

SANJA PEKOVIC BBA, MBA, PhD

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EDUCATION AND QUALIFICATIONS

2006-2010

University of
Paris-EST,
Paris, France

Ph.D. in Economics

Thesis title: 'Motives and Effects of Quality and Environmental Standards:
Micro-econometric Analyses of French Firms and Employees'

2005-2006

Ecole Nationale Des
Ponts et Chaussées,
University Marne-la-
Vallée, Paris, France

Masters (MA) in Research

Thesis title: 'Organisation de la Production et Innovation en Entreprise'
Rank: Best Student of the Year (3rd place)

AWARDS

2015: *CERGE-EI Career Integration Fellowships (CIFs)*, CERGE-EI Career Integration Fellowships (CIFs) are available for Western-educated economists returning to Central and Eastern Europe and the countries of the former Soviet Union to take full-time academic posts.

2013: *'The Research Impact on Practice Award'*, The Organizations and the Natural Environment (ONE) Division of the Academy of Management, Orlando, Florida;

WORK EXPERIENCE

Sept 2012-

Faculty of Tourism &
Hotel Management,
University of Montenegro

Assistant Professor

Teaching on modules: Introduction to Economics, Introduction to
Hospitality Management, Sustainable Event Management,
Quality Management, Cross-Cultural Management

2011-2011

University of Paris-Dauphine,
France

Associate & Post-doctoral Researcher working on research concerning
the area of Industrial Economics as well as Environmental and
Resource Economics

Feb-June 2012

World Bank

Expert Analyst working on the report on the innovation activities in
Montenegro (Western Balkans Regional R&D Strategy for Innovation)

Nov 2011

OCDE, Paris, France

Statistical Analyst working on analyzing data concerning technical
barriers to trade in CEFTA

2009-2014

IPA Program

2008-2009

AFNOR, Paris, France

Networking Expert for IPA Regional Quality Infrastructure Program
for Western Balkans and Turkey

Analyst working quality implementation Higher Education and
Vocational Training

2007-2012

CEE, Paris, France

Researcher & Associate Researcher working on the area of Quality
and Environmental and Resource Economics during my PhD studies

2007-2010

University Paris-EST,
Paris, France

Research Fellowship, Research and Teaching Assistant

Teaching on modules: Money and Finance, Theory of Decision and
Negotiation, Introduction to Management, Introduction to Economics.

2006-2007
Centre d'Etudes De
l'Emploi, Paris, France

Researcher in the field of ISO certification as part of Masters 2
and 1st year PhD research placement, working for the mission
ECO-NET finaced by Ministry of Foreign Affairs in France

ORIGINAL PUBLICATIONS

[1] CSR related management practices and firm performance: an empirical analysis of the quantity-quality trade-off on French data, Crifo Patricia, Diaye Marc-Arthur, **Pekovic Sanja**, *International Journal of Production Economics*, 2014, DOI:10.1016/j.ijpe.2014.12.019.

[2] Quality and Environmental management practices: their linkages with safety performance, **Pekovic Sanja**, *Production Planning & Control*, forthcoming.

[3] Environmental management practices: good or bad news for innovations delivering environmental benefits? The moderating effect of market characteristics, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Economics of Innovation and New Technology*, 2014, DOI: 10.1080/10438599.2014.946312.

[4] Être vert pour devenir innovant? Une analyse empirique sur des données d'entreprises françaises, Bouziri Amira, **Pekovic Sanja**, *Economies et Sociétés* (Série "Dynamique technologique et organisation) 2014, Vol. 3, pp. 413-430.

[5] Work recognition and labour productivity: evidence from French Data, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Managerial and Decision Economics*, 2014, DOI: 10.1002/mde.2690

[6] How green is my firm? Workers' attitudes and behaviours towards job in environmentally-related firms, Lafranchi Joseph, **Pekovic Sanja**, *Ecological Economics*, 2014, Vol. 100, pp. 16-29.

[7] The engaged organization: human capital, social capital, green capital and labour productivity, Delmas Magali, **Pekovic Sanja**, *Best Paper Proceedings - Academy of Management Proceedings*, 2013.

[8] Is there a relationship between workplace atmosphere and innovation activities: An empirical analysis among French firms, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Economics of Innovation and New Technology*, 2013, Vol. 22, pp. 566-580.

[9] Resource efficiency strategies and market conditions, Delmas Magali, **Pekovic Sanja**, *Long Range Planning*, 2015, Vol. 42, No 2, pp. 80-94.

[10] An empirical investigation of the effect of customer orientation on the business performance of French firms: a firm-level analysis of direct and moderation effects, Pekovic Sanja, Sylvie Rolland, *Recherche et Applications en Marketing*, 2013, Vol. 27, pp. 11-37.

[11] Working conditions under quality standards: the role of employee involvement, Andjelko Lojpur, Sanja Vlahovic, **Sanja Pekovic**, *African Journal of Business Management*, 2013, Vol.7, pp. 1174-1183.

[12] What factors influence quality service improvement in Montenegro: empirical analysis, Djurdjica Perovic, Tatjana Stanovic, Ilija Moric, **Sanja Pekovic**, *International Journal for Quality Research*, 2013, Vol. 7, pp. 63-70.

[13] Environmental standards and labour productivity: understanding the mechanisms that sustain sustainability, Delmas Magali, **Pekovic Sanja**, *Journal of Organizational Behaviour*, 2012, Vol.34, pp. 230-252.

[14] Do quality and environmental-related standards improve French firms' performance?, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Environmental and Resource Economics*, 2013, Vol. 54, pp. 525-548.

[15] Ima li nade za “male” ekonomije u uslovima globalizacije, Lojpur Andjelko, **Pekovic Sanja**, *Acta Economica*, 2012, Vol. 16, pp. 9-26.

[16] Green not (only) for profit: an empirical examination of the effect of environmental-related standards on employees' recruitment, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Resource and Energy Economics*, 2012, Vol. 34, pp. 74-92.

[17] What socio-demographic characteristics influence the level of tourist's satisfaction in Montenegro: empirical analysis, Đurđica Perovic, Tatjana Stanovic, Ilija Moric, **Sanja Pekovic**, *Journal of Tourism - Studies and Research in Tourism*, 2012, Vol. 14, pp. 5-10.

[18] Can quality standards indirectly improve employee's wage: empirical evidence from Montenegro, Tatjana Stanovic, Đurđica Perovic, Ilija Moric, **Sanja Pekovic**, *International Journal for Quality Research*, 2010, Vol. 4, pp. 303-309.

[19] What motivates firms to seek ISO 9000 certification: comparative approach of French Manufacturing and Services Industries, **Pekovic Sanja**, *Journal of Economic Issues*, 2010, Vol. 44, No 4, pp. 895-914.

[20] From quality to innovation: evidence from French employer survey, **Pekovic Sanja**, Fabrice Galia, *Technovation*, 2009, Vol. 29, No 12, pp. 829-842.

[21] Difficulties in ISO 9001 implementation in Manufacturing and Service organizations: empirical evidence from Serbia-Montenegro, Marc-Arthur Diaye, Jelena Jovanović, Zdravko Krivokapić, **Sanja Peković**, Aleksander Vujović, *International Journal for Quality Research*, 2008, Vol 2, pp. 35-41.

[22] The state of ISO certification in Montenegro, Zdravko Krivokapic, Aleksandar Vujovic, Jelena Jovanovic, Sanja Pekovic, Marc Arthur Diaye, *International Journal for Quality Research*, 2008, Vol 2, Year pp. 319-325.

[23] What does ISO 9000 certification serve? Empirical evidence from French micro data, **Pekovic Sanja**, *International Journal for Quality Research*, 2008, Vol. 2, No 1, pp.1-15.

[24] Chemical firms' registration for the responsible care program and the ISO 14001 standard: a comparative approach, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Economic Bulletin*, 2007, Vol.12, No 29, pp.1-13.

BOOK CHAPTERS

[1] *L'innovation dans les entreprises moteurs, moyens et enjeux : De la qualité à l'innovation: éléments tirés de deux enquêtes auprès des entreprises françaises*, DGCIS (Ed), ouvrage collectif sur l'innovation autour de l'enquête CIS, Galia Fabrice, **Pekovic Sanja**, 2011.

[2] *Providing information for decision making in environmental management : Environmental management practices as a source of innovation performance*, **Pekovic Sanja**, Amira Bouziri, 2014. ISBN 978-80-86709-21-5

REPORTS

[1] Quality in Higher Education and Vocational Training, **Pekovic Sanja**, 2008, a report realised for Association Française de Normalisation (AFNOR).

[2] The state of ISO 9001 certification in Montenegro, Diaye Marc-Arthur, **Pekovic Sanja**, Jovanovic Jelena, Krivokapic Zdravko, Vujovic Aleksandar, ECO- NET report 2008.

OTHER PUBLISHED WORK

[1] Les Employes des Entreprises Vertes sont Significativement Plus Productif, Delmas Magali, **Pekovic Sanja**, *Environnement et Technique*, 2013, Vol. 324 (April), pp. 58-59.

WORKING PAPERS

[1] Customer Centricity and Adoption of Environmental Management Practices, **Pekovic Sanja**, Sylvie Rolland, Huber Gatignon, 2013, working document INSEAD.

[2] Sustainability and Market Conditions: The Resource Efficiency paradox, Delmas Magali, **Pekovic Sanja**, 2012, working document, Institute of the Environment and Sustainability, UC Los Angeles.

[3] Do Environmental Standards Contribute to Better Recruitment Process, Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, 2009, working document, CEE, n°121.

INVITED/SELECTED TALKS AT INTERNATIONAL CONFERENCES

[1] 'Corporate Social Responsibility and Employee Performance: the Role of Configurations of Intellectual Capital', Delmas Magali, **Pekovic Sanja**, *Annual Meeting of the Academy of Management*, August 2014, Philadelphia, US.

[2] 'The Engaged Organization: Human Capital, Social Capital, Green Capital and Labour Productivity', Delmas Magali, **Pekovic Sanja**, *Sustainability and the Corporation: Big Ideas conference*, November, 2013, Harvard Business School, Boston US.

[3] 'Engaged Human Capital and Labour Productivity', Delmas Magali, **Pekovic Sanja**, *Annual Meeting of the Academy of Management*, August 2013, Orlando, US.

[4] 'Environmental Management Practices: Good or Bad news for Innovations Delivering Environmental Benefits? The moderating effect of market characteristics', Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *20th European Association of Environmental and Resource Economists*, University of Toulouse, 2013, Toulouse, France.

[5] 'Environmental Standards and Labor Productivity: Understanding the Mechanisms that Sustain Sustainability', Delmas Magali, **Pekovic Sanja**, *Annual Meeting of the Academy of Management*, 3-7 August 2012, Boston, US.

[6] 'Sustainability and Market Conditions: The Resource Efficiency paradox', Delmas Magali, **Pekovic Sanja**, *19th European Association of Environmental and Resource Economists*, Charles University, June 2012, Prague, Czech Republic.

[7] 'Green Innovation in French Manufacturing Firms: Incentives, Motivations, Environmental Benefits And Determinants', Galia Fabrice, Marc Ingham, **Pekovic Sanja**, *EURAM*, Rotterdam School of Management, ERASMUS University, June 2012, Rotterdam, The Netherlands.

[8] 'Corporate Social Responsibility and Firm Performance: An Empirical Analysis of the Quantity-Quality Trade-off on French Data', Diaye Marc-Arthur, Patricia Crifo, **Sanja Pekovic**, *11th Comparative Analysis of Enterprise Data & COST Conference*, April 2012, Nuremberg, Germany.

[9] 'The Problem of Competitiveness in the Transition Countries-Needs for Adoption of "New" Economic Development Paradigm', A. Lojpur, **S. Pekovic**, *Contemporary Issues in Economics, Business and Management*, December 2010, Kragujevac, Serbia.

[10] 'The quality mechanism that could improve working conditions: The Empirical Analysis of Montenegro', Andjelko Lojpur, **Pekovic Sanja**, *6th International ICQME Conference (Quality, Management, Environment, Education, Engineering)*, 2011, Tivat, Montenegro.

[11] 'Environmental Standards and Labour Productivity: Understanding the Mechanisms that Sustain Sustainability', Delmas Magali, **Pekovic Sanja**, *18th European Association of Environmental and Resource Economists*, University Tor Vergata, June 2011, Rome, Italy.

[12] 'Do Quality and Environmental-Related Standards Improve French Firms' Performance?', Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Intangible Investments at Macro and Micro Levels and Their Role in Innovation, Competitiveness and Growth* (COINVEST project), Instituto Superior Técnico, March 2010, Lisbon, Portugal.

[13] 'The effect of Quality and Environmental Practices on Working Conditions: Empirical evidence from France', **Pekovic Sanja**, *4th International ICQME Conference* (Quality, Management, Environment, Education, Engineering), August 2009, Paris, France.

[14] 'How Green is my Firm? Worker Well-Being and Job Involvement in Environmentally-related Certified Firms', Lanfranchi Joseph, **Pekovic Sanja**, *4th International ICQME Conference* (Quality, Management, Environment, Education, Engineering), August 2009, Paris, France.

[15] 'ISO 9000 Norm as a Club Good: Network effect evidence from French employer survey', Diaye Marc-Arthur, Greenan Nathalie, **Pekovic Sanja**, *Intangible investment and firm performance* (Sponsored by the COST and COINVEST projects), Imperial College Business School, February 2009, London, UK.

[16] 'From Quality to Innovation: Evidence from French Employer Survey', **Pekovic Sanja**, Fabrice Galia, *Conference of the Applied Econometrics Association*, Brevet and Innovation, December, 2008, Tokyo, Japan.

[17] 'From Quality to Innovation: Evidence from French Employer Survey', **Pekovic Sanja**, Fabrice Galia, *Organizing for Internal and External Knowledge Creation and Innovation: Looking Within or Searching Beyond?* Copenhagen Business School (CBS), October 2008, Copenhagen, Denmark.

[18] 'What Motivates Firms to Seek ISO 9000 Certification: Comparative approach of French Manufacturing and Services Industries', **Pekovic Sanja**, *3th International ICQME Conference* (Quality, Management, Environment, Education, Engineering), September 2008, Milocer, Montenegro.

[19] 'From Quality to Innovation: Evidence from French Employer Survey', **Pekovic Sanja**, Fabrice Galia, *10th ZEW Summer Workshop for Young Economists The Economics and Econometrics of Innovation*, June 2008, Mannheim, Germany.

[20] 'From Quality to Innovation: Evidence from French Employer Survey', **Pekovic Sanja**, Fabrice Galia, *1st DIME Scientific Conference*, April 2008, Strasbourg, France.

[21] 'ISO 9000 Norm as a Club Good: Network effect evidence from French Employer Survey', Diaye Marc-Arthur, Greenan Nathalie, **Pekovic Sanja**, *Patent and Innovation Econometrics Studies* (Conference of the Applied Econometrics Association), June 2007, Strasbourg, France.

INVITED SEMINARS AND LECTURES

[1] 'From quality to innovation: Evidence from two French Employer Survey', **Pekovic Sanja**, Fabrice Galia, Invited Lecture, Wurzburg University, July 2013, Wurzburg, Germany.

[2] 'Normes environnementales et productivité du travail', Delmas Magali, **Pekovic Sanja**, *La certification environnementale: un double bénéfice pour l'environnement et la productivité des entreprises?* French Ministry of Ecology and Sustainable Development, November 2013, Paris, France.

[3] 'Sharing the "fame" of the ISO Standard Adoption: Quality Supply Chain Effect Evidence from the French Employer Survey', Diaye Marc, Greenan Natalie, **Pekovic Sanja**, *Séminaire d'économie appliquée*, Faculté des Sciences économiques de Rennes, February 2011, Rennes, France.

[4] 'How Green is my Firm? Worker Well-Being and Job Involvement in Environmentally-related Certified Firms', Lanfranchi, Joseph, **Pekovic Sanja**, May 2010, UCLA Institute of the Environment and Sustainability, California.

[5] 'How Green is my Firm? Worker Well-Being and Job Involvement in Environmentally-related Certified Firms', Lanfranchi, Joseph, **Pekovic Sanja**, *Séminaire du CEE*, October 2009, Noisy-le-Grand, France.

[6] 'Do Environmental Standards Contribute to Better Recruitment Process', Grolleau Gilles, Mzoughi Naoufel, **Pekovic Sanja**, *Séminaire COI*, November 2009, Noisy-le-Grand, France.

[7] 'From Quality to Innovation: Evidence from French Employer Survey', **Pekovic Sanja**, Fabrice Galia, *SESSI Ministère de l'Économie*, April 2008, Paris, France.

[8] 'ISO 9000 Norm as a Club Good: Network effect evidence from French employer survey', Diaye Marc-Arthur, Greenan Nathalie, **Pekovic Sanja**, *Séminaire du CEE*, January 2007, Noisy-le-Grand, France.

LEADERSHIP ACTIVITIES

- ❖ Vice Chair: Enterprise Research Innovation Conference-Entrenova, September 2015, Kotor, Montenegro.
- ❖ Member of Organisational Committee: The new insight in Quality and Environmental Practices, June 2012, Paris, France.
- ❖ Member of Organizational Committee: 5th ICQME conference, September 2010, Tivat, Montenegro.
- ❖ President of Organisational Committee: 4th ICQME conference, August, 2009, Paris, France.
- ❖ Member of Organisational Committee: Informal Economy, Underground Employment, 2007, Paris, France.

OTHER RESEARCH ACTIVITIES

- ❖ Research visit - INRA-SupArgo, Montpellier, France, February-March 2007
- ❖ Research visit - Laboratory CNRS, Franco-Russe Poncelet, Moscow, Russia, June 2007.
- ❖ Research visit - UCLA Institute of the Environment and Sustainability, LA, California, April-June 2010.

RECENT RESEARCH GRANTS

- HERIC project financed by the Government of Montenegro in the cooperation with World Bank (Title of the Project: Valorising Montenegrin Katuns through sustainable development of agriculture and tourism - KATUN-2015)
- Montenegrin-Croatian Science & Technology Cooperation 2013-2015 (Title of the Project: Intelligent Systems & Innovations in Tourism – ISIT)

- Montenegrin-Chinese Science & Technology Cooperation 2012-2014 (Title of the Project: Study on Tourism Environmental Carrying Capacity & Competitiveness and Sustainable Development Strategies of Montenegro).

ACADEMIC MEMBERSHIP

- Centre of Young Scientists at Montenegrin Academy of Sciences and Arts;
- Member of AENOR (Spanish Association for Standardization and Certification);
- Member of Academy of Management (AOM);
- Member of ASQ (American Society for Quality);
- Member of European Association of Environmental and Resource Economists;
- Member of South East Europe Corporate Governance Academic Network (SEE CGAN).

ESTEEM INDICATORS

- Editorial Board University of Montenegro Publishing
- Ad hoc referee: *The International Review of Environmental and Resource Economics*; *Production and Operations Management*; *Journal of Product Innovation Management*; *Baltic Journal of Management*; *International Journal for Quality Research*.

INFORMATICS TOOLS

- Econometrics tools: SAS, STATA, SPSS
- Standards Tools: Word, Excel, PowerPoint

LANGUAGES

- English: fluent
- French: fluent
- Italian: operational level
- Montenegrin (native), Serbian, Croatian, Bosnian