence, especially when we found ourselves having problems, whether work or life related. Apart from meaning that just establishing the facts is not enough, this sentence also symbolised the need to thinking outside the box.

In other words, you have a problem, move beyond a pure problem diagnosis and 'weeping over the situation'. Let's solve the problem. Think about

a solution, consider more probable and less probable options, be creative, come up with something, propose how to implement a solution...

“You have to get things moving”

This Professor Buble’s tip was particularly common in our conversations in the last couple of years. Considering a broader picture, the situation at our Faculty, University, and the whole economy, but also our growing scientific and teaching excellence, in the last couple of years Professor intensively encouraged us to take initiative, to launch something new, to create new ideas, in order to contribute to our own development, development of the Department of Management and the Faculty of Economics Split. This sentence was often accompanied by, for us, a 'strange' and 'unbelievable', but unfortunately now a true sentence: *“I’m not going to be here forever, I won’t always be able to start things - now it is your turn to do something” ...*

“Our life mentor”

Professor Buble was not only our research and teaching mentor, but also a life mentor, a caring parent. Without any hesitation, many, although they might claim differently, have not truly known Professor Buble. Hardly anyone was privileged as his closest associates – to get to know him fully as a man and see that behind his impassive appearance, there stood a great hidden sensibility. Professor Buble was, primarily, an extraordinary example of moral virtues. He was the embodiment of modesty, honesty and humanity. He employed all his energy for the benefit of the young members of the Department of Management, regardless of whether he was formally our supervisor, or not. Each of the younger members of the Department of Management owes his/her gratitude to Professor Buble for holding their current position and for the achievements they have gained, because he was the one who recognized us as potential scientists and lecturers.

Professor has not only helped and enriched his associates’ scientific careers. Working with him in teaching, projects, writing joint articles, which included frequent socialising (meetings, travel), hanging out with him on Monday mornings and Tuesday afternoons for several hours - either in his, or in our offices, sitting with him at business lunches, the Faculty receptions and listening to an inexhaustible source of advice, fresh ideas and wisdom of life, resulting from many years of experience of working with people... These riches are his legacy and one feels privileged to have inherited it. Such “life journeys” allowed one to get to know his “true face” - his warmth, humanity, kindness,

modesty, thoughtfulness, understanding for the private and business issues, compassion and care. This is how he will be remembered and this is what will be missed. There were so many occasions, when he was faced with our problems and responded by understanding, encouragement and valuable advice. Professor was, at times, deeply involved in his work, but he never postponed our problems, not for a minute. He'd leave his work, turn to us, and listen, granting his full attention.

Our hearts and minds are filled with deep sadness, because Professor Buble is no longer with us, but one can say to be lucky, as having the opportunity to learn about science and life from a great person. There are no words to express how much our Professor will be missed. His eyes, smile and voice will remain forever with us. Every time we hear little steps in front of our offices and a gentle knock we will expect to see his face, hear his voice and feel the positive energy. He is simply irreplaceable. We had a great honour and were truly privileged to work with him, learn from him and have him for our scientific, teaching and life mentor.

MARIN BUBLE – PIONEER OF THE DISCIPLINE OF MANAGEMENT IN CROATIA

*Zdenko Cerović**

I met Professor Marin Buble in 1998, first through his books and other publications, and later in personal contacts, discussions and meetings. It was Professor Marčelo Dujanić (Faculty of Economics in Rijeka), who introduced us. Professor Buble's suggestions, ideas, and advice helped me to define the content of the book *Hotel management*, which was completed in 2003 and published by the Faculty of Tourism and Hospitality Management in Opatija. Professor Buble wrote the critical review of the book and has left an impression of an experienced scientist and person willing to help younger colleagues. His suggestions and advice were a great support, as if he wanted us to learn together, through discussions, he always sought better solutions, he pursued quality. His extensive scientific works and his contribution to the development of economic thought and the development of management theory in Croatia, deserve recognition and acknowledgement.

The aim of this reminiscence serves as a sign of respect and an expression of gratitude to a colleague and scientist, whose scientific and professional activities have made an important contribution to creating and promoting new knowledge, skills and competencies that have been studied at the University of Rijeka in the past 20 years. Moreover, Professor Marin Buble encouraged other colleagues to shed light on the theory and functions of management in the tourism industry, particularly when, under the changed conditions of the transition period, a different approach to organisation models was being introduced, given the new socio-political environment, i.e. changed economic and social conditions.

Reviewing the life and work of Professor Marin Buble from the position of the University of Rijeka and the Faculty of Tourism and Hospitality Management in Opatija might be easier, because we were not “burdened” by his physical presence, and are, therefore, more objective in analyzing his legacy. At the same

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time, the objectivity of assessing his work may be hindered with the level of communication, i.e. the fact that we had less daily and personal contact. We admit that our fellow colleagues of the Faculty of Economics in Split may know him better, but we deeply appreciate him and we would like to pay him due respect. Also, we believe it is our duty to present a review of the work and the scientific opus of a scientist who marked all institutions of higher education where management as a scientific discipline is studied. Our view is unencumbered and unprejudiced.

Marin Buble's theoretical contribution to the definition of management

Since Professor Buble laid foundations to the study of management theory, he can be compared to H. Wehrich and H. Koontz in the area where economics is studied in Croatia. It was difficult to define management as a scientific discipline in transition economies and it required the existing knowledge on a global level to be further extended. Professor Buble was, therefore, a pioneer in tackling the tasks of conceptualizing new social and economic laws. He finally embodied his contribution to defining management in his book *“Management”*, published by the Faculty of Economics Split.

Thus Professor Buble defines management in a new light: according to him it is *“... a process of designing, directing all the factors of production - a process in which individuals, working together in an enterprise, efficiently realize the desired outcomes ...”*. Essentially, he offered a new perspective within the Croatian social conditions of the time, which were different from the economic, social and ideological foundations of the Western European and North American countries. With his ideas and specific scientific deductive methods, Professor Buble, as an already well-established scientist in the area of social sciences, field of economics, was the first to make contributions, thus, paving the way for other scientific research on management in Croatian and the wider region.

He bravely defined management and provided an etymological framework for creating the term, as well as the concept in Croatian. Professor Buble starts from the idea that management is a *“set of knowledge and skills and the process of creating and maintaining an environment in which individuals, working together in groups, efficiently achieve the desired outcomes”*. This opposes the common opinion that management can be defined as “leadership”. For Professor Buble, management is a set of techniques that result from knowledge and skills, and by no means the process of leading an enterprise - resulting from ownership. The above is his fundamental contribution to the definition of

management in Croatia, put forward in the early years of transition and the turbulent privatization process. Not hiding that he studied R. Kreitner well and that he is a F.P. Drucker's follower, Professor Buble concludes that these are the basic elements that define management:

- The impact of the environment on an enterprise. The influence that comes from a constantly changing environment creates a complex, heterogeneous and dynamic atmosphere, in which the enterprise operates. Such observation results in two basic tasks for management: 1 - prepare for the upcoming changes and 2 - adapt to the changes. Such tasks require the management to constantly adapt.
- Working with others and by way of others. The execution of managerial tasks can be achieved by collective action, which is impossible without management. This aspect determines that the operative tasks are not executed by management, but by other associates.
- The balance of effectiveness and efficiency. The management is responsible for the balance between effectiveness and efficiency. Efficiency is the ability of management to solve a specific task with a reduction in costs and management's effectiveness lies in the ability to actively seek creative solutions, in finding productive alternatives which will increase profits.
- Rational use of limited resources. Resources that are available to management are used as an input, in the process of creating goods or services. In the very process, they are not limited, but they are threatened with exhaustion, so, in the end, they are still limited, and the management must use the resources rationally because there are limitations in quantity and price (e.g. energy resources are ultimately limited and they have their price). Therefore, management has to ensure effective and efficient use of limited resources.
- Achieving company's objectives. The collective action of management is undertaken in order to achieve particular objectives of management, and the ultimate goal is always that of company's survival. Goals determine the purpose of management, its direction and its actions. Without clear and definable management goals, the process of management would have no purpose. It is here that we recognise the connection between Buble and F.P. Drucker. Essentially, Professor Buble accepts that company's objectives are a proof of management's effectiveness, i.e. according to him, it is the process of measuring the difference between the achieved and the set (target).

The period at the end of the 1990s leads us to conclude that the concept of management is multifaceted. It required a continuous upgrade of the existing knowledge - in accordance with the changes of the environment and the introduction of new technologies. Therefore, in Professor Buble's opinion, none of the definitions is exhaustive and provides space for further research. Turning to the process, as the basis principle underlying the definition of management, which is dynamic and constant, he suggested further investigation of the relationships. This approach involves a view of processes and complex activities, managers and non-managers, i.e. entities and activities, total knowledge and practice in the industry, as well as knowledge specific to the discipline of management.

Originally, management is defined as a separate and complex role of planning, organizing, leading, coordinating, controlling and connecting within a particular organization, i.e. enterprise. Professor Buble says: "*Management is a profession with specific structures of knowledge, skills and abilities that can be applied in practice, and are based on professional and scientific grounds*". Management is a complex and multidimensional concept, and can be defined from different aspects, levels and points of view.

Management is a key organizational process in the economy, with the emphasis on directing the associates towards the realization of the organizational objectives and tasks. In this context, and starting from the organizational approach, management appears as an important function, that is, a specific activity aimed at achieving the objectives of an organization. Defined in such a way, management can be closely related to governance. The task of management is to take the necessary actions to ensure and encourage individuals to contribute their best to the goals of a group or their organization. The presented claims indicate that management is a universal process, applicable to each human activity. In the economic activity, universality refers to the idea that management is applicable to all branches of the economy and all enterprises, regardless of their size, structure and level, because they should be governed, i.e. directed. Therefore, management is a key factor of organizational success and development of any economic entity. Professor Buble does not hide the need, or the difficulty of defining the management well, but he chooses to see it as a process, based on the dynamics and dialectics. Starting from the functions of management, Buble finally defines management: "*Management is the process of shaping, directing and coordinating all factors of production and service processes, in which individuals, working together in a company, effectively achieve the set goals in carrying out the functions of planning, organizing, staffing, leading and controlling*".

Funcions of management formulated in Croatian according to Marin Buble

Starting from the recognized and long-established theories of Henry Fayol, Max Weber and others, Marin Buble engaged in numerous discussions with his colleagues and gave his view of management functions. Besides the well-known functions of management, defined by Weinricht and Kontz, namely: planning, organizing, staffing, leading and controlling; Marin Buble tried to discuss the etymological concerns and understanding of the basic five functions of management.

He was not afraid of criticism and offered some meaningful suggestions to linguists, thus, helping to define the function of management. Sometimes, he had to face criticism but, confident about his theory and his unyielding views of management and its role, he did not give up and succeeded. He obtained a lot of followers, especially a lot of younger colleagues whom he wholeheartedly helped and, through his books and articles, encouraged to persist. Professor Buble focuses on the human being.

In the post-industrial conditions, he places the human person at the center of his research. When studying modern theories, particularly BPR (Business Process Reengineering) and LO (Learning Organization), he observes social and economic conditions from the position of humanities and takes a dialectical view of the development of the science of management. The challenging 1990s, both on the global level, as well as related to extremely turbulent changes in the Croatian society and the economy, encouraged many - including Professor Buble, to think that the system of defining management and its functions do not focus enough on human resources. Professor Buble adhered to the general knowledge that human resources become much more important in the post-industrial society and becomes one of those, who push the boundaries of scientific knowledge along this route. Human resources and the whole system of human resource management were and remain a factor of strategic success factor. Management cannot be comprehensively defined, without proper care of human resources, even at the time of e-technologies. Management of human resources is intertwined with all the other functions of management or, rather, forms a separate managerial function. Professor Buble is committed to the following translations in standard language: *planiranje* (Planning) - P, *organiziranje* (Organizing) - O, *kadroviranje* (Staffing) - S, *vodenje* (Leading) - L, *kontroliranje* (Controlling) - C.

Managerial function of coordinating, thus, disappears and is integrated in all five functions. In the end, one can safely claim that the modern approach to

management was completed and fully defined with the above five functions of management: planning, organizing, staffing, leading and controlling, with Professor Buble giving a huge contribution to all who understand Croatian.

Management, as a scientific discipline, is defined by a complex process of human activity in the economy, which brings together a full range of skills and knowledge, in creating factors, in order to achieve the selected objectives more effectively. Management is the process of creating and directing the impact factors in which individuals, working together, achieve the desired outcomes which achieve both their own as well as common goals.

In the historical course of development of science of management, the functions of management have changed, with the development of science and technology. Simultaneously, the development of human relationships has changed under the influence of political and economic forces. We will be able to adapt thanks to our local scientists' ability to learn and to adjust quickly, one of the most eminent ones being the late Professor Buble. Development of the science of management can be observed in a series of historical changes, where new discoveries never deny the previous, but they build on them, improve them and adapt the previous knowledge of management to the new social circumstances that result from the general development of science and technology. Modern approaches to management are a search for answers about how to increase productivity in the conditions of the third technological revolution, which is marked by rapid changes and a remarkable growth of science and technology.

Instead of a conclusion

Professor Marin Buble deserves our profound respect. A large number of fellow professors, students, postgraduate students and a wider scientific public in the field of humanities are indebted to him. He greatly contributed to his field of study with his sixteen books, more than fifty discussions and presentations at conferences. His restless spirit and a constant desire to contribute to the recognition of management, as a set of knowledge and skills, will be missed in the first place by his colleagues at the Faculty of Economics Split and other faculties of economics in Croatia, but also by all other colleagues in the region.

Professor Marin Buble will be remembered as a quiet, benevolent professor who, both in his public and private life, radiated kindness and the desire to help anyone who addressed him. He especially looked forward to the new books and to the perception of management as a contemporary model for increasing the quality of life and work of those who want and need to live from their work

using their knowledge, skills, and competencies. We, colleagues from the Faculty of Tourism and Hospitality Management in Opatija, University of Rijeka will long remember dear Professor Marin Buble.

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ŽIVOT I DJELO PROFESSORA EMERITUSA MARINA BUBLE

Sažetak

U sljedećim se radovima izlažu raznolika, kako osobna, tako i profesionalna sjećanja, na život i djelo pokojnog profesora Marina Buble. Autori(ce) raspravljaju o doprinosu profesora Buble teoriji i praksi menadžmenta, organizacijskih znanosti, poduzetništva i međunarodnog menadžmenta, kao i o drugim aspektima njegove akademske karijere, a što posebno uključuje doprinos razvoju Ekonomskog fakulteta u Splitu te mentorski rad s mnogim mladim znanstvenicima/znanstvenicama.



“I knew Professor Buble for more than thirty years and I always considered him a prominent expert, but also an exterminally diligent person. He was well known for his scientific and professional papers and numerous projects, which served to disseminate the scientific achievements in practice. He was particularly well known as one who educates younger colleagues by setting the highest standards, not sparing, however, himself in offering help for these requirements to be achieved. Thus, under his auspices, the best research assistants and professors of the Faculty of Economics have established themselves. He always covered his area of interest with the highest quality literature – everyone is familiar with the picture of meters of library shelves covered in his books. He prepared each new lecture first as a professional or scientific text, and only then did he design the presentations. Therefore, he was always at the frontier: the first to write about management and the first to introduce the namesake courses in the curricula of Croatian Faculties of Economics. Many lagged behind him for years. He was committed to his Faculty on a daily basis. If I called him home in the evening his wife would inform me that he had not yet come home, and when I called early in the morning, he would be already gone. Once, when he was already retired I told his wife: “Tell him he does not have to go to work every day, he has done enough”, and she replied: “You tell him that, he wouldn’t listen to me!”

Professor Marijan Cingula





