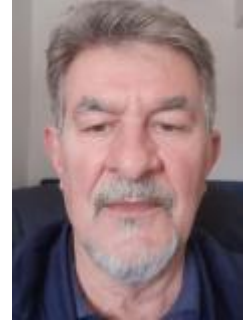


CURRICULUM VITAE



PERSONAL INFORMATION

Family name: Dimitrovski
First name: Robert
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E-mail: dimitrovski.r@gmail.com
Phone: +38970207370
Nationality: Macedonian

EDUCATION

1996 – 1998 PhD in Management, University St.Cyril and Methodius, Skopje, Republic of Macedonia

Full in Management since 2009

WORK EXPERIENCE

- 2017 – to present** **Institute of Knowledge and Management, Skopje, Macedonia**
Position: Director
- 2019- 2019 **University of Forestry- Sofia** (Part time employed for 6 months)
Position: Foreign expert
- 2009 – to present** **University of United Nations for Peace Development ECPD, Belgrade, Serbia**
Position: full professor and mentor of doctoral studies
- 2015 – 2019** **MIT University, Faculty of Management, Skopje, Macedonia**
Position: Full professor in Management, Project Management, Human Resource Management, Change management, Business planning, Strategic Management, Small Business Management, Knowledge Management
Position: Vice rector for International Affairs
Dean of Faculty of economics
- 2006 – 2015** **FON University, Faculty of Economics, Skopje, Macedonia**
Position: Full professor in Management, Project Management, Human Resource Management, Change management, Business planning, Strategic Management, Small Business Management, Knowledge Management
Position: Vice rector for International Affairs and Human Resources
- 2005 – 2006** **European University, Skopje, Macedonia**
Position: Assoc. professor in Management, Project Management, Human Resource Management, Change management, Business planning, Strategic Management, Small Business Management, Knowledge Management
- 2003 – 2005** **Faculty of Social Sciences, Skopje, Macedonia**
Position: Asst. Professor in Management, Human Resource Management, Project Management, Business planning
- 2001** **Faculty of Pedagogy, UKLO, Bitola, Macedonia**
Position: Ass. Professor in Organization of Education
- 1999** **World University Association for Distance Learning, Plato, Greece**
Position: guest professor
- 1999** **Institute for Sociological, Political and Juridical Research, UKIM, Skopje, Macedonia**
Position: ass. Professor of postgraduate studies
- 1996 – 1999** **Public Institution for Vocational Training - Centre for VET**

	Position: Program and Project Coordinator	3.5
1996 – 1999	Macedonian National Observatory, Bitola, Macedonia	
	Position: Establisher, expert, researcher, Head of the Observatory	3.5
1995 – 1996	VET SCHOOL EMUC " Gorgi Naumov", Bitola, Macedonia	1,5
	Position: Assistant Principal	
1981 – 1994	EMUC " Gorgi Naumov", Bitola, Macedonia	13
	Position: Law position position	
PROJECTS		
2005	UNDP	
	Position: expert for organizational structure of LSG	
2004 – 2007	CAJTIG	
	Position: expert for management, leadership and teamwork and program co-ordinator	
2003 – 2005	Consortium: Navreme Development, Detra, Wien/Salzburg/Skopje	
	Position: member of expert team for support of the higher education in Macedonia	
2003 – 2004	UNDP – ISSPI, Skopje, Macedonia	
	Position: Expert and team leader for local self-government organizational structure	
2003	LDK-UNDP project, Skopje, Macedonia	
	Position: expert in modelling of the organizational structure of LSG	
2003	Polyplano – Skopje, Macedonia	
	Position: expert for trainings	
2002 – 2003	LDK, Athens, Greece	
	Position: Expert for large scale socio-economic development in the border region	
2002	USAID, Macedonia	
	Position: expert for development and improvement of Vet in Macedonia	
2000	Macedonian National Observatory	
	Position: expert for analysis and reporting	
1998 – 1999	Macedonian National Team for the Project "Street Law"	
	Position: member for project preparation, syllabus, teaching materials, manuals, notebooks	
1998	Macedonian National Team for Labour Market	
	Position: Expert for analysis, education and training needs of labour market	
1998	Macedonian National Team for Standards in Vocational Education and Training	
	Position: Developing standards expert	
1996 – 1999	SOROS – OSI , Macedonia	
	Position: co-operator for project preparation and realization	

SCIENTIFIC AND TEACHING INTEREST, PRACTICE, AND EXPERTISE

Fields: Management, Knowledge Management, Project Management, Business Planning, Human Resources Management, Small Business Management, Organization, Public administration;

Activities: Teaching, Training, Mentoring, Consulting, Projecting

PUBLICATIONS

a) BOOKS

- 1998 **Organisational structure in schools in Republic of Macedonia - Analytical study, Macedonia**
1999 **School Infrastructure Management, Macedonia**
1999 Basics of Management - Manual for students of Foreign affairs from NU – Kiev, Ukraine
2000 Management and organizations- Manual for students of WUA Plato , Greece
2001 Organisation Design -Basics , textbook for post-graduate studies, ISPPI, UKIM, Macedonia
2002 **School Typology - Manual for students of Faculty of Pedagogy, UKLO, Bitola, Macedonia**
2004 Organization, book 1, textbook for students, Macedonia
2004 Management - first edition, textbook for students, Macedonia
2005 Management- second edition textbook for students, Macedonia
2005 **Small Business Management, textbook for students, EURM, Skopje, Macedonia**
2005 Management- Manual for students, with A.Taneva, Z.Georgieva, FON University, Skopje
2006 Diplomatic - consular relationship with V. Pivovarov, textbook for students, EURM, Skopje
2006 Principet e administratives publike with J. Kekenovski, textbook for students, Prishtine
2006 Management - third edition, textbook for students, EURM, Skopje, Macedonia
2007 Public Administration - second edition textbook for students with J.Kekenovski, IMZ-Skopje,
2007 **Human Resources Management, textbook for students, IMZ-Skopje, Macedonia**
2007 Knowledge Management, textbook for students, IMZ-Skopje, , Macedonia
2008 **Business Planning and Decision making, textbook for students with S. Kozuharov, Macedonia**
2008 Management – fourth edition, textbook for students, IMZ-Skopje, Macedonia
2008 Management- Manual for students, second edition, with A.Taneva, Z.Georgieva, IMZ, Skopje
2008 Management Information Systems, textbook for students, IMZ, Skopje, Macedonia
2009 **Business& Entrepreneurship, textbook for students in high schools of R.M., with S. Kozuharov, Ministry of Education, Macedonia**
2010 **Project Management, textbook for students, FON University, Skopje, Macedonia**
2010 **Business Planning, textbook for students in UTMS, with S.Kozuharov, UTMS, Skopje, Macedonia**
2012 Change Management – Fundamentals, textbook for students, IKM, Skopje, Macedonia
2013 Change management – Manual for students, IKM, Skopje, Macedonia
2014 **Business planning – Manual for students, IKM, Skopje, Macedonia**
2014 Management of the human potential – Manual for students, IKM, Skopje, Macedonia
2014 **Project management – Manual for students, IKM, Skopje, Macedonia**

B) MORE IMPORTANT MANUSCRIPTS, REPORTS, STUDIES (OVER 100)

- 1995 **School and Environment: Now and in the future**
1996
✚ Organizational Infrastructure Changes into high schools
✚ Communications as a basic source in the process of educational co-operatives, Patra, Greece
✚ *Legal bases of educational system* Bulgaria South-West university: National conference of VET
1997
✚ **FIRST National Report of VET in Republic of Macedonia in 1996**

- ✚ NO-Network, Struga/Macedonia: "L. M. Information: Good practice and future alternatives 1997 "NONET 2000," Joint PHARE and TACIS meeting, Turin,
 - ✚ Macedonian VET experience, Bulgarian donor workshop for VET, Sofia
 - ✚ Norms for education as a condition for success, IPF, Blagoevgrad
- 1998
- ✚ National Report of VET in Republic of Macedonia in 1997 Macedonian national PHARE Observatory
 - ✚ Macedonian Key Indicators: First part for the Collection of Comparable Data on VET in CE," (for 1996) , European Training Foundation, Turin.
 - ✚ Improving and targeting labour market information in CEE: development alternatives and priorities for National Observatories, with Ph.D. Bernd Baumgartl
 - ✚ Planning the needs of VET for the purpose of labour Market,
 - ✚ Structural models of VET institutions (with CvetkoSmilevski)
 - ✚ Teacher, Trainer Training
 - ✚ Organisational-structure preconditions for educational institutions in 21st cent. - National Bulgarian conference for education in the XXI century
 - ✚ Existing situation in the field of social exclusion in Macedonia Measures being taken to address the problem, ETF, Bohinj, National Bulgarian conference for education in the XXI century:
- 1999
- ✚ THE EXISTING PERSPECTIVE FRAMEWORK OF QUALIFICATIONS AND CERTIFICATES IN THE REPUBLIC OF MACEDONIA Turin, ETF Seminar
 - ✚ Planning VET and employment Certificates and Qualifications in Macedonia, situation, and perspectives according to ISO 9000, Bulletin, Association of science and arts, Bitola
 - ✚ Planning the needs of VET for the purpose of labour Market,
 - ✚ SSO ipazarotnatrudot (Jovanovska M, Dimitrovski T.)
- 2000
- ✚ Business Excellence by the Organizational Design, MAZUK, Ohrid,
 - ✚ SSO I pazarot na trudot (Jovanovska M, Dimitrovski T.)
 - ✚ Survey on the Organizational Structure of the Municipalities. (UNDP), co-author
 - ✚ Study on the Quantitative and Qualitative Characteristics of the Human Resources in the Municipalities (UNDP), group of authors
 - ✚ Draft manual for specific key areas related to the best management and operation of the local self-government units, коавтор
- 2002 School Management or Administration, Annual conference of MAM-
- 2003 USAID expert Group: Recommendation for Action in Macedonian Education System
- 2005
- ✚ Assessment of the mechanisms of surveillance, financial control and the supervision over the work of the municipalities (UNDP)
 - ✚ A comprehensive outline and scheme of the optimal model of organization, functioning and management for the 6 pilot municipalities
 - ✚ Study on Administrative Communication between Central and Local Government (коавтор) Center for European Constitutional Law , UNDP
 - ✚ Training Needs Assessment, Capacity Building of Local Government-Development of Model Macedonian Municipality , UNDP, 2005 ,коавтор
 - ✚ Leading & decision Making styles as part of political climate and culture – FON University,
- 2006 Private Higher Education and the Bologna Process in Macedonia, FROM HERE TO THERE: Mileposts of European Higher Education, Navreme Publications 7b
- 2007 Knowledge, Management and HEI FROM HERE TO THERE: Mileposts of European Higher Education, Navreme Publications 7c
- 2008

- ✚ Knowledge Management & Tourism, Conference –Faculty of Tourism Skopje
- ✚ Knowledge Management in HEI, - 2.nd Balkan Conference, Science, Education, Experience in 21st century, South West University Neofit Rilski - Blagoevgrad, Bulgaria
- ✚ HEI CONTROVERSES , FROM HERE TO THERE: Mileposts of European Higher Education , Navreme Publications 7

2009

- ✚ XV Skup TRENDOVI RAZVOJA: “DOKTORSKE STUDIJE U SRBIJI, REGIONU I EU” Kopaonik-MENADZMENT ZNANJA KAO POSLOVNA STRATEGIJA, VPS, Novi Sad
- ✚ ТЕОРИСКО-ПРОЦЕСНА АФИРМАЦИЈА НА МЕНАЏМЕНТОТ НА ЗНАЕЊЕ ВО ВИСОКОТО ОБРАЗОВАНИЕ , УКИМ-Скопје & ИМЗ-Скопје, Охрид

2010

- ✚ XVI Skup TRENDOVI RAZVOJA: “BOLONJA 2010: STANJE, DILEME I PERSPEKTIVE”, Kopaonik KUDA IDE INTEGRIRANI UNIVERZITET -BOLONJSKI PROCES U MAKEDONIJI,
- ✚ PRIVATE HIGHER EDUCATION QUALITY IMPACT IN THE REPUBLIC OF MACEDONIA-From Business to Knowledge Management , Buenos Aires
- ✚ АКАДЕМСКА СТВАРНОСТ МЕНАЏМЕНТА ЗНАЊА, ФАМНС, Нови Сад
- ✚ Knowledge Management in Response To Global Crisis Society, III, Int. Scientific Conference Presov Slovakia

2011

- ✚ KNOWLEDGE MANAGEMENT IN GLOBAL SOCIETY UNIVERSITYINTERNATIONAL RESEARCH CONFERENCE “INTERACTION OF THEORY AND PRACTICE: KEY PROBLEMS AND SOLUTIONS” BFU, Burgas
- ✚ Univerzitet u društvi znanja, TREND 2011Kopaonik, XVII Skup Trendovi Razvoja “Evropa 2020: Društvozasnovano na znanju”

2012

- ✚ Otvoreni Univerzitet za znanje buducnosti, XVIII Skup TRENDOVI RAZVOJA: “INTERNACIONALIZACIJA UNIVERZITETA” - TREND 2012
- ✚ THE UNIVERSITY & SOCIAL INCLUSION DURING CRISIS TIME - FROM BUSINESS TO KNOWLEDGE EDASOL 2012

2013

- ✚ UNIVERZITET – ITEGRATOR I GENERATOR SAVREMENOG DRUŠTVA Lemima, 2013
- ✚ Effective Knowledge For The Future People, Icon BEST 2013

2014

- ✚ Contemporary University: From Theory to Knowledge Factory
- ✚ MANAGEMENT OF RESISTANCE TO TECHNOLOGICAL CHANGE
- ✚ University Leadership instead of management
- ✚ Универзитетот за новото време
- ✚ Managing Knowledge for Future
- ✚ Convergence by knowledge
- ✚ Education , Entrepreneur of Economic Development

2015

- ✚ CULTURE OF CHANGE TO SUSTAINABILITIE
- ✚ CHANGES AND THE CONCEPT OF LIFELONG LEARNING
- ✚ KNOWLEDGE -CHANGE – KNOWLEDGE
- ✚ EDUCATION – KNOWLEDGE - POWER

2016

- ✚ COMMUNICATION FOR EFFECTIVE LEADERSHIP AND CHANGE
- ✚ ORGANIZATIONAL SUSTAINABILITY AND SUCCESSFUL CHANGE MANAGEMENT
- ✚ MANAGING THE PROBLEM OF UNEMPLOYMENT IN THE REPUBLIC OF MACEDONIA

- ✚ DEVELOPMENT OF SME'S FOR REDUCING UNEMPLOYMENT IN THE REPUBLIC OF MACEDONIA
- ✚ INTRODUCING A CREDIT SYSTEM IN VOCATIONAL EDUCATION AND TRAINING
- ✚ MODERN TRENDS IN VOCATIONAL EDUCATION AND TRAINING IN THE WORLD AND US
- ✚ CHALLENGES TO SOCIAL ENTREPRENEURSHIP DEVELOPMENT IN BULGARIA
- ✚ CONCEPTUAL AND NORMATIVE BASES FOR DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP IN BULGARIA

2017

- ✚ RESEARCH, IDENTIFICATION AND MONITORING OF THE NEEDS OF OCCUPATIONAL TRAINING OF SOCIAL ACTIVITIES EXPERTS
- ✚ MODEL OF METHODOLOGY FOR DETERMINING THE NEEDS OF CONTINUING VOCATIONAL TRAINING OF SOCIAL WORK SPECIALISTS PROVIDING SOCIAL SERVICES
- ✚ STILOVI MENADŽMENTA I PRIHVATANJE RIZIKA - SLUČAJ STANARA POSLOVNOG INKUBATORA SUBOTICA
- ✚ THE BALANCED SCORECARD MODEL AS A TOOL FOR EFFECTIVE MANAGEMENT
- ✚ KNOWLEDGE FOR TOURISM DEVELOPMENT
- ✚ Deinstitutionalisation of Children As Part of the Development of Social ...

2018

- ✚ RESOURCE MANAGEMENT IN THE PROCESS OF CHANGE MANAGEMENT
- ✚ THE BALANCED SCORECARD MODEL AS A TOOL FOR STRATEGIC MANAGEMENT AND CONTROL

2020

- ✚ CHANGE MANAGEMENT AND DIGITAL AGE TRAINING of INTCESS 2020- 7th International Conference on Education and Social Sciences 20-22 January, 2020 - DUBAI (UAE)

MAIN PROJECT ACTIVITIES (OVER 50)

No.	What	Where-position	Year
1	Establishing Youth Centre	cofounder	1996
2	Establishing Macedonian National Observatory for VET	Founder- Head	1996-97
3	Changes for training and leadership in schools	Member in team, teaching, organizing	1996-97
4	Improvement and leadership training in secondary school dormitories	Member in team, teaching, organizing	1996-97
5	Library staff training in primary and secondary schools in Macedonia	Member in team, teaching, organizing	1997
6	Adopting the European standards in secondary schools	member in the Macedonian team	1998
7	Effective school "complementary project realised in 24 secondary schools in MK	Author, Member in team, teaching, organizing	1997-98
8	Training for school administrators	Author, organising, teaching	1997-98
9	Organizational structure in schools in the RM	Author, organising, teaching, publishing	1997-98

10	Planning the needs of VET for the purpose of Labour Market, ETF-approved	MNO Author, organising, teaching, publishing -	1997-98
11	Structural models of VET institutions -ETF approved	MNO Author, organising, teaching, publishing	1998
12	NAVREME Wien, CAJTIG – Skopje (Trainings & exams: Macedonia, Wien, Prague, Sofia) a. Through Excellence to b. Effective Leadership c. Enterprise Success by Teamwork	Project for Long Life Learning 1.Preparing Syllabuses 2. Program co-ordinator 3.Training in: Organization &organizing, Principles of good &bad Management, teamwork, leading (80 hours of training)	2004- 2007
13	Project of World Bank for Modernization of schools in RM FON University: Training of School teachers in RM Teamwork Communications Project management	i.Preparing project proposal ii.Program leader (4 trainings 4 areas= 38 schools x 6 days x (6 hours) 228 days 3.Trainer in: - Organizations: vision & mission teamwork	2009- 2010
14	Teaching EU	iii. Improving teaching In classroom	2012
15	Pestalozzi EU program- National representative	iv.Improving teaching	2013

AREAS OF TRAINING ACTIVITIES

No.	What
1	Basis of management, Organizational design, structure and process, organizational system
2	Typology of school based on culture, climate, infrastructure, awareness
3	School relations with environment, Planning the needs of school for Labour market
4	Change management, Managing the process of changes, for effectiveness
5	Good – bad Management
6	Human Resources Management
7	Knowledge Management
8	Public Administration
9	Business Planning
10	Small Business Management
11	Project management
12	Academic writing & reading

Other skills: Computer literacy: Office, Internet, MS Access
Proficiency in English
Advanced knowledge in Bulgaria, Serbian