

MANAGEMENT EDUCATION FOR SOCIAL ENTREPRENEURSHIP WITH AN EMPHASIS ON WOMEN'S ENTREPRENEURSHIP

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Abstract: When we mention social entrepreneurship, we mean primarily the good use of the principles of classical or traditional entrepreneurship, in terms of the application of adequate processes and operations, to recognize social problems and achieve certain changes. In this way, social entrepreneurship strives to identify or recognize problems, but also to overcome them. Although Social Entrepreneurship is associated with change, it does not have to be profound, ie it does not have to include a complete solution to the social problem. It is necessary and necessary to apply adequate research, define the social problem, and then move on to the phase of forming smaller goals and the application of management in the endeavor that would lead to the desired changes. Social entrepreneurship can focus on improving certain social circumstances over a very long peri. The paper will emphasize the importance of social entrepreneurship and management that is related to it, but through a new framework in which the emphasis is placed on women's entrepreneurship.

Keywords: Social entrepreneurship, changes, social problems, improvement, women's entrepreneurship

Introduction

The term entrepreneurship is related to starting a new business, ie innovating the existing business process. The modern economy as well as modern society "flows" are incredibly turbulent and prone to change, which has affected entrepreneurship as well as small and medium enterprises in terms of their constant progress and growth. People, ie employees are put in the first place because they are the bearers of information, knowledge and creativity, and according to these characteristics, they are also the bearers of quick adaptation and acceptance of changes. In that way, companies also become modern, innovative, adaptive, ie flexible. The incredible speed of information dissemination, ideas as well as the turbulence of the economies that are in the process of transition, all together have conditioned that entrepreneurship is changing and developing, according to socio-economic changes. It used to be related to agriculture, then to industrial economies, in the last century to industrial mechanization, and today in the new millennium, entrepreneurship and SMEs are related to economy based on information technologies. According to Sajfert and Ožegović, these changes were preceded by changes in the productive forces in

the means of labor, technology, knowledge, but also in the original needs of societies. [Ožegović & Sajfert, 2009] Today's economy and society have found in a very specific situation due to the outbreak of the COVID 19 virus pandemic. This enemy of humanity is at the same time the smallest possible enemy - invisible to the naked eye - but so powerful that all social processes have changed. First, the world stopped, and then found new ways to fight the pandemic. The COVID 19 virus has also put the focus on man, but this time, as a creature trying to survive! Life came first. However, modern technology, as well as modern medicine, managed to fight the COVID 19 virus in the shortest possible time, finding vaccines, modern drugs, as well as other auxiliary items that overcame the crisis. Therefore, there was the development of new businesses, because every living being eventually adapts, and so does man. Whether humanity emerged victorious from this battle, and for what time - remains to be seen in the future. The most significant and greatest losses are undoubtedly the losses of human lives. [Djukic & Ilic, 2021] But, the losses of the world economy are the biggest and most significant, immediately after the lost lives. The question inevitably arose, "What

and how next"? Can the world continue with its former ways of life and its former business? These are the main dilemmas of global and modern society. The economy (until recently) functioned on the principle of the largest possible volume and the highest possible income. [Almansour, 2012] In the newly created situation, in order to overcome the pandemic health crisis, the term sustainability came on the scene and became even more important. Sustainable development, the economy as well as all other social processes have become crucial factors. It is necessary to harmonize the three pillars of sustainable development, economy, ecology and society. Everything must be balanced, that is, none of the three listed factors must endanger the other two. Small and medium-sized enterprises (SMEs) are the bearers of the economy in many countries, as well as the main actors in the business (for example, France bases its business on family and small enterprises). [Fitriasari, 2020] Their impact on the economy is different. Intensive processes of small and medium enterprises and entrepreneurship reduce inequality in income distribution - consequently, through poverty reduction, an important social function is achieved by creating jobs for poor people and

women with fewer sources of income. [Beraha, 2011] This is important because an efficient allocation of resources must be ensured, establishing a balance between capital and human resources. The development of small and medium enterprises is a factor and main driver of a healthy economy of every country, however, not only these factors are important, it is also necessary to create a favorable environmental climate. Such a good climate should favor the greatest possible development of entrepreneurship.

By applying different techniques, but also by applying entrepreneurial talents and skills, the functioning of SMEs before the COVID-19 pandemic was (according to the authors) much easier. [Cusmano et al., 2020] Namely, the techniques of managing small and medium enterprises were mainly based (observed in Serbia) on the skills of leaders and their managerial skills, attempts to obtain the necessary funds, meet legal norms, place products, and services (and to whom), from which suppliers procured the necessary raw materials and working materials. [OECD, 2020] During the COVID-19 pandemic, an extreme crisis arose in which the business of small and medium enterprises was on the

verge of collapse and stagnation. [Ilic, 2019]

To maximize the development of managers' abilities, companies had to be obliged to encourage their skills as much as possible. Thus, there was a creation of interdependence, in one hand - companies from capable managers, and in the other - the formation of good top management by the organization. Managers had to engage as much as possible in overcoming but also in meeting changes. Small and medium enterprises in Serbia, and in the other countries of the world had to face problems such as labor costs, payment of salaries to employees, payment of fixed costs, method of procuring the necessary business materials - security business conditions were required (due to the expansion of COVID-19 virus) by the employer, to provide sufficient space for each employee, the distance between employees and other measures. [Castro E Melo & Faria Araújo, 2020] It was no longer enough for the organization to rely on internal resources and forces, but there was a need for the state to help with all available resources.

Social entrepreneurship has entered the scene, which relies on the formation of social capital. The state capital, understood in the true, sustainable sense of the word,

is not measured by finances and monetary gain. In addition to social care, social entrepreneurship also takes care of today's environmental challenges. Examples of these endeavors include women's empowerment funds, children's rights foundations, the establishment of waste treatment facilities, and the like. [PMS, 2020]

1. Social entrepreneur and female social entrepreneur

In general, entrepreneurs can be called persons (of any gender) who start new business processes to live decently from them, ie earning money. Entrepreneurs must behave socially responsibly, that is, they must act to achieve well-being for the social community. However, with traditional entrepreneurs, this obligation is in the background, because it is suppressed by the desire to earn well, ie profit. [Vidovic, 2018] The social entrepreneur acts in the opposite direction, because the welfare of the company in which he operates is far in the first place, while earnings - although very important for the business of the market - takes second place. [Mijatović et al., 2012]. Thus, a social entrepreneur represents any person who provides products or services to improve social well-being as a whole. [Marinković & Marinković, 2014]

A social entrepreneur can be both sexes. Today, women are increasingly taking on the role of equal leaders with men, facing major social problems, and moving towards innovative solutions. They want to take the tendency to identify areas that are not effective in the existing system of society.

Women - social entrepreneurs are trying to find a solution to the problem through changes, spreading people's awareness, not to avoid those changes, but to accept them and be a part of them. Women Social Entrepreneurs, just like men Social Entrepreneurs present their views and solutions, in a socially acceptable and acceptable way. They want everyone else to be part of the solution, not part of the problem. Women-Social entrepreneurs respect the ideas of transformational leadership and apply them. [Stanković et al., 2021] Transformational leadership is a specific style, characteristic of those leaders who, among other things, can motivate employees to do every task, and to solve every problem, even if they think that this is not possible to do (or to solve). Transformational leadership is characterized by a process of constant change in both transformational leaders and their followers. Transformational leaders are COMETS, in other words: Creative;

Open; Motivators; Effective; Team Oriented and Educate. [Stefanović et al., 2017]

Since achieving as much profit as possible is less important than well-being, women social entrepreneurs should be determined and passionate in their actions. Also, they are always - in line with transformational leadership - willing to take risks but also to make an effort to achieve positive change, and thus innovate existing methods of work. They act with the aim of positive changes in social events, whether it is health security, education, or some other social sphere. Thus, social entrepreneurs lead to new innovative solutions, setting good practices in various social endeavors. All activities, initiatives, projects, and organizations whose purpose is a positive change in society or the natural environment are included in social endeavors. [Humphries et al., 2020] Women The social entrepreneur is adorned with the characteristic of ambition - for example, she deals with social issues related to education, economy, poverty, and all types of non-profit and for-profit organizations. [Đukić & Ilić, 2020]

It follows the mission of creating social value, not money, by promoting systemic social change. The social entrepreneur should be strategically oriented, in the sense

that she does not miss the chances for improvement in places where there is not much to do. In other words, it should strive to achieve a better picture of the future through the vision of a transformational leader. All this requires resourcefulness and developed social intelligence, because it is done in the social sphere, and not in the financial sphere. Resourcefulness means good allocation and collection of necessary resources, both human and financial. Women-social entrepreneurs are expected to express their contribution in measurable yields, to reorient the unfavorable reality toward the formation of equal opportunities for all, ie towards tracing new paths for socially marginalized and endangered strata. [Mitrović & Mitrović, 2021] Whenever a society is "stuck", it needs an entrepreneur who will see the opportunity, to turn her vision into a real idea, then into reality, and finally into a new pattern throughout society... [Agencija za regionalni razvoj, 2020]

2. Guidelines on Social Entrepreneurship in the Western Balkans

In the Western Balkans, guidelines on social entrepreneurship have been implemented by the Regional Body in charge of social entrepre-

neurship development, called RICE. The main researchers in these areas and coordinators of the RISE Consortium were a team of two girls (Tea Petričević and Jelena Andelić), while their most important task was to provide and update information, which is concise at the same time and would help develop social youth entrepreneurship. The document includes adequate political and legal measures, education, various programs of financial and non-financial nature. It was necessary to create a favorable terrain for connecting and creating a new market for social entrepreneurship in the Balkans. Relevant data on the state of social entrepreneurship for young people were the first part of this document, while the second part consisted of written experiences - lessons from Albania, Bosnia and Herzegovina, Kosovo *, Montenegro, Northern Macedonia and Serbia; The document also contained the main guidelines for development of a favorable ecosystem for the development of social entrepreneurship. A civil society organization (CSO), have also created policies, and competencies, that are necessary for the development of social entrepreneurship of young people. It is very important to point out the fact that certain recommendations by the governments of the Western Balkans have

been ignored, as well as legal measures related to social enterprises. None of the six Western Balkans has a special legal form for social enterprises. Social enterprises most often operate using the legal form of associations, cooperatives, and limited liability companies; In each of the six Western Balkans, there are at least three national stakeholders who have developed and implemented specific support programs for youth and/or social entrepreneurs. [Pejanović et al., 2006] Support structures and programs are still fragile and unsustainable without financial assistance from third parties; Across the region, entrepreneurship is being introduced into primary and secondary education programs, and in some cases tertiary education. On the other hand, these programs lack the goal of developing an entrepreneurial mindset and focusing on the practical application of skills; Funding opportunities are most often in the form of grants and investments in the early stages of development. Although in one of the six Western Balkans, networks of business angels and other private investors are active in the development of entrepreneurship, there are no developed programs or examples of private investment in social entrepreneurship; In most cases, the general public does not

understand the concept of social entrepreneurship and there are no strategic and specific programs and actions to raise awareness about social entrepreneurship; Young entrepreneurs are motivated by a sense of freedom and independence, as well as opportunities to make a difference, learn and gain valuable work experience; Numerous successful social enterprises can be presented as role models in the regional ecosystem. [RISE, 2020]

3. Modern and stimulating Law on Social Entrepreneurship in Serbia

After decades of work on the Draft Law, at the session of the National Assembly in February 2022, the Law on Social Entrepreneurship was adopted. This law is one of the most advanced solutions for the social entrepreneurship sector in Europe and for the first time in Serbia sets the legal framework for the sector in which about 500 companies operate, including companies founded by IDC, such as Agro Iris, Eco BaG, but also many others, such as Our House, Cafe 16, Face of the Street, Courtyard of Sustainable Development and others. [NSRS, 2022]

The main feature of these companies is that they were established as a result of a private initiative

aimed at offering sustainable solutions for community development, through social innovation, innovative products in the field of environment and circular economy, social inclusion, and other areas of sustainable development. They are characterized by a social mission, democratic governance, and the obligation to reinvest or return profits to the community. The law aims to define the solidarity economy and conditions for acquiring the status of a social enterprise so that all entities operating in this area can receive financial support from the state, municipalities, and other potential financiers in their business, as well as tax benefits and procurement. In this way, Serbia will follow the trends in the European Union.

At the end of 2021, the EU adopted the Action Plan for the Social Economy, as a basis for coordinated action to establish a favorable environment for the development of social economy organizations at the level of member states. The National Alliance for Local Economic Development (NALED) and the Coalition for the Development of the Solidarity Economy, consisting of the European Movement in Serbia, the Development and Cooperation Initiative, Smart Collective, and the Trag Foundation, participated in drafting the Solidarity

Law. entrepreneurship, while significant support for this process was provided by the German Organization for International Cooperation, through the Serbian-German Initiative for Sustainable Growth and Employment. [NALED, 2022] According to statistics, there are two million social enterprises on the European market, which employ about 11 million workers. The adopted new law would help solve many social problems in Serbia, such as long-term unemployment, violence, homelessness, returnees, women, and other vulnerable groups, in terms of their easier social integration. The text of the law is the result of intensive work of all members of the Working Group, coming from the public, private and civil sectors, with active consultations with social enterprises, and according to experts in this field, is one of the most advanced legal solutions for the social entrepreneurship sector in Europe. The basic approach advocated is that the law provides for status, not a new legal form for social enterprises. In this way, the law will be able to recognize the existing practice, and in this way, about 500 social enterprises in Serbia could get support, regardless of how they are registered (as entrepreneurs, companies, foundations, citizens' associations, or coop-

eratives). The law also provides for the establishment of a body that would monitor the implementation of the law and adopt measures for the development of the sector. For the law to be implemented, it is necessary to first establish a functional Council for the Development of Social Entrepreneurship and prepare the planned Sector Development Program, which will be consistently and continuously implemented. [IDC, 2022]

4. Women as social entrepreneurs

According to a working paper from the Organization for Economic Cooperation and Development (OECD), the "gender gap" in social entrepreneurship is significantly smaller than the gender gap in "mainstream" entrepreneurship, suggesting that social entrepreneurship can be a powerful tool in increasing women's overall growth. entrepreneurship and women's participation in the labor market. Moreover, this research found that social enterprises run by both women and men are of similar size, profitability, and growth rate. A significant difference found between social enterprises run by men and women indicates that women are more innovative: Certain research and opinions point out that companies headed by

women are more likely to open new markets - ie. at the very beginning to provide a product/service that no one else provided. [Babović, 2012] This data also suggests that perhaps due to their specific sensitivity to social needs, women - social entrepreneurs become "leading innovators" in the field of social innovation. On the other hand, social enterprises, in which women are in leadership positions, are in principle more participatory in terms of management, which indicates the power of women social entrepreneurs to empower others (and thus enable their colleagues to learn and develop important talents and skills).

5. Motivation to start a social enterprise

In 2015, the Women's Rights Lobby (EWL) launched a mapping of women's social enterprises in Europe, in collaboration with the Women's Education and Strategic Approach to Training (WEstart) and electronic databases. The WEstart electronic database contains information on 11 European countries with a list of women's social enterprises, as well as a report on a survey conducted in 11 countries. [AŽC, 2019] The research revealed that a higher percentage (26%) of social enterprises headed by women are engaged in

activities related to human health as well as social work, while respondents - as social issues relevant to their work - stated "Inclusion of socially marginalized individuals and groups 'As well as' Diversity Inclusion". Women - social entrepreneurs are primarily committed to the integration of socially excluded individuals into the labor market.

The basic motivation for starting a social enterprise is to respond to the needs of the community and make certain improvements to it. The report also noted that women described needs they experienced that were not met in their communities, and the search for innovative solutions that would lead to concrete social change. Women social entrepreneurs also emphasized the feeling of personal vocation in answering social questions, and the desire to make the world a better place with their work. It can be concluded that women are more concerned with social goals than men. This fact could be interpreted that women, due to their traditional gender roles, experience and dedicate themselves much more closely to social issues in both private and professional life. Moreover, most of the women who participated in the research were personally associated with the mission and goal

chosen for their company. It is also interesting that a small number of women were interested in profit. At the individual level, for 31% of women, the desire to make a profit was not a motivating factor to enter social entrepreneurship. About their financial situations, the same is true for 47% of women who stated that 'the desire to support themselves or their family was not a motivating factor. Finally, running a social enterprise is a personal choice, given that for most women (68%) neither unemployment nor underemployment was a motivating factor. Even when women consider the profitability of the company important - this is mostly the case with women who were unemployed or came from countries in economic crisis. Thus, the social mission of the company remains equally important, even more, important than the profit.

6. Support for women's social enterprises

The problems faced by women who founded and run social enterprises are similar to those faced by women in mainstream entrepreneurship. Lack of funding opportunities hampers women's entrepreneurship, and many women entrepreneurs have said it may be harder for them to attract investors. Moreover, strict policies

and regulations can often be an obstacle to starting and maintaining social enterprises.

It is also important to support initiatives that enable social entrepreneurs to learn from each other and become more experienced and skilled in running their social enterprises. Social entrepreneurs are often not visible enough, and it is important to encourage networking events and initiatives that emphasize the role of women entrepreneurs in communities around the world.

Women who are social entrepreneurs are innovators who bring about social change. A friendly policy environment can encourage even more women to start social enterprises and foster women's leadership and participation in the social economy. Likewise, educating consumers about the benefits of social enterprises headed by women can encourage them to seek their services and products, thus contributing to the local economy and community. [ATINA, 2019]

7. Reaching new business ideas

If we are talking about starting a social entrepreneurship, it is necessary to determine what is the subject of business, in other words to present and offer a product,

business or service that would lead to success in the market, both economic and social. The social significance and contribution of "products" is more important in this case, because it can be said that if social performance is achieved, economic (income) will also be achieved. So, there is a fusion of pleasure and work! If this relationship between social welfare and commercial value is neglected, a loss can be expected in all fields. It is necessary to think about new business ideas and products, and not random business decisions. The process of making business ideas must be realized at both levels, at the level of the individual and at the level of business organizations. The realization of new ideas in entire social communities (states and other forms of social organization) follows. Only in this way individuals and organizations can keep pace with technical and technological progress and the demands of a turbulent business environment. The innovation climate is rarely spontaneous. Much more often it is the result of good governance in business organizations. This means that it is "grown", ie that it should be improved with an optimal mix of applied entrepreneurial and management methods and techniques. According to Foster [Foster, 2007], the entrepreneur

needs to go through the following stages to stimulate the creation of new ideas:

1. Defining the problem - since every problem has a solution (although always perfect), it is important to define the problem accurately. Also, inventors often come up with a solution when they change the initial definition of a problem because it has proven inadequate.
2. Gathering information - key information about the problem and potential solutions needs to be gathered from a variety of sources. These are most often: the Internet, professional publications, magazines, interviews with consumers and suppliers, etc.
3. Search for ideas - ideas do not have to wait passively. In principle, ideas often appear in leisure, but only after a mental effort to say a problem. Ideas should be actively sought and the probability of success should be raised by using techniques to develop the creative process.
4. Forgetting both the problem and the idea - if the idea is not created by active mental effort, it is best to do something else so that the unconscious mind and intuition "work". In other words, distancing oneself from problems

and ideas and rest allow unconscious mental processes to come to the fore, and they are a frequent source of the best ideas.

5. Activation of ideas - the essential difference between having ideas and not doing anything to make that idea operational and having no idea. So, an idea that has not been implemented, launched on the market, and successfully commercialized is not important to us. Only ideas that have become products and services count. The question is how to develop and nurture business creativity. The simplest, but at the same time, the most efficient way is to practice techniques for the development of creativity. [Peric et al., 2019]

Conclusion

In the care of society for socially endangered citizens, one of the key roles is played by local communities, which are a form of association of people in a smaller limited space where people interact, gather around common needs, interests, values and promote them, developing a sense of belonging and organized actions to meet personal and shared needs. Meeting needs where they arise is the most rational, efficient, and humane way of acting by the principle of subsidiarity.

And the local community, in which citizens live, work, socialize and express different interests every day, is best known for finding ways to respond to the needs of its residents. However, in the current conditions, the local community has limited capacities in competencies, financial resources, educated and trained human resources, and established organizations and cannot respond to the growing social needs of its inhabitants and the obligations before it in exercising social rights. Social entrepreneurship has developed around the world in response to increasing social needs and the need to devise additional opportunities to overcome the problems of vulnerable groups, primarily the unemployed and the poor. The crisis of the welfare state has imposed social policy reform, and changes in post-communist countries have shifted goals toward new forms of economic initiatives. Organizations that have a common concept may have different names, differ according to the legal regulations on the basis of which they were formed, and may have a different internal formation of members, ie the status of employees and volunteers. They may also differ according to the target groups of the market, but it is important that they have common desires to improve social relations, overcome

poverty and help vulnerable categories. Gender inequalities in Serbia are significantly expressed in many aspects. It manifests itself in the form of insufficient political participation of women, economic inequalities, unequal division of responsibilities in the family, unbalanced power relations in the sphere of privacy, and the like. Gender inequalities create unfavorable preconditions and an unfavorable context for women's entrepreneurship. Women - social entrepreneurs, represent a modern approach to modern entrepreneurship, giving their contribution in a different and better way than was the case with traditional entrepreneurship. In national cultures that nurture more women than men (Sweden), it is certainly easier to establish women's entrepreneurship, because the traditional belief in these societies is that women's qualities, such as quality of life, family harmony, innovation, and a greater sense of empathy are more valuable and valuable. very important for achieving social well-being. Serbia has a national culture of collectivism and unity, but on the other, hand a high distance of power, and thus the participation of employees in labor organizations and marginalized and vulnerable social groups in important decision-making processes is much lower. It

is women - social entrepreneurs who are pioneers in the field of achieving equal opportunities for

all but also achieving results even in night groups in society, for which only society cares less.

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MENADŽMENT OBRAZOVANJA ZA SOCIJALNO PREDUZETNIŠTVO SA AKCENTOM NA ŽENSKO PREDUZETNIŠTVO

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Rezime. Kada se pomene socijalno preduzetništvo, misli se pre svega na dobro korišćenje principa klasičnog ili tradicionalnog preduzetništva, u smislu primene adekvatnih procesa i operacija, a sa ciljem prepoznavanja društvenih problema i dostizanja određenih promena. Na ovaj način, socijalno preduzetništvo teži utvrđivanju ili prepoznavanju problema, ali i prevazilaženju istog. Iako je Socijalno preduzetništvo povezano sa promenama, one ne moraju biti duboke, odnosno ne moraju uključivati potpuno rešenje socijalnog problema. Neophodno je i nužno primeniti adekvatna istraživanja, da bi se društveni problem definisao, a zatim preći na fazu formiranja manjih ciljeva i primenu menadžmenta u poduhvatu koji bi doveo do željenih promena. Socijalno preduzetništvo se može fokusirati na poboljšanje određenih društvenih okolnosti i to kroz jako dug vremenski period. U radu će se istaći značaj socijalnog preduzetništva i menadžmenta koji je povezan sa istim, ali kroz novi okvir u kome je akcenat stavljen na žensko preduzetništvo.

Ključne reči: Socijalno preduzetništvo, promene, društveni problemi, poboljšanje, žensko preduzetništvo