

HOW TO DETECT HIDDEN INDIVIDUAL POTENTIAL (INTELLECTUAL DNA) OF AN ENTREPRENEUR

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Abstract Entrepreneurship is a powerful tool in the value creation function. Contemporary trends indicate that entrepreneurship is not so much a matter of choice but it is increasingly an issue of survival. In the age of knowledge, intellectual potential becomes a key segment of successful entrepreneurship. The discovery, development and management of intellectual potential gives entrepreneurs, in addition to a competitive edge in the modern market, a greater chance of success in developing an entrepreneurial idea. According to research, in the first three years of business, about 90% of start-ups fail. One possible reason is the mismatch of the business strategy, the business idea, with the personal preferences of the entrepreneurs. The theme of the paper is: how to detect an entrepreneur's individual hidden potential (intellectual DNA) ie his natural dominant traits. By "Intellectual DNA" we mean mental, emotional, character, educational, and other conscious and subconscious individual specificities of an individual. Considering that natural personality traits mean interconnected circuits of cognitive, affective, and behavioral functioning, by the term intellectual DNA, we encompass all these characteristics together. Detecting a unique Intellectual DNA gives us a thorough insight into the natural inclinations of a potential entrepreneur. The concept of understanding the unique intellectual DNA of a potential entrepreneur can be very helpful in developing a strategy to materialize a business idea through starting your own business in many ways. First, knowing the entrepreneur's natural preferences, the business strategy can be adapted in an acceptable, natural way. Second, business processes, procedures can be created, modified, aligned to the individual natural preferences of the entrepreneur and thus reduce the risk of potential failure. Third, associates can be selected and placed in the right places according to their personal preferences. In this way, adequate people would perform certain tasks in accordance with their intellectual DNA, in a natural way, which would result in a greater degree of innovation, creativity, productivity, while reducing the degree of risk. We tested this innovative approach on the participants of the training program "What Makes An Adventure Called Entrepreneurship" within the project "Innovation at Work", which was supported by the Cabinet of the Minister for Innovation and Technological Development of the Republic of Serbia, held from 13.11.2019 to 16.12.2019. The results will be presented in the paper.

Keywords:

intellectual DNA,
entrepreneurship,
intellectual
potential,
knowledge.

1 Introduction

The availability of modern technologies: the Internet, the media, the rapid flow of information, in the modern age of knowledge, has had a significant impact on entrepreneurship and entrepreneurs. While on the one hand, old entrepreneurial models become outdated and unsustainable, new entrepreneurial opportunities and possibilities are opening up. With easy and convenient access to an inexhaustible source of information, the creative potential of an individual, whether entrepreneur or his associates and employees, becomes an unlimited potential resource for creating greater value through entrepreneurship. The question is whether entrepreneurs will recognize this limitless potential as a business opportunity and adapt their business to new business models. Discovering, measuring, developing and managing intellectual potential is, for that reason, a key component that assures a modern entrepreneur survival and advancement. Orientation towards individual hidden potentials, values, personal preferences, can be an important factor for effective entrepreneurial activity. A positive relationship between intellectual capital and the rate of growth of company revenue, depending on the industry, was shown by a survey conducted on 401 companies in the Perm Region conducted in 2005-2007 (Molodchik, Taurus, 2011). In 2012, the same authors published the results of a survey conducted over 5 years on 332 trading European companies that show that intellectual capital factors can both increase and decrease the value of a company in the short and long term. In this, both the state and the industry and the size of the company play a big role (Molodchik, Shakina, & Taurus, 2012). The higher the share of intellectual capital, the more radical the innovation. This fact was proved by research conducted on 93 US companies (Subramaniam, Youndt, 2005).

2 The importance of intellectual potential in the age of knowledge

The discovery and development of intellectual potential has become an imperative of the modern trend. For this reason, it is necessary to create contemporary concepts and development strategies which are directed towards the individual. Given that human potential, in the age of knowledge, plays a key role in the process of creating greater value, we can no longer view it and treat it as an "extended arm of the machine." When creating greater value in the past, the key role of the worker was to serve, manage and supervise. The organization process, in this setting, ranged from a task towards an individual through defined and clearly established work

procedures. The degree of efficiency was conditioned by the degree of ability of workers to adapt their personal potentials and natural inclinations to defined procedures. Increasing pressure and the gap between individual potentials, natural inclinations with established procedures can be detected as one of the key causes of stress and insufficient efficiency of individuals in modern business. Encouraged by this fact and the consulting challenge that has been set before us, we have come up with the idea of turning the task-to-individual approach through procedures in the opposite direction. Instead of the task towards the individual, we move from the individual, his natural potentials, his unique intellectual DNA, towards the task in accordance with the personal potential and preferences of the worker. In short, we do not require anyone who is naturally to use their left hand to use the right one because of existing rules or procedures. For this purpose, we created a tool to discover hidden individual potentials, which we called "intellectual DNA." Over the past three years, the tool has involved over four hundred individuals in more than ten companies in Croatia, Serbia and Macedonia. In addition to the extremely positive reaction of the respondents, benefits have been shown in several key areas of business. Higher productivity with far less stress. Better communication among coworkers, therefore, greater efficiency with less conflict. Increasing sales results, significantly greater employee satisfaction. More efficient management and many other advantages.

3 Managing entrepreneurship challeng

Every entrepreneur is usually faced with activities aimed at overcoming, remedying and taking control of unforeseen challenges. Challenge management involves: the means, procedures, methods, activities required to "curb" an unanticipated business situation by introducing radical turnaround measures.

Adequate management of the challenges is crucial for the entrepreneur to be successful. Just as each type of challenge has its causes, it is necessary for the entrepreneur to discover and to confront, eliminate or remedy them. Every challenge an entrepreneur faces can also be seen as a hidden potential that can result in a new idea, a new chance, which is important to recognize and take advantage of.

Regardless of the challenges caused by human omissions, technological failures, employee conflicts, stake holders, misjudgments, decisions, or simply rumors that

spread uncontrollably and create panic in the company, an immediate, fast and efficient response from the entrepreneur is needed in order to prevent the escalation of an unforeseen unwanted challenge. In these moments, the ability and skill of the entrepreneur as well as his individual preferences, ie Intellectual DNA, can make a crucial difference in terms of individual experience, perception, choice of activities, choice of key priorities and therefore in the form of the final outcome. Invisible individual differences in relaxed moments can cause huge differences in stressful moments. The natural response to business challenges differs according to the individual potential, that is, the intellectual DNA of each entrepreneur.

A certain kind of challenge is stimulating to some. It motivates their attention, puts them on standby, focuses them on possible solutions and they respond quickly and effectively, with no blockages. They become aware of the possible consequences only after the business challenge has passed. On the other hand, when the same event is affecting another group of entrepreneurs, it is frightening, discouraging and focuses them on possible problems. They respond slowly and indecisively, no potential solution is good enough for them to make a business decision. They are in the state of "narrower mind" with respect to potential solutions, deeply focused on the possible dangers throughout the process. This happens whether it is an entrepreneur, a manager, a worker. No matter whether a person is in a managerial position or the position of those who just follow the instructions, identifying and adapting to an individual's Intellectual DNA can be crucial.

It is important to emphasize that there is no ideal way to manage business challenges. The effect of the activity chosen for the purpose of preventive or reactive action, solving a business challenge is as unpredictable as the challenge itself. The way one perceives, reacts, manages, and challenges a business is conditioned by his Intellectual DNA. According to some authors, the style of managing decisions cannot be changed easily. This is especially pronounced when there is a need for urgent action. In these moments, dominance is taken over by natural inclinations over the desirable choice, decision or reaction of the entrepreneur.

In order to be more effective in addressing business challenges, it is advisable to delegate individuals to whom Intellectual DNA is naturally aligned with the type of behavior that is desirable to solve them. So if the challenge requires a quick response, regardless of the cost of possible collateral damage, the target should be set up for

the leaders of the process. Those should be the persons inclined to make quick decisions, focused on the solution, and ready to take risks at any cost. If the solution to the challenge requires achieving the goal while maintaining the team, then individuals who are socially oriented, focused on people, caring, willing to sacrifice for the team at any cost are suitable for such a task. If the solution to the crisis requires a high degree of security, then it is advisable to delegate to the position of leader a person who is focused on detail and who strives for perfectionism at all costs.

One of the key challenges that entrepreneurs face in modern business is that the tasks are increasingly complex and the deadlines for their performance are getting shorter. Teamwork has proven to be a natural solution and each team requires leadership. Governance, in the age of knowledge, is not easy. It requires a serious approach. Not only the achievement of business goals but also the organizational culture of the company depends on the management style, the relationships among the associates, the level of stress, the satisfaction of employees and consequently their fluctuation, which becomes one of the key challenges facing entrepreneurs not only in Serbia but also in the environment .

In this day and age of constant change and crisis, it is impossible to be an entrepreneur alone. The role of the entrepreneur is transformed into the role of the leader. Management by leadership is the approach that goes from the individual towards the task. It is no longer oriented from the task towards the individual. In order to do this, it is necessary for the entrepreneur to first of all get to know both his intellectual DNA and that of his associates. Based on the unique DNA of his associates, the entrepreneur-leader acquires the ability to adapt tasks and procedures to the natural inclinations and potentials of his associates, as opposed to adjusting the associate to procedures and tasks in a way that is not natural to him. Such an approach, in addition to greater efficiency and better coordination in business challenges, acts preventively against stress and burnout. It is important for healthcare professionals to be able to manage information systems, the basic concept of the system, controlling access to the system, the importance of data confidentiality, and patient privacy policies.

4 Intellectual DNA

By "Intellectual DNA Record" we mean mental, emotional, character, educational, and other conscious and subconscious individual specificities of an individual that result in different experiences of the same event. At the beginning of the twentieth century, the famous psychologist Allport pointed to individual differences between individuals, pointing out that each human being was different from the other, among other things, in terms of perception, memory, thinking and problem solving (Cassidy, 2004). There is an opinion that cognitive styles represent individual ways of acquiring and processing information (Kozhevnikov, 2007). The cognitive style is a feature that distinguishes each individual from the other, and it can be said that the cognitive style is "an individual's personal signature, seal or fingerprint" (Stojaković, 2000: 22). Cognitive style is less susceptible to change because it is something more determined by the genetic basis of the individual (Pritchard, 2009; Stojaković, 2000).

Intellectual DNA encompasses the entire system of a person's individual natural features. Given that natural personality traits mean interconnected circuits of cognitive, affective, and behavioral functioning, by the term intellectual DNA, we encompass all these characteristics together. In this way, by recognizing the unique Intellectual DNA of an individual, we gain a comprehensive insight into the natural preferences of the same.

There are a number of typologies today that differ based on the criteria by which preferences and differences between individuals are defined. It is important to emphasize that no typology captures all key characteristics, nor does it allow people to be strictly and rigidly classified according to them. They point more to significant sets of traits that occur relatively often together, so that according to these rules, they can be more closely classified into one category than another.

Intellectual DNA was created in response to the growing need to recognize natural individual characteristics in order to align procedures and tasks to personal natural preferences and potentials in order to achieve greater stress-free efficiency. A characteristic of the 21st century, the age of knowledge, is that man has become a key resource. In the industrial age, when man was an "extended arm of the machine", in the process of creating greater value, everything moved from task towards person

through defined measures, standards, procedures,... Standards and procedures were generally defined by management and the task of each participant in the process was to adapt to them regardless of their natural preferences. With the increasing workload, the more demanding and complex challenges, the shade between the natural behavior on the one hand and the harmonized behavior on the other hand becomes more pronounced and manifests itself either through reduced efficiency or through increased stress in the employee. For this reason, recognizing intellectual DNA records and aligning the tasks, positions, processes, procedures with them results in a significant difference between stress resulting from unnatural behavior and a positive comfortable feeling as a result of the natural behavior.

The recognition of personal diversity as a research field has been greatly contributed by scholars in the field of personality psychology, among whom is C. G. Jung, the creator of the theory of psychological types of personality. According to Jung's typology of personality, introduced back in 1923, he roughly divides the basic characteristics of an individual into an introvert and extrovert personality type. Both of these types are later classified into their subgroups depending on how they interact with the environment. According to Jung's division of basic personality types, they can belong to a thought type of personality, a sentient personality type, a sensitive and intuitive personality type, each of which can be extroverted or introverted. Therefore, according to Jung, there are at least two ways of interacting with the outside world, that is, experiencing the same event. An experience can be perceived through extroversion in how much a person is extrovert versus introversion if a person is introvert. From this we conclude that different persons experience the same business challenge or task in at least two different ways and act upon it accordingly.

If, by analyzing the intellectual DNA of individuals involved in the value creation process, we identify in advance what type of person they belong to, we could accurately predict not only how a person would perceive a task or business challenge, but also how he would respond to it. Based on the knowledge of the intellectual DNA of the participants or potential participants, it is possible to devise an adequate personalized strategy that would entail a greater degree of efficiency without additional stress.

Herewith the comparison:

- Extroverted persons make easy and fast decisions, respond decisively, solve challenges on the go, easily make friends, aspire to social interaction. They are characterized by action and relaxation.
- Introverted people, on the other hand, make decisions slowly, respond hesitantly, solve challenges meticulously, are focused on the inner world enclined to privacy and silence. They need to be given more time to think carefully before deciding on an action.

In addition to the extroverted and introverted type of person, a person may have a sensitive or intuitive character with respect to perceiving information or a task.

- Sensitive personality types are dominated exclusively by facts collected through the senses, focused on specific details, on the present. For this reason, they tend to solve practical and realistic tasks, in a practical and realistic way.
- Intuitive types have a wide range of diverse interests. They have the ability to combine and manage different ideas. They are adept at solving challenges that require new approaches. They don't like routine and repetition. They are focused on intuition, finding new solutions to the problem and enjoying it.

Depending on how the information perceived is processed, individuals may have a thought or sensory approach.

- Persons of thought-type perception are characterized by analytical thinking. They make decisions based on an objective, logical analysis of all possible causes and consequences.
- People with a sensitive type of perception are characterized by basing their decisions on subjective judgment in relation to their previous experiences.

The processes of observation and evaluation indicate how an individual perceives the world and how he makes relationships between things and events depending on how the information observed is being evaluated.

5 Perception of a business challenge and intellectual DNA

The body's natural response to the unnatural and the unknown is stress. Stress is a normal occurrence, that is, it is the defense mechanism of man, which occurs when a person is exposed to a situation in which his body and life are put at risk. (Clinical Community Health, 2010). Stress is a phenomenon that arises from the imbalance of the demands placed on the individual and his ability to cope with those demands (Ptičar, 2014).

Therefore, stress is the natural reaction of an organism to all kinds of challenges, which occurs at times when a quick reaction, decision, or adjustment to a new situation is needed. Although the term stress is not new, it was avoided until 1946 the term stress was used by Hans Selye who had previously researched it. It is highlighted by a survey he conducted in 1932 (Kennard, 2008). Although Selye was the founder and promoter of this topic, he was by no means the only scientist concerned with the phenomenon of physical reaction to a crisis event, stress. Cardiologists Meyer Friedman and Ray Rosenman, in the 1950s, linked a personality type with a tendency to stress. The main argument for that conclusion was the assumption that different types of personality cope with stress differently. Selye continued to be the promoter of the idea of stress and the impact of stress on behavior. His work has initiated a number of other studies that have led to the knowledge of the topic of stress that is still used today (Spiegel, 2014).

There are many causes of unforeseen business challenges in the life of every entrepreneur. However, almost 80% of modern illnesses are the result of stress-triggered crisis events that occur in the workplace. With the exception of the pharmaceutical industry, which is steadily growing thanks to the sale of tranquilizers, everyone else is at a loss. In the United States, cardiovascular disease has increased by 50% over the past fifty years as a result of stress. About 250,000 people die in the UK every year due to stress (Pašić, 2007).

Therefore, stress, as an organism's natural response to a crisis event, has an increasing impact on both the productivity of companies and the health of individuals and the loss of human lives. A number of techniques and ways to prevent and combat stress have been developed so far. The European Union has launched a Campaign for Healthy Workplaces, with particular emphasis on the importance of

involving employers in helping employees to reduce stress and its adverse impact on employees through preventive action.

The unanticipated business challenges that result in stress cannot be completely eliminated, but it is possible to match workplaces and tasking procedures to the unique intellectual DNA of the individual. The perception of the same crisis event differs with the intellectual DNA of the individual.

Below we present just a few basic models of intellectual DNA and describe their perception of events.

Intellectual DNA of a dominant person

People with a highly dominant style are very ambitious and result-oriented. They have a high degree of self-motivation. They handle the pressure well. They readily face challenges and do not run away from responsibility. They are very competitive. They love the taste of victory. They rely on their own potentials. They are not too inclined to seek the help and support of the people around them, except in case of urgent need. For the sake of expressing a desire for independence, they avoid projects and situations where their steps and decisions depend on other people. They are very eager and prone to make quick decisions, even when they involve risk. They are not fond of philosophizing and aimless discussions. They are primarily focused on results, mainly on the results that are visible. They have an extremely strong will. They are determined in their endeavors. They do not like being controlled and monitored. They fight hard for their views. They like the dynamics in business. They are constantly striving for new challenges and opportunities. They like to play "wholesale" and be involved in multiple projects at the same time. It is more natural for them to give than to receive instructions. In communication they are clear, direct. They have no need to mitigate things. They want to get to the essence as quickly as possible. They like a precise, concise, logical and realistic account of the situation. They don't like being explicitly imposed on someone else's perspective. They prefer to have the situation briefly and clearly, and in the end, they are the decision makers. Because of their strong focus on quick results and high goals, they tend to ignore the feelings and perspective of their co-workers even though they are not aware of it. They encourage the team to work hard, make quick solutions and maintain

discipline. They make no excuses. The source of stress is a loss of control, governance and freedom. In stressful moments they are prone to attack, aggression.

Intellectual DNA of an expressive person

People with a very expressive style are very charming, optimistic and friendly. They are very communicative. They express their ideas and emotions without difficulty. They are proactive and naturally geared to the needs of their team members. They tend to discuss their private affairs at work, and given that they are creative and often full of various ideas they like and want to share with others. They might give the impression that they are superficial. They like to be seen and popular. Positive acceptance by the environment is very important to them. Admiration and praise are their fuel. Being very social, they tend to pay attention to the feelings and needs of others. They are usually very influential within the organization. They tend to find very creative ways to solve challenges. They are pretty informal. They easily express emotions. They talk a lot and are open to change. They love to learn. They like to discuss new ideas. They tend to be engaged in the activities that involve a lot of interaction. They are optimistic and competitive in nature. As team members, they tend to be a positive energy generator. Co-workers and team members feel pretty safe when they need to voice their suggestions and dilemmas. They are dedicated to relationships. They avoid conflict if they think that there is a different way to reach the goal. They often act inspiring to the team. They regularly provide feedback. They can skillfully "pack" bad criticism. The biggest fears are to embarrass themselves publicly, to experience loss of approval or loss of influence. In stressful situations and under pressure, they have a tendency to become impulsive, selfish, disorganized, superficial, manipulative and to change decisions.

Intellectual DNA of a stable person

People with a highly pronounced stable style are very warm, reliable, patient, consistent and predictable. Compared to others, these individuals are most team-oriented. They like stability, a slower pace of work and decision-making. They are approached when events are predictable, under control, and when they occur according to established protocols and procedures. They are very sensitive to other people's needs and feelings. They usually pay more attention to the needs of others than personal needs. Good and stable interpersonal relationships with other team

members are their key motivation at work. They are extremely loyal, always in the mood to devote their time to helping others. They respect honesty and transparency in interpersonal relationships. They selflessly invest in building stability and trust in relationships. Change is perceived as a risk and potential risk events are perceived as a danger. For this reason, they are often prone to choose to remain in uncomfortable environments rather than face uncertain change. Although very emotional, these individuals are not in the habit of expressing their emotions too loudly. Compared to other types of intellectual DNA, these individuals tend to stifle and suppress their emotions. Especially those that could lead them to change their current state. Clearly defined tasks, clear roles with clear instructions are a comfortable natural environment for them. They are very persistent. They are not inclined to give up the goal they have set for themselves. It is difficult for them to make a decision on a specific goal and they do it slowly, but when they do, they do not give up until they reach it. Immunizations and an unplanned approach to solving the challenges in them causes a high degree of stress, especially if it can negatively affect the people they care about. They enjoy working in smaller groups. Stress can be caused by moments when they are in the spotlight, especially when surrounded by strangers. They are great listeners and ask questions rather than draw conclusions. Their fears are sudden changes, uncertainty, the ability to hurt others through their behavior or decisions. In times of crisis, they have a tendency to withdraw, be indulgent, passive and closed.

Intellectual DNA of an analytical person

People with a highly expressed analytical style are extremely analytical, systematic, methodical, diplomatic. They are primarily focused on tasks, expertise, competence, excellence, perfection. They strive for perfection. They like to follow the procedures, the order and everything is done according to the agreed rules. They are measured, accurate, precise. They tend to be independent in thinking and making decisions. They are looking for enough time and space to think, analyze, relate information and facts. They are ready to enter the debate only when they are thoroughly prepared, armed with facts and information. They are not prepared to depart from facts and logical conclusions. When making decisions they rely solely on verified information obtained from a number of different sources. They are thoughtful. They usually require a lot from themselves as well as from others. In everything they do, they strive for perfectionism. Especially in the technical sense. They like to get acquainted

with procedures and expectations in detail so that they can act properly and make decisions. It is not natural for them to express their thoughts and emotions directly. It is important for them to gather enough information before opening up in relationships. They usually wait for others to take the initiative. Regarding unknown persons, they are reserved and suspicious. They prefer to cooperate with a small number of people. Conflict situations are not liked and they try to avoid them at all costs. Their greatest fear is that they are wrong and criticized. In crisis situations, they tend to over-perfectionism. At these moments they can be sarcastic, petty and critically minded.

Already from this partial overview of a piece of an individual's intellectual DNA, we notice different perceptions of the same task or business challenge depending on the personal DNA record. Each of these intellectual DNA groups perceives the same event differently, reacts differently and makes different decisions accordingly, undertaking different activities. The same event is perceived by one type of person as crisis, while the other type of person perceives it as inciting. A business challenge that in one group is a trigger for stress in another group is perceived as challenge and a trigger for creativity and innovation.

5 Conclusion

We have also applied this innovative approach to the participants of the training program "What Makes An Adventure Called Entrepreneurship" within the project "Innovation at Work", which was supported by the Cabinet of the Minister for Innovation and Technological Development of the Republic of Serbia, held from 13.11.2019 to 16.12.2019 aimed at potential entrepreneurs. Thirty-four entrepreneurs participated in the program. We based the strategy for launching each participant's business idea on natural preferences, personal potentials, or on each participant's unique intellectual DNA. The participants were introduced to the fact that each of their future associates has a unique intellectual DNA code. On this basis, through training, they have been made able to develop a strategy of building a collaborative structure modeled on: "the right man in the right place" where future associates will be able to work naturally rather than hard. Through the evaluation questionnaire completed by the trainees upon completion of the course, they all gave the highest marks to the question of the extent to which the discovery of individual potentials through intellectual DNA was helped.

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