



Tomislav Hernaus, Ph.D.

CURRICULUM VITAE SUMMARY

Tomislav Hernaus is an Assistant Professor of Organizational and Work design at the Faculty of Economics and Business of the University of Zagreb, where he teaches several courses at the undergraduate, graduate and postgraduate (MBA) level. He received his MSc and PhD degrees from the University of Zagreb. Besides formal education, Dr Hernaus attended numerous professional and methodological seminars, workshops and courses worldwide, organized by distinguished universities and professional societies (e.g., University of Michigan, IEDC Bled School of Management, Leeds Metropolitan University, George Washington University, University of Aarhus, University of Hamburg, Center for Effective Organizations – University of Southern California, EDAMBA, ESADE Business School, etc.).

He was a Visiting Scholar at the Marshall School of Business of the University of Southern California (2007-2008), and an Associate EMAB Fellow at the EuroMed Academy of Business (2014). Currently, he is an International Ambassador for Croatia at the Human Resources Division (Academy of Management), and a Visiting Professor at the Faculty of Economics, University of Ljubljana (2016-2020). He holds the Certificate in Organization Design received from the Center for Effective Organizations, Los Angeles, as well as BPMInstitute.org's Certificate of Training (USA). Dr Hernaus is the author or co-author of three books, a dozen book chapters, and a significant number of scientific papers published in refereed journals such as the Human Resource Management Journal, Journal of Organisational Change Management, Expert Systems with Applications, Baltic Journal of Management, and Business Process Management Journal.

His scientific work is highly recognized both domestically and internationally. During his career Dr Hernaus received several awards and honours for his scientific contribution such as *National Science Award of the Republic of Croatia* (2009), *Highly Commended Award Winner* at the Literati Network Awards for Excellence (2013), the Emerald/EMBRI Business Research Award for Emerging Researchers (2012/2013) and *Best conference paper award* at INSITE (2007). In addition, his doctoral dissertation was among *EDAMBA's distinguished papers* (EDAMBA Thesis Competition 2011).

Dr Hernaus participated as a researcher on several domestic scientific projects covering wide range of topics. Currently, he is a research project grant holder of the Croatian Science Foundation (Fostering Innovative Work Behaviour of Public Employees by Using Work Design Interventions). He also provided consulting services to several private- and public-owned companies. He is a Co-editor of the Dynamic Relationships Management Journal, as well as an editorial board member of *the Contemporary Economics* journal and a Member of the program committee at the *Slovenian Academy of Management International Conference*. Furthermore, Dr Hernaus is also an *ad hoc* reviewer for several journals (e.g., *Human Resource Management Journal*, *Baltic Journal of Management*, *EuroMed Journal of Business*) and serves as a member of several international scientific organizations (*Academy of Management*, *Organizational Design Community*, *European Group for Organization Studies*, and *European Academy of Management*). His multi-level research interests include: organisation design, business process management, HR organisation, work design and job interventions, innovative work behaviour, and knowledge hiding.

Selected publications:

1. Cerne, M., Hernaus, T., Dysvik, A., Skerlavaj, M. (in press), The Role of Multilevel Synergistic Interplay among Team Mastery Climate, Knowledge Hiding, and Job Characteristics in Stimulating Innovative Work Behavior. *Human Resource Management Journal*.
2. Hernaus, T., Bosilj Vuksic, V., Indihar Stemberger, M. (2016), From strategy to results? Institutionalizing BPM governance within organizations. *Business Process Management Journal*, 22(1), 173-195.
3. Hernaus, T., Poloski Vokic, N. (2014) Work Design for Different Generational Cohorts: Determining Common and Idiosyncratic Job Characteristics. *Journal of Organizational Change Management*, 27(4), 615-641.
4. Dimovski, V., Skerlavaj, M., Kimman, M., Hernaus, T. (2008), Comparative Analysis of the Organisational Learning Process in Slovenia, Croatia, and Malaysia. *Expert Systems with Applications*, 34(4), 3063-3070.
5. Sikavica, P., Hernaus, T. (2011), *Designing Organizations: Structure, Processes, Jobs* [in Croatian]. Zagreb: Novi informator, 687 pages

CURRICULUM VITAE OF THE COURSE INSTRUCTOR

First and last name and title of instructor	Assistant Professor Tomislav Hernaus
The course he teaches in the proposed study programme	Organisation
1. GENERAL INFORMATION ON COURSE TEACHER/INSTRUCTOR	
1.1. e-mail address	thernaus@efzg.hr
1.2. Personal web page	www.efzg.unizg.hr/thernaus www.efzg.unizg.hr/thernaus-eng
1.3. Year of birth	1980
1.4. Scientist ID	269593
1.5. Date of last rank appointment	Assistant Professor (since September, 26th 2012)
1.6. Area and field of election into research	Area: social sciences; field: economics, organisation and management
2. INFORMATION ON EMPLOYMENT	
2.1. Institution(s) where employed	Faculty of Economics and Business, University of Zagreb Department of Organization and Management
2.2. Date of employment at FEB Zagreb	June 1st, 2004
2.3. Field of research	Organisation design, Business process management, Work design, Innovative work behaviour, Knowledge hiding
2.4. Function	Academic secretary of the postgraduate (master) program „Organisation and Management“, FEB (since 2005) Vice president of the Committee for business affairs, FEB (since 2014) HR Division Ambassador for Croatia, Academy of Management (since 2015)
3. INFORMATION ON EDUCATION AND PROFESSIONAL ACTIVITIES	
3.1. Degree	Ph.D., Faculty of Economics and Business, University of Zagreb (2010) M.Sc., Faculty of Economics and Business, University of Zagreb (2006) B.Sc., Faculty of Economics and Business, University of Zagreb (2004)
3.2. Membership in international institutions	Academy of Management (http://aom.org), USA Organizational Design Community (www.orgdesigncomm.com), Denmark European Association of Work and Organizational Psychology (EAWOP) (http://www.eawop.org) CRANET research network, United Kingdom
3.3. Professional activities	President of the Management Board, Faculty of Economics and Business' sport society (since 2015)
3.4. Other activities	Founder and web administrator, Organization design knowledge hub (http://www.orgdesignhub.com), Croatia
4. INFORMATION ON ADDITIONAL TRAINING (POST-DOC EDUCATION, RESEARCH, VISITS)	
4.1. Year(s), places(s), institution(s)	Visiting Professor at the Faculty of Economics, University of Ljubljana (Slovenia), 2016-2020 5 th EDAMBA-EIASM Consortium on Doctoral Supervision and the New Global Research Landscape, ESADE Business School, Barcelona (Spain), 2016 Comprehensive PLS Seminar using SmartPLS3, University of Hamburg, Hamburg (Germany), 2015 Mediation and Moderation, Statistical Horizons, Philadelphia (USA), 2015 IMTA – International Management Teachers Academy, IEDC Bled School of Management, Bled (Slovenia), 2011 <i>Establishing Business Process Governance and Centers of Excellence,</i>

	<p>Business Process Management Institute, online (USA), 2009</p> <p>EDEN Doctoral Seminar on Organizational Design, University of Aarhus (Denmark), 2008</p> <p>Visiting Doctoral Scholar at Marshall School of Business, USC, Los Angeles (USA), 2007-2008</p> <p><i>Advanced Topics in Organization Design</i>, Center for Effective Organizations, Marshall School of Business, USC, Los Angeles (USA), 2006</p> <p><i>Business Process Modelling, Analysis & Design</i>, Process Renewal Group, London (UK), 2006</p>
4.2. Field of training	teaching skills, business process management, organisation design
5. COMPETENCES AND THE INTELLECTUAL ACTIVITY	
5.1. Teaching experience	<p>Faculty of Economics and Business - FEB, University of Zagreb</p> <ul style="list-style-type: none"> - Organisation, Methodology of Organisation Design (bachelor's level) - Organisation (bachelor's level, BDiB) - Designing Organisations, Business Process Management, Organisational Development (master's level) - Organisation Design, Business Process Management (specialized master's level, Master in Organisation and Management) <p>Faculty of Engineering and Computing - FER, University of Zagreb</p> <ul style="list-style-type: none"> - Designing Organisations (master's level)
5.2. Authorship of university/faculty textbooks	<ol style="list-style-type: none"> 1. Sikavica, P., Hunjak, T., Begicevic Redjep, N., Hernaus, T. (2014): Business Decision-making (in Croatian), Školska knjiga, Zagreb 2. Sikavica, P., Hernaus, T. (2011): Designing Organisations: Structure, Processes, Jobs (in Croatian), Školska knjiga, Zagreb 3. Bosilj Vukšić, V., Hernaus, T., Kovačić, A. (2008): Business Process Management: Organizational and IT aspects (in Croatian), Školska knjiga, Zagreb
Bibliography (last 5 years)	<ol style="list-style-type: none"> 1. Cerne, M., Hernaus, T., Dysvik, A., Skerlavaj, M. (in press), The Role of Multilevel Synergistic Interplay among Team Mastery Climate, Knowledge Hiding, and Job Characteristics in Stimulating Innovative Work Behavior. <i>Human Resource Management Journal</i>. 2. Hernaus, T., Černe, M., Škerlavaj, M. (2016), Going the extra mile? Cross-training, relational job design, and extra-role behavior of high-skilled and low-skilled workers. <i>Xth International HRM Workshop</i>, 27-28 October, Cadiz, Spain. 3. Hernaus, T., Bosilj Vuksic, V., Indihar Stemberger, M. (2016) From strategy to results? Institutionalizing BPM governance within organizations. <i>Business Process Management Journal</i>, 22(1), 173-195. 4. Hernaus, T. (2016), Organizational theories [in Croatian], in L. Galetic (ed.) <i>Organization</i>. Zagreb: Sinergija. 5. Hernaus, T. (2016), Organizational differentiation and integration [in Croatian], in L. Galetic (ed.) <i>Organization</i>. Zagreb: Sinergija. 6. Hernaus, T., Aleksic, A. (2016) Internal organizational design elements [in Croatian], in L. Galetic (ed.) <i>Organization</i>. Zagreb: Sinergija. 7. Rašić Jelavić, S., Galetić, L., Hernaus, T. (2016) Organizational structures [in Croatian], in L. Galetic (ed.) <i>Organization</i>. Zagreb: Sinergija. 8. Hernaus, T. (2016), Job design at the crossroads: From 'creative' jobs to 'innovative' jobs, in M. Skerlavaj, M. Cerne, A. Dysvik, A. Carlsen (eds.) <i>Capitalizing on Creativity at Work: Fostering the Implementation of Creative Ideas in Organizations</i> (pp. 17-28). Cheltenham: Edward Elgar Press.

9. Hernaus, T., Miocic, M., Aleksic, A. (2016), Phase-specific antecedents of innovative work behavior: the role of knowledge job characteristics and organizational climate, *9th EuroMed Conference of the EuroMed Academy of Business*, 14-16 September, Warsaw, Poland.
10. Hernaus, T., Cerne, M., Poloski Vokic, N. (2016) Understanding the nature of innovative work behavior in the public sector: Conceptualizing a static and dynamic role of job design, *EURAM 2016 – Manageable Cooperation?*, 1-4 June, Paris, France.
11. Hernaus, T., Matic, I. (2016), Organization design and corporate governance of business groups: A comparison of the public and private sector, *4th International Conference on Management and Organisation “Corporate governance: Challenges and development”*, 9-10 June, Brdo pri Kranju, Slovenia.
12. Poloski Vokic, N., Hernaus, T. (2015), Is there a new public human resource management in Croatia? A comparative analysis of public- and private-sector organisations, *International scientific seminar Managing and Developing Human Resources*, 26th October, Bratislava, Slovakia.
13. Poloski Vokic, N., Hernaus, T. (2015), The triad of job satisfaction, work engagement and employee loyalty – The interplay among the concepts, *5th South-East European (SEE) meeting & scientific conference of management departments*, 25-26 September, Varazdin, Croatia.
14. Poloski Vokic, N., Klindzic, M., Hernaus, T. (2015), Changing HRM practices in Croatia – Demystifying the impact of HRM philosophy, global financial crisis and EU membership, *31st EGOS Colloquium*, 2-4 July, Athens, Greece.
15. Hernaus, T., Poloski Vokic, N., Aleksic, A., Cerne, M., Skerlavaj, M. (2015), Knowledge Hiding in the Academia: What, Where, and How Often”, *17th congress of the European Association of Work and Organizational Psychology (EAWOP)*, 20-23 May, Oslo, Norway.
16. Hernaus, T. (2014), Developing and Testing a Work Design Taxonomy of Knowledge Workers' Jobs, *7th Annual Conference of the EuroMed Academy of Business*, 18-19 September, Kristiansand, Norway.
17. Hernaus, T., Rupcic, N., Aleksic Miric, A. (2014), Towards Superior Organizational Performance: Interaction between Horizontal Integration and Organizational Learning Practices, *3rd International Conference on Management and Organisation: Knowledge Management and Organizational Learning Practices*, 12-13 June, Brdo pri Kranju, Slovenia, 34-52.
18. Bosilj Vuksic, V., Pejic Bach, M., Hernaus, T. (2014), Educating Students in Business Process Management with Simulation Games, *ICISEM 2014: International Conference on Information Systems Engineering and Management*, 8-9 May, Florence, Italy, 109-114.
19. Hernaus, T., Poloski Vokic, N., Aleksic, A. (2014), Gender Differences in Work Characteristics across Occupational Groups, *5th LAEMOS Conference*, 2-5 April, Havana, Cuba.
20. Cerne, M., Hernaus, T., Dysvik, A., Skerlavaj, M. (2015), A bird’s eye view of the creativity-innovation nexus: The moderating role of supervisor support and decision autonomy, in H. Shipton, P. Budhwar, P. Sparrow & J. Bimrose (eds.) *Human Resource Management, Innovation and Performance: Looking across Levels* (pp. 163-178). Hampshire, UK: Palgrave MacMillan.
21. Hernaus, T., Poloski Vokic, N. (2014), Work Design for Different Generational Cohorts: Determining Common and Idiosyncratic Job

	<p>Characteristics. <i>Journal of Organizational Change Management</i>, 27(4), 615-641.</p> <p>22. Hernaus, T., Mikulic, J. (2014), Work characteristics and work performance of knowledge workers. <i>EuroMed Journal of Business</i>, 9(3), 268-292.</p> <p>23. Hernaus, T., Aleksic, A., Klindzic, M. (2013), Organizing for Competitiveness – Structural and Process Characteristics of Organizational Design. <i>Contemporary Economics</i>, 7(4), 25-40.</p> <p>24. Hernaus, T., Matic, I., Begicevic Redjep, N. (2013), Information tools and systems for organization design, in Buble, M. (ed.) <i>Zbornik radova</i> [in Croatian]. Dugopolje: Visoka poslovna skola Minerva, 101-115.</p> <p>25. Hernaus, T., Aleksić, A. (2013), A Relational View of Strategy, Knowledge and Teamwork: Implications for Organizational Success, <i>IFKAD - International Forum on Knowledge Asset Dynamics: Smart Growth: Organizations, Cities and Communities</i>, 12-14 June, Zagreb, 177-192.</p> <p>26. Hernaus, T., Pejić Bach, M., Bosilj Vukšić, V. (2012), Influence of strategic approach to BPM on financial and non-financial performance, <i>Baltic Journal of Management</i>, 7(4), 376-396.</p> <p>27. Hernaus, T. (2012), The Team-Based Face of Organizations. In: Sarlak, M. A. (ed.), <i>The New Faces of Organizations in the 21st Century</i>, Vol. 5, NAISIT Publishers, Toronto, 143-170.</p> <p>28. Hernaus, T., Aleksić, A., Marić, I. (2012), Work Design Practices: Do Trade Unions Make a Difference?, <i>IS 2012 - Innovation for Sustainability</i>, 27-28 September, Porto, Portugal</p> <p>29. Pološki Vokić, N., Hernaus, T. (2012), Dnevni red sindikata: Što rade i koje uloge pružaju sindikati? U: Pološki Vokić, N., Obadić, A. (ur.), <i>Evolucija sindikata: uloga sindikata u suvremenome društvu</i>, Ekonomski fakultet, Zagreb, 37-65.</p> <p>30. Hernaus, T. (2012), Cost-benefit sindikata na mikro razini: Kako sindikati utječu na zadovoljstvo zaposlenika i uspjeh organizacija? U: Pološki Vokić, N., Obadić, A. (ur.), <i>Evolucija sindikata: uloga sindikata u suvremenome društvu</i>, Ekonomski fakultet, Zagreb, 81-94.</p> <p>31. Hernaus, T. (2012), Anatomija sindikata: Kako se sindikati organiziraju i kako ih organizirati? U: Pološki Vokić, N., Obadić, A. (ur.), <i>Evolucija sindikata: uloga sindikata u suvremenome društvu</i>, Ekonomski fakultet, Zagreb, 207-234.</p> <p>Full list of papers and publications: www.efzg.unizg.hr/thernaus</p>
<p>Other international intellectual activity (awards, membership in review boards, reviews, researches, EU projects, etc.)</p>	<p>Scientific awards:</p> <ul style="list-style-type: none"> • Associate EMAB Fellow for the year 2014, EuroMed Academy of Business • Winner at the 2012/2013 Emerald/EMBRI Business Research Award for Emerging Researchers, Emerald Group Publishing and EuroMed Research Business Institute • Highly Commended Award Winner at the Literati Network Awards for Excellence 2013 for the article "<i>Influence of strategic approach to BPM on financial and non-financial performance</i>" published in <i>Baltic Journal of Management</i> (June 2013) • Annual award of The society of university teachers, scholars and other scientists - Zagreb for scientific contribution in the field of social sciences (February 2013) • Award "Mijo Mirkovic" for published scientific work (book "<i>Designing</i>



	<p><i>Organizations: Structure, Processes, Jobs</i>", in Croatian) with original scientific contribution, Faculty of Economics and Business, University of Zagreb (December 2012)</p> <ul style="list-style-type: none"> • scientific paper was highly commended in top 10 papers for Emerald/EMBRI Business Research Award for Emerging Researchers (October 2011) • PhD thesis evaluated as a distinguished paper on EDAMBA Thesis Competition 2011 (September 2011) • Award for Best Scientific Paper "<i>Comparative Analysis of Organisation Learning Process in Slovenia, Croatia, and Malaysia</i>" at the Faculty of Economics, University of Ljubljana in the year 2008 (December 2009) • National Science Award of the Republic of Croatia for 2008 (category: Annual Award for Junior Researchers in Social Sciences), Croatian Parliament (July 2009) • Award "Mijo Mirkovic" for published scientific work (textbook "<i>Business Process Management: Organizational and Informational Approach</i>", in Croatian) with original scientific contribution, Faculty of Economics and Business, University of Zagreb (December 2008) • Best Paper Award at InSite 2007 Conference, Ljubljana, Slovenia <p>Member of editorial boards of the following international scientific journals:</p> <ul style="list-style-type: none"> • Dynamic Relationships Management Journal (Co-editor) • Contemporary Economics <p>Member of Programme Committee at the international scientific conference:</p> <ul style="list-style-type: none"> • Slovenian Academy of Management Conference
<p>Links to the corporate world through professional, science and/or consultancy projects</p>	<ol style="list-style-type: none"> 1. <i>Fostering Innovative Work Behavior of Public Employees by Using Work Design Interventions</i>, installation research project, Croatian Science Foundation, 2015-2018 (project manager and principal investigator) 2. <i>Organization of HRM in the public sector</i>, university research project, 2015-2016 (project manager and principal investigator) 3. Developing the Integrated Model of Controlling in ZET, 2014-2015 (team member) 4. <i>Knowledge hiding in academia</i>, university research project, 2014-2015 (project manager and principal investigator) 5. <i>Academic work design</i>, university research project, 2013-2014 (project manager and principal investigator) 6. <i>Business process model of the University of Zagreb</i>, university research project, 2012 (project member) 7. <i>Holistic role of trade unions in contemporary society</i>, university research project, 2012 (investigator) 8. <i>Intelligent systems of controlling, finance and accounting for a digital enterprise</i>, project of Ministry of Science, Education and Sports, 2008-2012 (research assistant) 9. Organization as a source of competitive advantage of Croatian companies, project of Ministry of Science, Education and Sports, 2007-2008 (research assistant). 10. <i>Systems for managing information, processes and knowledge</i>, project of Ministry of Science, Education and Sports, 2007-2008. 11. <i>Developing the Treasury Model of the City of Zagreb</i>, 2008-2009.



	<ol style="list-style-type: none"> 12. <i>Consulting services in developing process-based organizational solutions and risk management in ZET, 2008-2009.</i> 13. <i>Designing a new corporate governance model for DIOKI group, (function: author and executive secretary of the project), 2008.</i> 14. <i>Structural changes in organizational solution of Studentski Centar - Zagreb, (function: project manager and author), 2008.</i> 15. <i>Reorganization of the Natura Agro d.o.o., 2007.</i> 16. <i>Job Analysis and Workplace Systematization in Hrvatska lutrija d.o.o., 2007.</i> 17. <i>Strategy formulation and implementation in Croatia Osiguranje d.d., 2007.</i> 18. <i>Efficiency improvement of the system and organization of institutions for older and disabled persons in Zagreb, 2007.</i> 19. <i>Expert support in setting up and opening of the Coordination entity for implementation of program of economic usability geothermal power on location Lunjkovec-Kutnjak, 2007.</i> 20. <i>Concept of establishing company for managing Croatian interests in Adria LNG Study Company, 2006.</i> 21. <i>Organizational structuring and management of the HEP Group, function: author and executive secretary of the project), 2006.</i> 22. <i>Concept and feasibility of program of economic usability geothermal power on location Lunjkovec-Kutnjak, 2006.</i> 23. <i>ESOP program RVR – service industry Ltd., 2005.</i> 24. <i>Concept of privatization for TŽV Gredelj d.o.o., 2005.</i> 25. <i>Concept and proposal for potential privatization of Jardolinija, 2005.</i> 26. <i>Workplace systematization of administrative staff at Faculty of Economics and Business – Zagreb, 2005.</i> 27. <i>Proposal and concept of privatization of HEP Group, 2004.</i>
<p>Methodological-psychological-didactic-pedagogical</p>	<p>Formal training:</p> <ul style="list-style-type: none"> • Educational program for acquiring competencies of a higher education teacher, Faculty of Philosophy, University of Zagreb (2007) • IMTA – International Management Teachers Academy, IEDC Bled School of Management, Bled (Slovenia) (2011) • 5th EDAMBA-EIASM Consortium on Doctoral Supervision and the New Global Research Landscape, Barcelona (Slovenia) (2016)
<p>Linguistic competences</p>	<p>Mother tongue(s) – Croatian</p> <p>Other language(s) English – Understanding: C2 Proficient, Speaking: C2 Proficient, Writing: C2</p>