

## SPECIFIC ASPECTS OF ORGANIZING AND MANAGING THE „BATA” COMPANY

Radosavljević Dragana<sup>1</sup>, Andjelkovic Maja<sup>1</sup>, Doroshenko Yuriy<sup>2</sup>

<sup>1</sup>ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,  
zivota.radosavljevic@fpssp.edu.rs

<sup>2</sup>Belgorod State Technological University n.a. V.G. Schukhov, Belgorod, Russian  
Federation

**Abstract.** *The modern business is flooded with many postulates of the classical theory of organization and management. Slightly modified, they enabled the creation of large empires that rule the world and with it the tremendous wealth. It turns out that this is not the result of great work, smart decisions and correct relations with customers, and above all especially high-quality products and services that are marketed by the lower prices, but often monopolies, speculative, monetary and financial transactions, and other tricks.*

*Monographs and memoirs of successful business people show us how they created their empires with their positive and ethical sides. The idea is to future generations, i.e. business people, learn through practical examples, how to behave, organize and manage a business. However, what you will not find anywhere else, or is it rare, those are big mistakes that people from the spheres of business, politics, and other areas made, and what their outcome was. It turns out that there is no success without failure, i.e. that they were not infallible in its commission, or not doing. In a number of successful super-managers, their best decision was the fact they did not enter, i.e. they are timely abandoned some businesses. Therefore, “No” can often be more important than “Yes”, which has been confirmed many times in the economy and political history.*

*However, Bata is a large multinational company that up to these days remained relatively unknown in the management literature, although it is based on the principles of the host, which means the real economy, and the natural principles of organization and management. It is paradoxical but true that the Bata Company is present in over 70 countries worldwide, and has production facilities in 26 countries worldwide. In its history, Bata has sold more than 14 billion pairs of shoes, which means that almost every inhabitant of the globe has two pairs of shoes from reputable manufacturer and merchant. As the largest seller and manufacturer of shoes in the world, Bata entered the Guinness Book. The company has its own foundation.*

*The aim of this paper is to throw light on the functioning of the empire and thus break away from the “veil” of forgetfulness, and to remind us of some forgotten principles of economizing, organization and management, organizational systems.*

**Keywords:** Bata, Bata organization, Bata economic units, Bata Borovo

## 1. INTRODUCTION

The first and fundamental criterion for assessing the quality of an organization is its longevity. Therefore, something that lives long or longer than the other is the quality of its own, and when you exceed the period of the century, it is one more reason to analyze all aspects of life from its beginning until death, as the ultimate origin of which no one can avoid. In other words, everything that is born has to die. The only difference is in the length of life.

Living beings have the specificity that they cannot prolong their life forever, but it is limited biological characteristics of each individual being. However, the organizations, as artificial constructs, consisting of financial, human, financial, information and other resources have the opportunity to extend their life, to become long-lasting and even that long to be able to "eternal youth". The condition for that is that the organization is living with changes, and to change at least as fast as the environment changes. If that doesn't happen, every living being, even organizations are doomed to failure.<sup>1</sup>

Bata organization was "born" 1894. Next year it will celebrate 120 anniversaries, which puts it in the class of long-lived organizations. Few organizations, especially from the world of production and distribution of consumer goods, especially shoes, can boast such a number of years, and so to say, to keep "mentally healthy". Certainly, Bata, today is not what it was at the time of establishment thirty, i.e. fifty years ago. This empire has changed and adapted their business to the changes that were taking place at the customers i.e. consumers that came from the market.

If Bata did not change in parallel with changes in the environment, it would be like a dinosaur i.e. like other organizations that disappeared in a relatively short period of time. That's why we insisted that the life with changes is a condition for survival, i.e. that changes are the law of life.

However, Bata has resisted to specific challenges, which were a result of the World War I and the Great Depression that occurred in the late twenties of the last century, i.e. the Second World War, which was fought on the soil of Europe and during which Czechoslovakia had enormous material damages and human casualties. When it comes to Bata, the company had to produce military boots with wooden heels, and the customer was army. In these circumstances, Bata has manufactured footwear for military purposes, but at the same time was opening the stores for the sale of civilian shoes, which in itself tells what kind of genius he was.

We should add to this one more alpha plus, which is socialist realism as a model that was developed in the Eastern bloc, which the former Czechoslovakia belonged to, and the invasion of the Soviet Union that was made in the sixties. It is well known what impact real-socialism had on the overall social and economic development of these countries. Few empires from the real-socialism did not face the problem of confiscation of their property, preventing or prohibiting private businesses, up to declaring the founders as the enemies and their judicial punishment, and their families are often labeled as undesirable in their own country.

Bearing this in mind, it is interesting to answer the question, how Bata succeeded to survive in so turbulent and war conditions?

---

<sup>1</sup> M. Radosavljević: "Upravljanje promenama i promene u upravljanju", FORKUP, Novi Sad, 2012

## 2. SPECIFICS OF BATA ORGANIZATION

They say that Emerson once said that, "Organizations are shadows of their founders." This statement applies to Tomas Bata, founder of the Bata Company. It can be compared with Charles Svob, the U.S. Steel King, and Henry Ford, American automobile king. Tomas Bata can be called "the king of shoes."<sup>2</sup>

### a. Bata in times of crisis

It seems that the Bata always operated under abnormal conditions. This company was preceded by a craft workshop for footwear three centuries old, i.e. from 1580. Family workshop from the workshops turned into an industry, thanks to a loan of about \$350, that Tomas G. Bata took along with his brother Antonin and his sister Anne. For the production of shoes, they rented a couple of rooms and purchased two sewing machines in installments. Procurement of raw materials for the manufacture of footwear i.e. leather and canvas they took with the grace period, as the bills as collateral. After a year, the business was successful enough to enable Bata to repay their debts and to take a more relaxed start their own business, which proves that the personal and business success is in the idea, not the money. Of course, in the same way other created their empires in the field of manufacturing, banking, hotel, fast food, etc. More or less, everyone started from scratch, and thanks to the idea and identifying of opportunities, they were able to conquer the world.<sup>3</sup> However, only a year from the start, i.e. after repaying debts and loans, Tomas faced financial difficulties and huge debts. To overcome this problem, Tomas decided to produce shoes made of canvas instead of leather, which was a rarity at that time. It was a big hit, because the demand for this type of footwear increased, which has led the company to hire 50 new employees. As the demand for this type of footwear increased, Bata tried to mechanize process, introducing machines for which he finds out in the United States. In this way, Bata has become one of the largest shoe manufacturers in Europe, thanks to mass production. Its first product was "Batovka", massive leather and textile sneakers. This product was unique for its simplicity, style, and affordable prices. In 1912, Bata had a staff of 600 full-time employees and several hundred workers who have worked in their homes in neighboring villages. This great innovation brought large profits to Bata.

During the outbreak of the First World War, in 1914 Bata had dynamic growth, because it produced shoes for the military, which is, after all, and practiced by other manufacturers, i.e. in other countries. In order to meet the military requirements, Bata is tenfold the number of workers, and also increased the number of stores in which the sale was made on the civilian market. Shops were opened in Zlin, Prague, Liberce, Vienna, Pilsen and other places where they sold shoes or boots this manufacturer.

In the big global economic crisis in late twenties, newly formed Czechoslovakia country has been hardly hit. The local currency was devalued by 75%, demand for the products has declined, although it was the satisfaction of basic human needs, and thus the production and number of employees. Tomas Bata has responded to the crisis by reducing prices by up to 50%, and the workers have agreed that their salaries be reduced by 40%. This

<sup>2</sup> Booth, Patricia L., and Alison C. Taylor, "Portrait of a Partnership: An Interview with Sonja Bata and Thomas J. Bata", *Canadian Business Review*, Autumn 1995, p. 6.

<sup>3</sup> Ž. Radosavljević: "Tajne uspehe velikih imena svetskog biznisa", *Pronalazaštvo*, Beograd, 1999.

measure was the only solution, because it shows that in times of crisis, price competition becomes more significant in relation to other measures, such as quality, delivery, design, etc. Since the salary of employees decreased by 40%, which is the expected measures, Bata did this bad move compensate by providing food, clothing, shoes, and other supplies to employees at a discount of 50%. In this way, has established a partnership with the workers, to save the company, but also jobs.<sup>4</sup>

Bata knew that solidarity in times of crisis is coming to the fore and tried that all constituents i.e. employers and workers, to refrain from certain requirements, or benefits that are used in normal times, in order to ensure survival and to create conditions for a better life in the normal course of business.

Previous measures such as reducing the selling price of shoes led to a dramatic increase in demand for shoes. While other manufacturers and competitive factories closed due to reduced demand, Bata increased the production and number of employees. New factories in Zlin covered the area of a few tens of acres, which was amazing for the time, especially when one takes into account the economic crisis and reduced demand. Certainly, Bata has tried to establish a horizontal and vertical integration, and established plants in the production of paper and paperboard containers, producing fabric as lining for shoes and socks. The idea was to keep production under control and to reduce the dependence on the external environment, which is very important in times of crisis. In this way, the Bata empire managed to ensure safety of employees and families on how to obtain their daily needs in housing, education and health care.

In the modern business conditions, general management and organization the practice of Bata Company applies in times of crisis. Bata knew, a large number of business people from different areas accepted that, "the crisis is causing problems, but at the same time provides a chance." What will happen depends on the top management of the company. Able and wise managers will in times of crisis try to make it achieve success along with changed the concepts and, as well as in normal times.<sup>5</sup>

## **b. Business Philosophy**

Tomas Bata has been modest since childhood and a rational man from his childhood until his death, which occurred in a plane crash in the fifty-sixth year of life. This is important to know, because it seems when a man surviving a difficult childhood, that he shouldn't relax in life, especially to enjoy his wealth. However, due to the above, the Bata Company has outlived its founder, which is the best proof of its quality. In modern conditions, it is a practice not to evaluate the performance of managers while they are managing company, but how the company operates at least ten years after the departure of the first man.<sup>6</sup>

Bata's factory in Zlin in Moravia, prior the occupation of Czechoslovakia represents practical application of the principles and the principles of the host economy. How this model was acceptable, primarily because of economic efficiency, it can be seen that was accepted in the former Yugoslavia by political decision in '60s. Bata was host by all criteria by which they were evaluated. Size of a host is not to create an empire and great wealth, but to

<sup>4</sup> *Personal archive of the author*

<sup>5</sup> M. Anđelković, D. Radosavljević, K. Reko: "Crisis management and possible answer", MK *Strategični imperativ sučasnoga menadžmenta*, Kiev, 2012

<sup>6</sup> „Bata Going on Strong after 70 Years in the Business,” *New Straits Times*, June 11, 2001

provide a successor who will continue to preserve, develop and enhance wealth. It always happens, but it happens and will happen in the future in an even greater extent.

Its production was based on the mass production of diverse product range and models of shoes. The expansion of Bata can be seen in the fact that processing workshop area was over 96 hectares. In order to rationalize the production of footwear, Bata opened a special workshop for the production of cardboard boxes in which the packing for produced footwear was made, but a workshop for the canvas for the shoes, workshop for the production of short men's socks, a workshop for the production of rubber for some models, and associated with that, the production of the rubber, balloons and toys. All workshops were provided with high-quality tools, which are constantly being improved and modernized. The spread of automation and machinery directs the production chain were based on the Ford model of production, distribution machinery, conveyors, etc. What is the degree of achieved automation can be seen by the plant for filling a shoe box, where up to 50,000 pairs of shoes was processed daily.<sup>7</sup>

The idea of the company was to implement cost, i.e. price competition, i.e. to achieve a greater effect with the maximum possible degree of rounding and finalization of the production, but also the portfolio. This is significant, because in an advanced stage, the shoe market was more competitive. Consequently, the quality and price were the main elements for manufactured shoes to be sold.

On the other hand, a set of workshops and factories in Zlin acquire high quality features of social organization based on the rules and principles of the host economy, where in each of them was taking care of every expense. Factories had techno-economic roundness and relative autonomy in their work. This was a requirement for a higher level of integration, and for establishing interdependence factories in the scope of Bata organization. This means a situation in which plant was not a goal by itself, but had it was necessary to think about the other parts, and the plant as a whole. In this way, the organization confirmed the earlier rule; an organization that has a greater degree of autonomy has the higher pace of integration. Organizations that are integrated are generally more successful. Integration is the functions of mutual trust and respect. By Adizes, when the values of mutual trust and respect are declining, the value of integration declines too. On the other side, disorganized organizations are wasting a lot of energy and resources, have high costs and are usually unsuccessful.<sup>8</sup>

### **c. Caring for people**

Bata has paid special attention to the concept of integration of employees in the company's development. This requirement is justified because in this way creates conditions for each individual as fully use their skills for personal achievement, and success at the factory level. It turns out that between personal success and the success of the enterprise level, there is a high degree of correlation. Successful company or factory enabled better standards of every employee, but also the standards of his family. In this way it creates job security as a condition for the exercise and their personal goals, desires and interests. This has led to the need for tremendous business system to be decentralized into the organizational units responsible for business results. It turned out that decentralization increased

---

<sup>7</sup> "Andy Serwer: *Gates on Gates*", *FORTUNE*, 6. Juli 2009, pp 25-28.

<sup>8</sup> I. Adizes: "O ličnom razvoju", *HASPERIAedu*, Beograd, 2012. p. 104.

business success, because in parts the interest of employees to achieve even better results was increased, considering that their economic status was depending on that, i.e. wages, living standards, etc.

Bata and its colleagues show the highest level of simplicity and frugality in the management company. No ceremonies were practiced, have not used any titles, but only functions. Owners and managers have come to the factory as every other employee. They were using their cards on arrival and also at the end of the day, letting the employees are all in the same status, and that they must respect the order and regimen prescribed. The building where the administration was located was not different from the others, and the offices were modestly furnished. The practice has been that there is no parking for the boss. The founder practiced once a week to meet with their colleagues over lunch. The goal of this practice was the integration of individuals into teams and creating team spirit, but also to communicate in a relaxed and informal atmosphere, which provides the most valuable information for the management of the company. The founder knew it is hard to get the information sitting in the office, i.e. in formal communications, especially those that have a devastating impact on business performance. Given this fact, executives are often left in the plants, offices and other places where business activities took place and thus gained an insight into the organization of the system and come to the most important information. In the fifties of the last century, this practice was taken over by the Japanese, and especially their leaders, that have modestly furnished office, dined together with workers and organized fun, through games and other sporting events. In this way, the company's promoted and demonstrated the power and at the same time got the most important information for making business decisions.<sup>9</sup>

Bata has paid special attention to vocational education and training of employees. Part of the income that was belonging to the factory was used for new investments, since the attitude of the administration was that those funds open new factories, and thereby creating new jobs. In the newly opened factories, Bata has organized education and training, and development of children of its employees. They have been educated and trained in a special factory school, which is funded from the profits of the factory. In this way, Bata was trying to round up his empire from personnel training, through production and trade, and thus deliver additional effects and synergy.

The advantage of this school is in the fact that management of the factory know what should be given to workers the future, especially when it comes to practical knowledge and skills to perform certain work activities. On the other hand, those who have completed the Bata school had a safe and provided job and good pay, and that is why the dream of most citizens were to be employed in this company.

Given the economic efficiency achieved by the Bata, in the sixties in the former Yugoslavia have been massive job specialized schools for the education of middle-level cadres at the level of individual factories. Large industrial systems that cooperate with world famous companies such as Prva Petoletka from Trstenik, 14. Oktobar from Krusevac, "Rudnik" from Gornji Milanovac, Masinska Industrija Nis have had their own schools for educating personnel to work in their factories. Planning staff has been at a high level, so that all high school students had secured job the factory. Thanks to this, or one of the reasons for the great success of the business at that time was as highly specialized staff for the plant and

---

<sup>9</sup> Ž. Radosavljević: Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2006. p. 354-355

this provided the best use of internal reserves at the self-organization, which was established by the Associated Labor Act.<sup>10</sup>

However, the main benefit for the Bata management was that employees understand that Bata thoughts to their children, which further motivate employees to commit to the company, and keep it as their own, because it provides not only theirs, but the existence of the family, as well as future generations. Due to friendly relationship of the worker to the factory, Bata had no need for security, because all the workers guarding his property, as if it was their property. In this way, Bata has been saving largely because there were no several shifts of the security officers, nor they were not burdened with theft of property, or hostile relationship toward the company.

In order to reach successful education, Bata has organized a special i.e. an exclusive school with the modern pedagogical methods of training young workers. Special attention was paid to talented people and in that way, the company consolidated their relationship with the family. Certainly, Bata has attempted to employ the whole families, which was a rarity, since Ford avoided the employment of family members in their empire. Later, the Japanese car industry, notably the Toyota took over the system, and made impressive results on the market.”

Before the Great Depression, the company had its own hospital for treatment and health of their workers and citizenship. Bata School was recognized as a museum of shoes in which you could see the production of shoes from the earliest times to the present day worldwide. In this way, the company's name was etched in the memory of every man. To 1931, Bata had open shoe factories in Germany, England, the Netherlands, Poland and other developed countries.

The sudden rise of Bata empire, terminated in 1932, when Tomas Bata died in a plane crash during taking off from the airport Zlin, due to poor weather conditions. The fate wanted Bata's plane to struck the chimney of his building and thus end his life in the relatively young age of fifty-six. The control of the company took over his brother Jan and his son John Thomas Bata. They will manage the company during the twentieth century. Guided by the will of his father, the Bata shoes should be treated not as a source of private wealth, but as public trust funds to improve living standards and provides customers good value for their money. The newly formed management gave an oath that they will continue to pursue their entrepreneurial, social and humanitarian ideals of the founders.<sup>11</sup>

#### **d. The organization based on production/trade circles**

Bata was fond of introducing technological and organizational innovations. Among the first was designed an organization according to so-called manufacturing circles, where each circle was engaged in producing of certain types of footwear (for men, women, children, or the leather, rubber, etc.), which was the forerunner of the modern profit centers. Each production cycle consisted of 30-40 workers, and in practical activities was presented as an economic unit. They had a relatively wide autonomy, and the responsibility for the achieved economic results.

---

<sup>10</sup> Ž. Radovanović: Utvrđivanje unutrašnjih rezervi u preduzeću, *Ekonomika*, Beograd, 1990, p. 29-104

<sup>11</sup> Lank, Alden G., “A Conversation with Tom Bata,” *Family Business Review*, Fall 1997, p. 211.

The idea was to get employees more interested in the management of decentralized work. Work on the production circle is a mode of chain production with trade relations between economic units i.e. manufacturing circles. The principle of participation is best achieved when in the decentralized part of the exercise the responsibility for the results achieved in the business, because every economic unit would be entitled to the distribution of profit in partnership with the management of the factory, according to the results of, or contribution of individuals in the creation of joint effects.

Part of the profits achieved by the economic unit was deployed to individual funds that are used to resolve family issues, or health problems, problems of disabled persons, etc. In this way, a strong social aspect, solidarity, and humanity that further integrate employees to sacrifice the interests of the factory and its prospects, and contemporary management organization is called socialization, as the first signs of abandoning the classical approach to the management and organization of business systems has been manifested.<sup>12</sup>

Then, Bata focused its managing philosophy to skilled and indirect encouraging and initiating employees to accountability and increased pace of innovation and the development and implementation of innovative ideas, but also for personal training and development of increasingly complex business functions. It stipulates that each economic unit has a relatively high autonomy in the development of new and more sophisticated technologies, such as tailors, sewing and making holes. In this context, a control input was introduced, which proved much more effective than output controls. In fact, the economic unit that starts production has the right and freedom to purchase materials for whose processing it is responsible, and then forwards its semi-products to a unit, which performs the following phases of production. This means that the head of the unit must buy leather appropriate for the phase he managed. Thus, each economic unit is responsible for all the shortcomings of their products and therefore can earn and lose in trade relations.

Trade between economic units is limited by the liability for the units toward other economic units with which business relationships were formed. Certain sanctions were applied in case of disrespecting non-technical and technological disciplines and modes. This was particularly true of sanctions for bad products. Of course, for the second class they were punished, which was reducing revenues, and thus wages in the decentralized district. Such business relations between economic units generate condition that each employee is happy to come to work and to engage totally in the workplace, with the aim of achieving successful economic business unit to which it belongs. That was the new quality of the relationship between employee and the organization, which he belongs to providing greater performance, and better interpersonal relationships, as a key factor of all personal and business success.

One of the most delicate issues in Bata's organization was the relationship of economic units according to technical and other institutions to provide intellectual services, economic units, which would correspond to our common professional services at the self-organization, which was established by the Associated Labor Act in the seventies. Bata's organization solved that problem by participation of the institution of intellectual services with a certain level of income and economic units. The idea was that so-called professional, intellectual or services participate in the distribution of the effects of each unit according to its economic success. Therefore, so-called professional services were more interested in the success of economic units.

<sup>12</sup> V. Vučenović i drugi, *Samo-organizacija, FORKUP, Novi Sad, 2011, p. 38.*

Previous solution has proven good and also in slightly modified form could be applied to the constitution of an autonomous organization in the former Yugoslavia. This did not happen, because professional services were treated as technocratic centers to which their basic rights and the rights of employees in economic units have been denied. The consequences of such a solution are well known. Namely, the cleverest and most creative part of the organization has been undervalued and marginalized, the huge intellectual potential remains unused, and self-governing organization experienced collapse. With the disappearance of self-organization in Yugoslavia, the bright idea of French utopian socialist management to replace the people with control issues was compromised. It turns out that today no one speaks of this idea, although it has potentials to overcome all other organizational forms.<sup>13</sup>

The overall philosophy of the Bata's organization highlights the need to transform the internal climate of the company using the organizational means. In Zlin there is no union, and Bata seeks to remove ideological and politicization using this fact. The unions are useless here because management teams are thinking on the workers i.e. their living standard and working conditions. The Japanese factories later accepted this philosophy, primarily in the automotive industry.

### 3. RESUME

Previous analysis indicates and proves that many of the principles of organization Bata have not lost its value, and it is no likely this will ever happen. On the contrary, the Bata organization will gain greater significance over time because to the values that have been established and practically confirmed will be given greater significance in the future. This is because the Bata organization was established based on natural law, which are eternal and do not change from case to case, depending on one's mood. It proves that nothing will arise from nothing, but that everything must have a cause, and that everything must arise from something. In Bata's organization that was work, innovation, organization, and a strong concept of socialization organization.

Bata organization was established on the values of work, responsibility and integration of the employees in the economic units, but the integration of economic units and the plant level as a whole, and their connection with the environment in which they operated. That is why Bata organization is a typical host economy in which the roles are clearly divided, in which everyone known the order and responsibility.

Bata organization is by all criteria was set on the modern of socialization of the organization concepts where the basic mechanism represents decentralization, especially when it comes to manufacturing circles, or economic units, which in modern terms corresponds the profit centers. It is necessary to say that Bata was above all, the host. For the modern business, this statement is important, because there are many highly educated people who have completed well-known business colleges in the world and have a diploma in business management, but do not have a sense of home, or do not have enough knowledge for host, i.e. the real economy. The business schools teach future managers the quantum

---

<sup>13</sup> *The most complete investigation of the problem of self-organization in Yugoslavia was performed by the Institute of Economics in Sarajevo, and the findings are elaborated in the project: Samoupravno organizovanje u teoriji i praksi", Volume 1-4, Svjetlost, Sarajevo, 1988, under the supervision of M. Babic*

finance, stock brokerage and speculative, consumer and other unethical activities, while the host economics is almost “expelled” from the theory and practice of management. In such circumstances, the crises are inevitable as the results of primarily managing company in a hostile way. Bata Company is the example according to which the present and future organizations can learn how to do business.

## **BIBLIOGRAPHY:**

- [1] Adižes, I., *O ličnom razvoju*, HASPERIAedu, Beograd, 2012.
- [2] Anđelković, M., Radosavljević, D., Reko, K., *Crisis management and possible answer*, MK Strategični imperativne sučasnog menadžmentu, Kiev, 2012.
- [3] Babić, M., “Samoupravno organizovanje u teoriji i praksi”, Knjiga 1-4, Svjetlost, Sarajevo, 1988.
- [4] “*Bata Going on Strong after 70 Years in the Business*,” New Straits Times, June 11, 2001.
- [5] Booth, Patricia L., Alison C. Taylor, *Portrait of a Partnership: An Interview with Sonja Bata and Thomas J. Bata*, Canadian Business Review, Autumn 1995.
- [6] Lank, Alden G., „*A Conversation with Tom Bata*,” Family Business Review, Fall 1997.
- [7] Radosavljević, M., *Upravljanje promenama i promene u upravljanju*, FORKUP, Novi Sad, 2012.
- [8] Radsavljević, Ž., *Menadžment u modernom biznisu*, Privredna akademija, Novi Sad, 2006.
- [9] Radosavljević, Ž., *Tajne uspehe velikih imena svetskog biznisa*, Pronalazaštvo, Beograd, 1999.
- [10] Radovanović, Ž.: *Utvrdjivanje unutrašnjih rezervi u preduzeću*, Ekonomika, Beograd, 1990.
- [11] Serwer, Andy, “*Gates on Gates*”, FORTUNE, 6. Juli 2009.
- [12] Vučenović, V. i drugi, *Samo-organizacija*, FORKUP, Novi Sad, 2011.