Sanela Arsić

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PhD Sanela Arsić is an Associate Professor at the Technical Faculty in Bor, University of Belgrade, where she got her BSc, MSc, and PhD. Her research interests focus on digital technologies, Industry 4.0, applying quantitative methods to solve practical problems in various business processes, and statistical data analysis. She has gained significant experience in education through teaching at the Engineering Management Department since 2014, on several subjects bachelor's, master's, and doctoral degrees, such as Operational Management, Quantitative methods, E-business, Operations Research 1 and 2, and Quality Management. She has published over 80 scientific papers, 21 of which were published in SCI-indexed international journals. Additionally, she has served as a guest professor at several universities, delivered numerous invited and plenary lectures, and actively reviewed papers in various scientific journals. She is a long-term editor-in-chief of the student journal „Engineering Management", president of the Students Symposium on Strategic Management and member of the International May Conference on Strategic Management organizing committee. She has participated in 11 national and international projects. Her citation number (excluding self-citations) in SCOPUS is 381, and her h-index is 8.

Title: **SOLVING COMPLEX MANAGEMENT PROBLEMS USING MULTI-CRITERIA DECISION-MAKING METHODS**

During the workshop, students will be introduced to multi-criteria decision-making (MCDM) methods, such as AHP, ANP, TOPSIS, PROMETHEE, EDAS, and VIKOR. These tools and techniques evaluate and select the best alternative among a set of options, considering multiple criteria or objectives. MCDM methods are widely applied across various fields where decision-makers must make informed choices in the presence of conflicting criteria. Hence, students will be familiar with examples of the MCDM method's application for solving different managerial problems through three case studies. Case 1. Ranking alternatives for developing protected areas and developing a strategic plan based on prioritizing strategies. Case 2. Examination of users' attitudes toward ERP adoption across different industries based on critical factors of the technology acceptance model. Case 3. Assessing metaheuristic algorithms according to different performance measures. Additionally, students will independently solve practical tasks using some of the presented MCDM methods.

Jacques Bazen

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Jacob Cornelis (Jacques) Bazen studied “Geography and spatial planning” at Utrecht University (1997-2003). After graduation he studied and completed an additional Master’s degree in “Urban Geography” (2013). In 2018 he completed another Master programme “Geo Information and Communication” as well as a postgraduate program earning a teaching qualification in “(economic) geography for high schools & higher education”. In 2023 he completed his PhD degree in Business & Management at the University of Debrecen.

From 1999 to 2007 Jacques worked as a secondary school teacher of Geography, English and Economics at van Lodenstein College in Amersfoort, The Netherlands. In 2007 he started his current position as lecturer in entrepreneurship, innovation and international economics at the department of Industrial Engineering and Management within the faculty of Business, Building and Technology at Saxion University Applied Science. From 2007 to 2013 he had the additional responsibility to build and coordinate international study programs at the faculty. In this function he was the developer and course director of three international study programs.

After 2013 he changed his international coordinator function for a position of research fellow within the research group on regional economic development. In his research he has always been fascinated by the question how new innovative university knowledge is translated to new business. In his research position he closely works together with companies and regional governments.

Besides his work at Saxion University of Applied Sciences, he worked part-time from 2008 to 2016 as project manager/consultant for the foundation Training Activities Eastern Europe, executing projects related to political and economic development in Central and Eastern Europe for the MATRA Political Party Program of the Dutch Ministry of Foreign Affairs. For this job he worked on many projects in all countries in Central and Eastern Europe. Since 2017 he is a board member (Treasurer) of the EU Political party ECPM (Brussels, Belgium).

Title: **THE QUEST FOR A GOOD BUSINESS LOCATION**

Does Geography matter? This question still stirs some debate among scholars, when talking about the quest of finding a good business location in the globalised world of the 21st century. What location factors are important and which forces are at stake in choosing a place for doing business? In this workshop, Jacques Bazen will take you on a virtual voyage through different continents of the world to explore different business location theories, as well as discussing the impact that the current geopolitical tension in the world has on businesses and their location decisions. The focus of the workshop will be on innovative manufacturing companies, as these are especially impacted by supply chain disruptions and political tension.

Elisabeta Mihaela Ciortea

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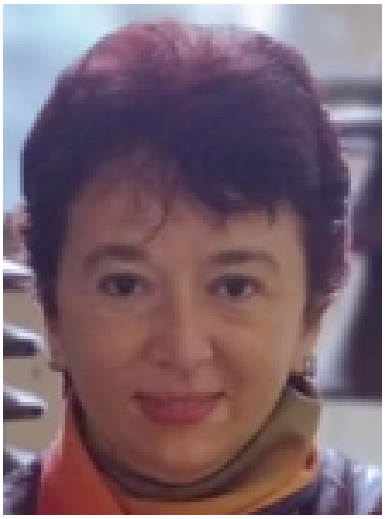

Dr. Elisabeta Mihaela CIORTEA graduated from the Faculty of Machine Construction at the Technical University of Cluj Napoca, Romania in 1997 and obtained her PhD in Industrial Engineering at the Technical University of Cluj Napoca in 2008.

She studied master in Information Technology and Communication (2006-2008) at "Lucian Blaga" University of Sibiu, Romania and master in Institutions of Private Law (2007-2009) at "1 Decembrie 1918" University of Alba Iulia, Alba Iulia, Romania.

Has published over 80 papers in international and national journals; He has joined several international and national conferences and symposia as a participant, organizer or reviewer. Is a reviewer and a member of the organizing committee at several conferences, an editor of 2 international journals and 2 national publications. A member of 4 national and international professional associations. Participated in over 10 projects developed in the "December 1, 1918" University of Alba Iulia. Has developed over 10 books and textbooks dedicated to the study of students.

Currently a lecturer at the "1 Decembrie 1918" University of Alba Iulia, Alba Iulia, Romani and takes courses in Robotics, Mechanics, Strength of Materials, Quality and reliability, Industrial Electronics, Flexible industrial communication systems, Audit of information systems, Legal informatics both at bachelor's and master's courses.

Dr. Ciortea's scientific fields are the following: discrete event systems, Petri nets, manufacturing systems, Industry 4.0, Cloud manufacturing, IoT, RAMI 4.0, Blockchain and last but not least 5G technology.

Title: **FROM FLEXIBLE TO SMART MANUFACTURING SYSTEMS: INDUSTRY 5.0 PARADIGM**

A flexible manufacturing system refers to a production method designed to adjust to variations in the quantity and type of product manufactured. The system aims to lower a company's cost of production by increasing efficiency. The method can serve as a key enabler of the order-based approach, which allows customers to customize the products they want. The system may involve a design of interconnected processing workstations with computer terminals. It processes the end-to-end production of products from the loading function to the storage data processing.

At the beginning, the hierarchical model based on the network of discrete events for robotic systems is presented. Based on the hierarchical approach, the Petri net is analysed as a net of the highest conceptual level and the lowest level of local control. For modelling and control of complex robotic systems using extended Petri nets.

Such a system is structured, controlled, and analysed in this paper using the Visual Object Net ++ package, which is relatively simple and easy to use, and the results are presented as easy-to-

interpret representations. The hierarchical structure of the robotic system is implemented on analysed computers using specialized programs.

It aims to model an intelligent monitoring and control system, leading to the optimization of material and information flows of the company.

The paper presents a model of monitoring and control of the real system using intelligent systems. The simulation of the production system proposed for analysis offers the possibility to follow and control the process in real time. The use of simulation models must be understood: the influence of changes in the structure of the system, the influence on the general orders of the manufacturing process, to the influence of the parameters on the behaviour of the system. The character application consists of real-time tracking and control of the technological process. This is done based on the analysed modular systems using mathematical, graphical-analytical models for sizing, configuration, optimization and simulation.

The role of Industry 4.0 in the maintenance of manufacturing systems is highlighted. Due to the implementation of advanced technologies and ways of learning technological equipment, hard systems can adapt relatively easily to fluctuations in the manufacturing process over time. To perform the system under analysis, we used specialized packages for simulating Petri nets, and the final implementation is done on a specialized database. The advantages are the prototyping and analysis of the entire system after the implementation of tracking and the ability to control the entire system, which leads to the prevention and subsequent elimination of queues or possible accidents.

The advantages of this approach are in particular computing speed and storage capacity without investment in additional configurations, synchronization of user data, data processing using web applications. The downside is that it wants to identify a solution for data security, leading to distrust in users. The case study applies to a module of the production system because the system is complex.

It shows how to integrate cloud systems and access them with IoT devices. The IoT platforms addressed in the paper are Platform as a Service (PaaS) and Software as Service (SaaS). The analysis is presented by modeling a case study for discrete event systems. Because the general system is analyzed as a tiered cloud system, we will leave the general system as stochastic. Qualitative analysis aims to verify the structural and behavioral properties of the system, the existence of blockages, connection and security systems. Quantitative analysis measures the specific performance of the manufacturing system. The results show that this approach can be used to detect blockages in the system. Thus, manufacturers can resize production capacity and even optimize the entire manufacturing system.

The activity of modeling and evaluating the performance of the manufacturing system plays an important role in theoretical research and technological improvement with IoT. The study presents the method of modeling and evaluating performance based on Petri nets and expressing the behavior of the entire system. According to the information diagram of the system, the constraint relationship between locations and transitions is identified, after which the extended graphical model is built, and the method of behavioral expression is then chosen to obtain a set of performance indicators. The study is designed to verify the effectiveness and efficiency of the system.

IoT can focus on the open innovative promises of new technologies and also on advanced and complex processing in very small and close environments, such as industrial automation.

The advantages of Petri nets modeling and analysis systems used in manufacturing are:

- Explicit relationships between events.
- The same modeling language can be used to describe the abstract of the system at different levels.

- Analysis of system properties to validate the solution.

The benchmarks will require study system available, so they can be seen. There are cases where the performance study refers to a system that is not available, it is necessary to develop a representative approximation of it, either in hardware or software.

For the elaboration of the works we have made a link to be able to do research in particular regarding the confidentiality of the cloud manufacturing, the analysis of the IoT resources in the manufacturing systems and which can equal it for research purposes, namely RAMI 4.0. For the cloud, we turned to the simple definition Cloud is an application available only to customers with active mobile Internet, which offers a solution for data storage. Cloud storage consists of archiving, organizing and distributing on demand data between virtualized storage volumes that have been consolidated into hardware.

The impact of digital transformation in manufacturing includes improvements in safety, quality, production, efficiency, revenue and sustainability – all while reducing costs to remain competitive in the market.

Some major benefits of digitization for manufacturing companies

- digital solutions improve safety, fewer injuries and accidents occur at the workplace
- improvements in the quality of results, reduction of product repetition, reduction of warranty work and increase of customer satisfaction.
- effective process improvement, has a positive impact on employee productivity and production output.

Digitization is radically changing the face of manufacturing companies. Digital factories are transforming manufacturing as companies implement innovative technologies and seek employees with fundamentally different skill sets.

Leading manufacturing companies are implementing a number of key technologies to digitize manufacturing as well as their entire supply chain. These include end-to-end big data analytics solutions, real-time planning and connectivity, autonomous systems, digital twinning and worker augmentation, among many others. These technologies offer significant efficiency gains and enable companies to produce highly customized products, often at batch size. But the full effect of digitization is only realized when companies are connected in real time to their key suppliers and critical customers.

Florin Duma

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My main professional fields of interest are: financial management, capital finance, public finance, business plans and entrepreneurship.

Title: **STOCKS VALUATION**

How to value shares on the stock market, Fundamental analysis, Technical analysis, Financial Statement analysis, Financial ratios calculation and interpretation.

Péter Jurcsó

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Péter Jurcsó was born in Budapest in 1973. He began his university education at the University of Agricultural Sciences in Gödöllő and graduated from Bánki Donát Polytechnic, the predecessor of Óbuda University, as an engineer and technical teacher with a specialization in quality assurance. From 1997 to 1998, he taught at the Department of Mechanical Engineering, where he participated in industrial development and contributed to the writing of textbooks.

Since 1999, Péter Jurcsó has been a part of CERN, the European Organization for Nuclear Research in Geneva, which is renowned as the birthplace of the World Wide Web. His initial focus was on web technologies and their applications, where he collaborated with the developers of the WWW. Subsequently, he transitioned to the finance sector and completed an MBA in Corporate Finance at the University of Lausanne. Péter also devoted five years to working on the monitoring systems of the Large Hadron Collider (LHC). He is currently working on CERN's digital asset management platform serving the world's largest and most complex scientific instrument.

Title: **THE DIGITAL THREAD IN THE MODERN ASSET AND MAINTENANCE MANAGEMENT IN PRACTICE AT CERN**

CERN, the European Organization for Nuclear Research, operates the Large Hadron Collider (LHC), the world's largest and most complex scientific instrument, to study the basic constituents of matter – the fundamental particles. The approximately 700 surface buildings and 59 km of tunnels house millions of pieces of equipment, all of which require appropriate management from specification to proper disposal.

Following an introduction to the Organization and its unique legal-financial setting, the lecture will focus on concepts of asset lifecycle management for large-scale infrastructures. Examples of state-of-the-art approaches, such as geographical information system integration, big data analytics, proactive spare part management, and the use of mobile devices and the Internet of Things (IoT) in preventive maintenance, will showcase practical solutions already in use at CERN forming the Digital Thread of cross domain traceability.

László Ling

freelancer

International Consultant, Occupational Health and Safety Expert, Crew Resource Management Instructor, Agile Coach, Specialised in Leadership and Interpersonal Communication; LingTraining®*

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He has been living and working in Switzerland as an independent international consultant, coach and trainer for more than 30 years.
Some facts:
* Started his professional career as a operating surgeon in Budapest
* Assistant professor of physiology and pathophysiology at the Postgraduate Medical University (today: Semmelweis University, Budapest)
* Many years of international experience in the field of sales, training and internal consultancy by Eli Lilly and Company (Headquarter in US)
* Crew Resource Management Instructor (CRMI), certified by International Air Transport Association (IATA)
* Professional Agile Coach and Agile Team Facilitator, certified by ICAgile
* Conducted more than 1'800 face-to-face programs in 32 countries in four continents
* Author of several scientific publications
* Research interests: interpersonal communication, health, sleep
* Languages: English, French, German, Hungarian, Russian
* Together with his friend Peter Kalloy Molnar, they often design and run creative courses all over Europe
* LingTraining® this brand refers to the activity of dr. Laszlo Ling. Registration No.in Switzerland: 607655

Title: **OBSERVE, LISTEN, ACT!**
(together with Péter Kálloy-Molnár, see next page)

Péter Kálloy Molnár

Department of Drama and Prose
Hungarian University of Theatre and Film Arts

https://szfe.hu/

Actor, Theatrical and Movie director, Musician, Playwriter, Poet, Translator

Some facts:
* Played over 100 roles in theatre
* Performed in many countries (eg.: Finnland, France, Germany, Italy, Netherland, Switzerland, UK, USA)
* Played in more than 50 movies and plenty of TV-series
* Played in English language in US, UK and Brasilian movies
* Music CDs: "A nő után "(After the Lady), "Pesti álom" (A Dream in Pest), "A gyermek énbennem" (The child within)
* Books: "SÖR - Shakespeare Összes Rövidítve" (Complet Shakespeare Abridged), "Ablak az égen" (Window on the Sky)
* Languages: English, Italian, Hungarian
* Recently he is playing in "The Day of the Jackal" (English TV series, year 2024)
* Together with one of his friend László Ling, they often design and run creative courses all over Europe

Title: **OBSERVE, LISTEN, ACT!**
(together with László Ling, see prev. page)

We often have to work with people, whose communication style (behaviour) is different from our own. That is often a source of misunderstanding and stress. This workshop has been designed to help us understand the different behavioural styles and provides us a framework that we can use in our everyday interactions. During this session we are discovering together how to identify the typical observable communication styles, what are the key behaviour indicators and how to deal with them efficiently. Together, the facilitators, Laszlo and Peter, will ensure that this workshop is both playful and practical for the participants. We are looking forward to working with you all! Best regards, László and Péter

Ivan Mihajlović

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Full professor at the University of Belgrade. Main research interests: Industrial Engineering; Technological Processes Optimization; Numerical Analysis and Modelling; Numerical analysis and optimization of complex technological processes, Organizational sustainability and resilience.

Title: **USING THE AI TO ASSESS, MEASURE AND IMPROVE THE ORGANIZATIONAL RESILIENCE IN THE MINING ORGANIZATIONS**

The SmartMiner concept proposes a paradigm shift from pure technology to a Human and Data-Centric Engineering, which can be easily transferred to other industries, and develops solutions for raising the level of environmental quality in complex interactions between physical, behavioural and organizational processes field, by matching advanced operator I4.0&5.0 and society S5.0 standards. Original research route, in this project, starts with mining machinery operator wellbeing in its microenvironment and its cyclical alignment with stakeholders in value
chain. Organizational resilience in industrial processes is a critical aspect of ensuring a company's ability to withstand and recover from disruptions, whether they are related to workplace safety disruptions, natural disasters, supply chain issues, or other unexpected events. Artificial Intelligence (AI) as the contemporary tool can be used to assess, measure and improve the organizational resilience in the mining organizations, which will be of great importance in achieving the project goals. This workshop is presenting the research that is conducted in frame of the project: “Support Systems for Smart, Ergonomic and Sustainable Mining Machinery Workplaces – SmartMiner” supported by the Science Fund of the Republic of Serbia, under the GRANT No. 5151.
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Hima Parameswaran

City University Ajman, United Arab Emirates
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Exploring the ocean of Teaching, Research, and Learning toward change is the aim of my life. I, Dr. Hima Parameswaran work as an Assistant Professor-Human Resource Management, at the School of Business at City University Ajman, United Arab Emirates. Having earned a Ph.D. in Public Administration-HRM in 2015, the areas I teach include Strategic HRM, Staffing Organizations, Performance Management & Rewards, Quality Worklife, Leadership & Organizational Development, etc. With my expertise in talent management, resource-based paradigms, adult learning theories, and organizational learning, I have contributed to applied HRM research. In addition to transformational leadership, flexible workforces, Employee Value Propositions (EVP), Eudaimonic and hedonic motivation, and Industry 5.0 & HRD, I have published 21 research papers in reputed international journals and participated in and presented papers at 15 national & international conferences. Serving as keynote speaker, session chair/coordinator, organizing committee member, and outstanding paper presenter at several conferences and an ‘outstanding research/academic award’ from my university has been a pleasure. Additionally, sixteen years of my professional experiences have revolved around academia, healthcare, and television media. In my community service role as part of corporate social performance, I provided six workshops/services aimed at improving society.

Title: **...IN PROGRESS, WILL BE UPDATED SOON...**

Urs Pietschmann

Westfälische Hochschule

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Vice Dean and Professor for Business Administration, esp. Managerial Accounting and Auditing for the Westfälische Hochschule at Campus Bocholt in North Rhine Westphalia, Germany. His main research and teaching aspects are about the operative, tactical and strategic view in managerial accounting, planning and the according control processes. In research projects he works in interdisciplinary teams, right now in topics of sustainability reporting and company steering. Before his appointment at the Westphalian university, he worked for a leading steel processing company in the areas of controlling, decision support and restructuring. His academic background is a PhD in Operations Research and Accounting, a Diploma in Management and Economics and activities for the Institute for Management at the Ruhr-University Bochum.

Title: **BUSINESS SIMULATION INTENSIVE COURSE**
(together with Jukka Sirkiä, see there)

"Cesim Service" gives participants practical experience in running a small service business in a competitive environment by integrating human resource management, capacity management, sales and marketing. Key learning areas: Management of the operating, market, and financial performance. Emphasis on human resource management, capacity management, investments, service quality, pricing, and marketing as the key decision-making areas. Expected outcome: To help the participants to develop a holistic view of business operations including marketing, sales, human resources, capacity management, investments, and service quality. To develop the understanding and command of business fundamentals, market-driven decision-making practices and financial implications of the various operational and marketing decisions. In addition, participants will gain invaluable experience in teamwork and problem solving. We teach together, Dr. Jukka Sirkiä & Dr. Urs Pietschmann. The Business Simulation model we use is cloud-based and the system is used with a web browser via a link. Alternatively, we prepare in a teams: an Investor Deck (suitable for a startup company) for venture capital investors.

Ermira Qosja

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Doctor in Management, (1997) Polytechnic University of Tirana; doctoral studies at Politecnico di Bari, Italy; specializes in SME management at the University of Washington, Seattle, USA, as well as other universities, France and Portugal Germany. From 1992- to 2000 lecture at Polytechnic University of Tirana. She became involved in the senior management of several important businesses in Albania (from 2000 to 2010). From 2010-to October 2022 lecture in Managementt at European Unversity of Tirana (UET). Author of several publications related to entrepreneurship, entrepreneurship education, leadership in higher education, etc., in scientific journals at home and abroad. Initiative for several projects of university and business connections, organization of competitions of ideas and business plans, interacts with the Chambers of Commerce creating an entrepreneurial culture within the university, as well as becomes part of European projects on entrepreneurship and innovation, and lately in tourism field. In the period April 2018- March 2019, Head of Management and Marketing Department at UET; April 2019- November 2020, Vice Rector of the UET for Institutional Development and Students. From November 2020 to now member of Council of Higher Education and Scientific Research in Albania at Ministry of Education. From November 2022, full professor at Aleksander Moisiu University, Management Department.

Title: **STUDENT'S MOTIVATIONS FOR ENTREPRENEURSHIP (ALBANIAN STUDENTS STUDY CASE)**

The entrepreneurship of young people is of a particular importance not only for their future but also for the economic and social future of the country. Based on the Planned Behavior Theory developed by Ajzen as well as on the methodology of GUESSS Project (Global University Entrepreneurial Spirit Students' Survey), the study aims to assess students' entrepreneurial intentions and to analyze these intentions depending on the entrepreneurial university education. Furthermore the presentation is focused on the personal factors that motivate Albanian students towards entrepreneurship. An important focus is given on the evaluation of the perception of students 'career in entrepreneurship as well as their expectations on the results they will achieve through entrepreneurship. The methodology used is qualitative, based on the GUESSS survey tools. The survey has been distributed to students via e-mail and social media, in total the answers were received from 434 students. The findings of the paper present important recommendations for students to orient themselves in the design of their future careers, universities in strengthening entrepreneurial education and public institutions for creating a pro-entrepreneurship access

Daniela Schultz

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Studied at the Free University of Berlin. Since 1994 lecturer for German as a foreign language and intercultural communication. Since 2005 at the Technical University of Applied Sciences Wildau, working on various internationalisation projects

Title: **HOW TO STUDY ABROAD?** (for example in Germany)

A Cross Cultural Competence training What are your benefits of studying abroad? How can you experience diversity and learn from working in international interdisciplinary teams? We will work on some theories and practical tips for your international experience and cross cultural competence in preparation for working in international teams and companies. What do you need for a semester abroad? What would you like to bring? WHAT IS CULTURE?

Jukka Sirkiä

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Faculty of Business and Hospitality Management
Lappeenranta, Finland

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Doctor of Science (Econ.), M.Sc. (Tech.) Full-time Senior Lecturer at LAB University of Applied Sciences. The main topics of the teaching are strategic management, budgeting and investments, development of business models and sustainable business. Solid experience in managing the IT industry e.g., at WM-data, Logica and CGI companies. Currently also as a capital investor in a few startup companies with the goal of sustainable development and growth.

Title: **BUSINESS SIMULATION INTENSIVE COURSE**
(together with Urs Pietschmann, see there)

"Cesim Service" gives participants practical experience in running a small service business in a competitive environment by integrating human resource management, capacity management, sales and marketing. Key learning areas: Management of the operating, market, and financial performance. Emphasis on human resource management, capacity management, investments, service quality, pricing, and marketing as the key decision-making areas. Expected outcome: To help the participants to develop a holistic view of business operations including marketing, sales, human resources, capacity management, investments, and service quality. To develop the understanding and command of business fundamentals, market-driven decision-making practices and financial implications of the various operational and marketing decisions. In addition, participants will gain invaluable experience in teamwork and problem solving. We teach together, Dr. Jukka Sirkiä & Dr. Urs Pietschmann. The Business Simulation model we use is cloud-based and the system is used with a web browser via a link. Alternatively, we prepare in a teams: an Investor Deck (suitable for a startup company) for venture capital investors.

Vesna Spasojevic Brkic

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Prof. Vesna Spasojevic Brkic has graduated at the Faculty of Mechanical Engineering, University of Belgrade, Serbia in 1994 with the specialization in Industrial Engineering (IE) field. She received her MSc degree in1999 and PhD degree in 2008 at the same faculty. From 2016 she is full professor and from 2018 head of Industrial Engineering department. She also leads Center for quality and accreditation at Faculty of Mechanical Engineering, University of Belgrade, Serbia. The teaching activity of Prof. Vesna Spasojević Brkić includes lecturing for undergraduate, master and doctoral students in the following fields: Production Management, Risk Management, Quality and Maintenance Management, Ergonomics, Design of Organization and Industry 4.0. Her research interests include the same fields. She has supervised many master and doctoral students. Prof. Vesna Spasojević Brkić has over 250 highly cited publications, including 1 teaching book and 2 monographs, few book chapters, over 50 papers in journals with impact factor, over 80 papers in other journals, over 20 technical solutions, 2 patents etc. She successfully leads numerous national and international projekts. More info at https://www.linkedin.com/in/vesna-spasojevi%C4%87-brki%C4%87-45b281251/

Title: **ORGANIZATIONAL SYSTEMS MODELING USING STRUCTURAL EQUATIONS**

Organizational systems are complex and difficult to understand by nature. Modeling of organizational systems, as a method of representation of system, is even more difficult. Meaningful relationships / models normally have theoretical basis (underlying theory) and exhibit ‘causality’ or ‘cause-and-effect’. For those ‘cause-and-effect’ relationships, structural equation modeling (SEM) provides a formal way of analysing them as general, very powerful and very popular multivariate analysis technique. After discussing prequisites, assumptions and possible sample size issues, SEM application is presented by using 4 examples. Workshop ends by examining numerous advantages and certain disadvantages of SEM. This workshop is presenting results of #GRANT No. 5151, Support Systems for Smart, Ergonomic and Sustainable Mining Machinery Workplaces – SmartMiner supported by the Science Fund of the Republic of Serbia)