

2020 UACS No. 1

**COLLECTION OF ABSTRACTS**

**2020**

**КНИГА НА АПСТРАКТИ**

**2020**

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# Climate Refugees or Climate Migrants: How Environment Challenges the International Migration Law and Policies

## Andeva Marina, Salevska – Trajkova Vasilka

*AICEI 2020 – Climate Change: Challenges and Building Resilience. Skopje – 21 May 2020*

**Abstract**

Climate change is causing millions of people to migrate from their homelands. Climate impacts that unravel over time, such as desert expansion and sea level rise, are forcing people from their homes: A World Bank report projects that within three of the most vulnerable regions — sub-Saharan Africa, South Asia and Latin America — 143 million people could be displaced by these impacts by 2050 (World Bank, 2018). A study by Columbia University climate researchers in the peer-reviewed journal Science projected that if global temperatures continue their upward march, applications for asylum to the European Union could increase 28 percent to nearly 450,000 per year by 2100 (Missirian and Schlenke, 2017). The International Organization for Migration in the past decade focused on bringing climatic and environmental factors to the light and on building a body of evidence proving that climate change affects - directly and indirectly - human mobility. Nevertheless, climate migrants have been invisible for many years on the migration and climate debates concerning their legal status and regulation. This paper will focus primarily on analysis of these phenomena with a specific focus on the terminology used and the interpretations of the existing legal instruments. Furthermore, it put emphasis on case-law analysis in terms of preparedness of national governments to confront this new category of migrants. In order to do so, this paper presents a specific case in front of the UN Human Rights Committee, Ioane Teitota vs. New Zealand, and discusses the impact of this case over the definition of "climate refugees," who currently lack any formal definition, recognition or protection under international law. The paper also underlines several recommendations to address this phenomena.

**Keywords:** *climate change, natural disasters, climate refugees, asylum, forced migration*

# Modalities of Non-Territorial Autonomy in North Macedonia: A Preliminary Study

## Andeva Marina, Dodovski Ivan

*First ENTAN Conference: Non-Territorial Auto0nomy as a Form of Plurinational Democracy: Participation, Recognition, and Reconciliation. Belgrade – 22-23 November 2019*

**Abstract**

The paper examines the modalities of cultural (non-territorial) autonomy in the Republic of

North Macedonia. This paper considers the main elements of Renner’s model as depicted by K. Porter correlating legal and policy aspects of the Macedonian system along these principles: 1) a minority does not seek to secede; 2) a minority is entitled to maintain its distinct cultural identity; 3) a minority should publicly declare allegiance to the state while the state should in turn publicly acknowledge the freedom of the minority to maintain its identity and commit to protect it from discrimination; 4) the law should not impose an obligation on the state to expend resources to assist minority; and 5) effective participation in decision making processes should be established. Given that some territorial autonomy features have already been put in place, the key issue is whether an NTA model with a strong personality principle reflected in minority associations could be feasible in the Macedonian case. For the large ethnic Albanian community, such an instrument may not seem to add value to the existing protection that it enjoys; smaller in size minorities, however, could benefit greatly from such a mechanism. By using secondary research, this paper puts emphasis on the existing practices and instruments which affect the smaller in size minorities. It also investigates whether there is a potential to apply NTA modalities comparable to developments in other countries in Europe which offer a new prospect to a balanced and fair minority protection framework for all.

**Keywords:**cultural autonomy, non-territorial autonomy, ethnic communities, Macedonia,

personality principle.

# Some Aspects of the Discrimination of Migrants in Labor Relations

## Andonov Marko, Kojchevska Marija, Trajkova Kate

*5th International Scientific Conference on Knowledge Based Sustainable Development – ERAZ 2019, Budapest (Conference Proceedings).*

**Abstract**

Discrimination as a global phenomenon is becoming more and more present in all areas of social life. It is a phenomenon that is relatively difficult to define and more difficult to quantify. On the other hand, the labor relations have dominant importance for quality existence of the citizens and the society as a whole. Moreover, when the aforementioned aspects are considering and analyze through the prism of migration, we face with greater challenge. In this sense, the paper will be focused on studying and analyzing the most important aspects of discrimination of migrants in labor relations. Thus, an overview of the notion and the legal framework of discrimination will be given first. At the same time, the concept of free access to the labor market will be processed, in order to determine the selective approach of the companies in the employment process. At the same time, the lack of intercultural knowledge by the employers will be emphasized, with a special focus on comparing experiences from several countries. In this context, the situation with migration will be positioned worldwide. The paper will give a concrete contribution to clarifying the future of the EU's economic migration policy, which will need to be well based on the new reality of the regional and global context of the labor market. The calls for new approaches to the labor market policies that consider cross-border mobility, promotes more inclusive employment, increases productivity and labor market participation among all working-age groups, as well as enhances the contribution of migration for growth and competitiveness of the global economy.

**Keywords:**discrimination, migrants, labor relations

# The Specifics of the Silent Company – Experience from the Macedonian Legislation

##  Andonov Marko, Petkukeski Ljupcho, Stefkova Shterieva Maja, Radenkov Ljubomir

*International Journal of Social Science Research (Online), Vol. 8, No. 1, March 2020, Macrothink Institute, USA*

**Abstract**

A silent company is a company in which a person (a sleeping partner) invests, i.e. participates with a cash or non-cash contribution in the enterprise of another person - the entrepreneur - a public shareholder and on the basis of the contribution acquires the right to participate in the profit and loss share of the enterprise. This company is created by concluding an agreement between the silent and the public shareholder. The silent company is not a trading company in compliance with the Macedonian Company law. This company has no legal personality and no company name. It exists only in the relations between the sleeping partner and the entrepreneur - the public shareholder, and it does not appear in the legal relations with third parties. This company is not registered in the registrar of companies that is managed by a competent authority. The entrepreneur is the subject who acts in the legal relations with third parties and is an exclusive holder of all rights and obligations that arise from the business operation. Most commonly this type of company is used to implement business operations that are intended to stay hidden from the public. Reasons like the legal simplicity in the establishment of the company, the wide flexibility in arranging the relations between the public and the sleeping partner, the possibility of an easier way of financing the enterprise, the possibility of securing profits through a secret (silent) investment, make the silent company one of the good forms for successful realization of the business enterprise of the entrepreneur, on the one hand, and on the other hand it serves to satisfy the interest of the secret (silent) investor in a way that his investment will be hidden away from the general public. The main goal of this paper is to present and clarify the legal bases of the silent company in the Republic of Macedonia, to encourage the need for its re-regulation in the legislation of the Republic of Macedonia, as well as to indicate its advantages or weaknesses within the realization of the business operation.

**Keywords**: Silent company, entrepreneur, company, sleeping partner, public shareholder, profit, loss.

# Дигитализација на компаниското право на ЕУ-Спецификите на регистрација и промени на друштвата-

## Андонов Марко

*Деловно право – издание за теорија и практика на правото, број 40, година XX, Здружение на правници на РСМ, Скопје, септември 2019-та година*

**Апстракт**

Компаниското право се состои од законски одредби со кои се регулира создавањето, регистрацијата, работењето, управувањето и престанокот на друштвата. Во сите држави одредбите за законот за трговски друштва се напишани пред технолошката револуција. Во повеќето случаи денес законските одредби сè уште се дизајнирани да бидат практично имплементирани преку хартиени форми. До неодамна, полето на компаниското право се развиваше само во рамките на националните граници. Законодавните решенија беа изготвени за да одговараат на потребите на бизнисите во националната економија. За хартиената форма може да се каже дека работи разумно добро, но со одредени недостатоци. Недостатоците се однесуваат на прилично бавни административни процедури за регистрирање кои може да ги задоволат потребите на затворената економија, но дефинитивно не барањата на отворениот пазар. Традиционалните системи за правни системи базирани на хартија, кои се или се стремат да бидат дел од внатрешниот пазар на ЕУ, треба постепено да го започнат или да го продолжат процесот на дигитализација со цел да ги исполнат предвидените цели и стандарди на пазарот на ЕУ. Потребни се поедноставени постапки, намален административен товар, оптимизирани процеси во јавната администрација за да им се овозможи на бизнисите да воспостават и да спроведуваат операции насекаде во ЕУ, да се обезбеди заштита за акционерите и да се подигне здрава бизнис-конкуренција.

Процесот на дигитализација бара зголемена употреба на платформи, бази на податоци и cloud услуги, па поради тоа сајбер-безбедноста и приватноста на податоците е од суштинско значење за функционирањето на процесот.

**Клучни зборови**: дигитализација, компаниско право, внатрешен пазар, регистрација на друштва.

# Determinants of Female (In) Activity on the Labor Market in Western Balkan: A Comparative Perspective within a Group of Mediterranean and South-Eastern European Countries.

## Andonova Marija, Mojsoska-Blazevski Nikica

*Economic and social inclusion in an age of political uncertainty in South East Europe, 5th Conference of the LSEE Research Network on Social Cohesion in South East Europe in collaboration with EBRD, 21-22 November 2019 Belgrade, Serbia*

**Abstract**

Female participation in the labor market is very important for the economic and social growth of countries. Many studies show that economically active females have an important role to reduce poverty by assuring welfare of households. Female participation in the labor market is also important for women’s relative economic and social status compared to men and for their economic empowerment (Patimo et al, 2015). The aim of this research is to investigate the factors which have influence on the female participation in the labor market, in the context of the traditional literature and studies in this area, but also to add a new approach by including the effect of the overall cultural context on women’s decision whether to supply their labor. The latter represents a major contribution of the paper to current knowledge. The methodology is based on previous research by Contreras and Plaza (2010). Moreover, a comparative perspective is added by considering countries in South-East Europe (SEE) and Mediterranean countries. We found that the cultural context is an important determinant of the females’ labor market activity which is important in designing government support and policies for promoting females’ activity.

**Keywords:** Female labor force participation, social norms, culture

# Artificial Intelligence: Simulating Human Emotion and Surpassing Human Intelligence

## Božinovski Adrijan, Jankuloski Filemon, Pachovski Veno

 *CiiT 2020, Proceedings of the 17th International Conference on Informatics and Information Technologies, May 8-9, (online)*

**Abstract**

In this paper, we explore the potentials of artificial intelligence and the benefits which can be brought about through its advancements. The purpose of the paper is to discuss how closely AI devices are able to mimic Human Intelligence and if there is a possibility that machines will be able to surpass this intelligence. In order to achieve this, first, we focus on the history of AI and many of its accomplishments over a period of 70 years. Not only do we take a look at the first instance in which an individual questions the difference in Machine and Human Intelligence, but we also look at how AI’s foundation was built by the head of Artificial Intelligence, John McCarthy, and his four colleagues. Next, we discuss different AI types classified by two different aspects: capability and functionality. By defining the classifications of AI, we are then able to pinpoint how far humanity has come in creating machines which can mimic Human Intelligence. We analyze Kismet, the very first robot to simulate human emotions, and Sophia, the current pinnacle of emotional Artificial Intelligence machinery and ascertain which category of AI they fall under. Finally, the paper concludes by discussing the future of AI advancements and the possible outcomes that come with reaching Superior Artificial Intelligence, the most powerful, and yet challenging AI machinery.

**Keywords:** Artificial Intelligence, Machine Intelligence, Human Intelligence“

# Leadership preferences, intrinsic motivation and turnover intention of teaching staff in public secondary schools

## Bojadziev Marjan

*Leadership preferences, intrinsic motivation and turnover intention of teaching staff in public secondary schools.” EURAM2020 (online)*

**Abstract**

The goal of this paper was to investigate the relationship between preferred leadership style, turnover intention and intrinsic motivation among teaching staff in public secondary schools. The sample was consisted of 100 high school teachers. The date was collected using a self-administered quantitative questionnaire that used McGregor’s theory to measure leadership preferences. The results from the data analyses indicated that there is a relationship between preferred leadership style and turnover intention. Furthermore, the intrinsic motivation of high school teachers was related to the holding of their position, age and salary.  Additionally, the relationship of organizational satisfaction with turnover intention was found to be fully mediated by intrinsic motivation and partially mediated the relationships of trust in organization with turnover intention. The results of the research provide valuable input for managers of educational institution in the direction of targeting motivation and descreasing turnover intention trough adapting leadership styles and certain organizational characteristics.

**Keywords:** public schools, leadership, intrinsic motivation, turnover

# Leader vs. Employees: Investigation of Difference in Perception of Organizational Culture in Small and Medium-Sized Enterprises

## Bojadjiev Marjan, Mileva Ivona, Stefanovska-Petkovska Miodraga

*International May Conference on Strategic Management - IMCSM20, 16(1).Technical Faculty of Bor, University of Belgrade, Republic of Serbia*

**Abstract**

The purpose of this study is to investigate the differences in the perception of organizational culture between leaders and employees in small and medium sized enterprises in R.N. Macedonia. In order to gain a deeper understanding, the research will analyze the role of gender, age and tenure in shaping the potential differences between these two groups of employees. Data is collected using the VOX Organizations- a model proposed by Bojadziev

et. al. (2011) for measuring organizational alignment of organizational culture values of leaders and employees. A total of 8 companies with 93 employees participated in the research. The findings indicate that all companies fall into the category Democratic Enterpreurship. Both genders have very similar perceptions regarding the two core dimensions of the organizational culture, with slightly more females perceiving the organizational culture as more democratic compared to males. With slight variations between companies and industries, both leaders and employees perceive the organizational culture as democratic and entrepreneurial oriented. This study will contribute to a greater understanding in the difference in the perception of organizational culture between leaders and employees in SMEs. The incorporation of the findings may contribute to developing more successful alignment strategies for SMEs making an integrative organizational environment for all levels

and thus creating a competitive advantage. Furthermore, these findings help in creating a better understanding of the role of gender, age and tenure and delineating its relationship with

organizational culture in SMEs.

**Keywords*:*** Organizational culture, SME, gender, age, tenure, employee, leader

# Investigation of Organizational Culture in Companies in High Rate Polluted Countries: Review of Existing Evidence and Application of the New Vox Organizations Model

## Bojadjiev Marjan, Mileva Ivona, Stefanovska – Petkovska Miodraga, Tomovska – Misoska Ana

*Fifteenth Annual International Conference on European Integration (AICEI2020), Skopje, Zenodo*

**Abstract**

As one of the aspects of modern behavioral and economic sciences during the past few years, organizational culture has become one of the critical points in business practice. The studies has shown that organizational culture is considered to be an “asset” that can be connected to progress execution, hence being remarkable to the life of the organization. However, since the market competition rules has become more radical and demand for companies a complex “collection” of measures and changes, modern companies should focus not only on a solid organizational culture, but rather on the alignment within. Alignment along with innovativeness and integration can assist the companies in outperforming their main rivals and competitors. Therefore, numerous organizations endeavor to measure their organizational cultures through already reputable models by perceived authors or to receive inside strategies to supply understandable parameters in order to appraise their organizational culture. The process of checking alignment isn’t a onetime exertion anymore, but rather it is a portion of persistent endeavors for change of the companies’ required proficiency and long-term sustainability. The aim of this research is to investigate and identify the organizational culture and organizational alignment in a companies in a countries that are facing high pollution rate and check some theoretical approaches to this phenomenon. As these types of analyses, were rarely conducted in these countries, one of the objectives of this research is the practical implementation of VOX Organizations, an instrument for measuring alignment, culture and leadership values and review of evidence and recommendation on its implementations within the companies. This study will provide the reader with a greater understanding of how and with which instrument to measure organizational culture and its alignment, through introducing up-to-date scientific research in the same field.

**Keywords:** VOX Organizations, organizational alignment, organizational, culture,

High - rate polluted countries

# First-Time Leaders and the Role of Organizational Culture in Family Businesses

## Bojadjiev I. Marjan, Stefanovska - Petkovska Miodraga, Mileva Ivona

*Accepted for publishing in book “Innate Leadership Characteristics and Examinations of Successful First-Time Leaders”. Editor Prof. Matthew Guah, South Carolina State University*

**Abstract**

The recent decades have witnessed a rapid evolution in the study of family businesses; however, despite their unprecedented importance, the information on family businesses remains fragmented and hard to compare. The uniqueness of family business lies in its structure – it is made up of two connected and interdependent components: family and business. Hence, it is logical to assume that every family business will reflect the family that is behind it. Yet, the characterization of these family values have been the missing component in our understanding of family business. The main aims of the research were (1) to provide understanding of the demographic and leadership characteristics of first time leaders, (2)

provide a link between the first-time leadership characters and organizational culture (as perceived by the employees), and (3) consequently, their alignment. The research was implemented on nine first time leaders and 837 employees from nine that operate in four industries. The chapter conjectures about the potential role of gender and age in leadership style across industries.

# Investigation of Organizational Culture in Family Firms: Review of Existing Evidence and Application of the New Vox Organizationis Model in Family Firms

## Bojadjiev Marjan, Tomovska Misoska Ana, Stefanovska-Petkovska Miodraga, Mileva Ivona

*Editors Luca Gnan –* *Università degli studi di Roma Tor Vergata, Giulia Flamini – Università degli studi di Roma Tor Vergata*

**Abstract**

The goal of the chapter is to provide an in-depth and comparative understanding of the instruments of organizational culture that exist and provide a review of academic research evidence on their performance in family firms. Furthermore, the chapter will provide an additional insight into a novel instrument for diagnosing organizational alignment – Vox Organizations (the “voice” of the organization). The chapter will provide an introduction to family firms and the challenges and survival; comparative and critical review of existing relevant instruments of organizational culture and assessment of their implementation in measuring organizational culture in family firms and presentation of Vox Organizations – an instrument based on a novel methodology for measuring organizational alignment, culture, and leadership values; and review of evidence and recommendations on its implementation in family firms. The chapter will provide the reader with an increased understanding of how and with which instruments to measure organizational culture and alignment in family firms.

**Keywords:** Family firms, Family businesses, Organizational culture, Leadership, Organizational alignment, VOX Organizations, VOX organizational culture, VOX leadership styles

# Entrepreneurial Intention in Family Business

## Bojadjiev Marjan, Ivona Mileva, Stefanovska-Petkovska Miodraga, Tomovska Misoska Ana

*Editors Luca Gnan – Università degli studi di Roma Tor Vergata, Giulia Flamini – Università degli studi di Roma Tor Vergata*

**Abstract**

The goal of the chapter is to provide a comprehensive understanding of the entrepreneurial intentions in family businesses. Furthermore, the chapter will provide and assess how the role of prior family business background has influence on entrepreneurial intention. The chapter will provide introduction of the term entrepreneurship, entrepreneurial intentions, and the family significant impact on entrepreneurial intentions, and it is important because it studies the effect of the entrepreneurial family background on entrepreneurial intentions in family firms. The chapter will provide the reader with an increased understanding of whether the role of parents has influence over the entrepreneurial intentions of their offspring. The reader will be introduced to the up-to-date scientific research in the area of entrepreneurial intentions in family firms.

**Keywords:** Family, Family business, SMEs, Entrepreneurship, Entrepreneurial intentions, Succession intentions, Theory of planned behavior, Career preference

# The Effects of Organizational Culture and Dimensions on Job Satisfaction and Work-Life Balance

## Bojadziev Marjan, Stefanovska–Petkovska Miodraga, Petrovska Ilijana, Schaeffer Ilijana, Tomovska-Misoska Ana

*Montenegrin Journal of Economics, Vol. 15 (1)*

**Abstract**

Aim: The purpose of this paper is to analyze the moderating effects of organizational culture and organizational culture dimensions on the relationship between job satisfaction and work-life balance. The research also analyses the differences in the perception of organizational

culture and its dimensions between managers and non-management employees in the wood product manufacturing industry. Methodology: The research was administered to 200 employees from five wood product manufacturing companies. Data was collected on the organizational culture, organizational culture dimensions, job satisfaction, work-life balance using Organizational Culture Instrument (OCI), VOX Organizationis and single-item measures of job satisfaction and work-life balance. The collected data was analyzed using descriptive statistics, reliability analyses, Person correlation, hierarchical multiple regressions analyses and Poisson regression analyses. Results: The findings of the research indicate perceptions of organizational culture differ between managers and non-managers. Employees that are exposed to participatory management style are less likely to report negative work-life balance. Conclusion: This research investigates an underresearch topic of organizational culture and dimensions in the wood manufacturing industry, and its relationship with employee job satisfaction and work-life balance. Managers in this industry will benefits from applying the findings in everyday practice.

**Keywords:** Organizational culture, dimensions, job satisfaction, employees, wood manufacturing industry

# Development of Instrument for Measurement of the Organizational Alignment - from Vox Organizationis to "Four Organizational Culture Types and Four Leadership Styles"

## Bojadjiev I. Marjan

*Universal Journal of Management, Vol. 7, No. 5, 2019 / EBSCO*

**Abstract**

For a modern organization, it is not enough to only have solid organizational culture, but the organization should be well aligned. Many organizations strive to measure their organizational cultures and their alignment through different models or by adopting internal methods. Despite the great importance of organizational alignment, there is no standardized instrument for measuring it. Therefore, alignment becomes the main focus in theoretical analysis and effort to design an instrument which is verified, easily implementable and measurable in the field of management and organizational culture. This paper has a twofold nature, the first is to give a historical approach to a development of an instrument for measuring organizational culture, leadership styles and their alignment called “Vox Organizationis”, and the second is to propose modification and simplification of the same instrument. The birth year of “Vox Organizations”, as a starting point for a holistic vision of the organization, is 2011. This instrument enables exploration of the alignment level between organizational culture, leader’s values, organizational structure as well as organizational strategy. As of 2019, we propose new version of the instrument under the name Vox 2.0. It has two modifications and one add on. The two modifications are Vox Standard and Vox Standard Plus (Vox Standard +), and add on is Vox Extended, which includes change management consultancy. “Vox Standard” is to measure the alignment between Organizational culture and Leader’s values. “Vox Standard Plus” (Standard + Formal) is to measure the alignment between Organizational culture, Leader’s Values and the Formal part of the organization. They are both based on the Four Culture Types (4CT) and Four Leadership Types (4LT). “Vox Extended" – as “add on that includes Change Management Intervention, if the organization is severely nonaligned.

**Keywords:** Organizational Alignment, Vox Organizations, Organizational Culture

# Architectural Challenges for Next Generation Emergency and Mission Critical Wireless Sensor Networks

## Bojadjievska Anastasova Natasha, Bojadjievski Simon, Kitanov Stojan

*3rd International Conference TOWARDS SUSTAINABLE DEVELOPMENT TSD 2019, North Macedonia, Skopje -25.10.2019*

**Abstract**

Wireless networks are the main enabler of connected Internet of Things (IoT), working with an environment of heterogeneous devices and networks with a variety of data types, used in various applications, such as Emergency services, eHealth, related vehicles, Industrial IoT and media. Wireless sensors network are not short-range small ad-hoc networks anymore, but a part of a wider ecosystem called IoT. IoT is a system that includes various types of sensing devices that communicate with smart devices, which continue to confidently and securely transfer data to the appropriate Cloud platforms where data for the respective application are stored and archived. Emergency services, important for the safety of society and citizens, reveal multiple challenges for the adoption of applications based on the capabilities of smart devices and the interoperability among heterogeneous platforms. 5G networks, being the center of the heterogeneous network environments, define the mission-critical data coping with this challenge that need reliable communication. A novel approach of using heterogeneous IoT devices and networks is a necessity and, in our papers, we reliable transfer of emergency and mission critical data communication.

# Ultra Reliable Advanced Framework for Emergency and Mission Critical Data for 5G Services

## Bojadzievski Simon, Kalendar Marija, Shuminoski Tomislav

*Proceedings of International Conference on Applied Innovation in IT. Volume 8, Issue 1*

**Abstract**

The paper provides a novel approach of using heterogeneous devices and future networks, with impact on ultra-reliable services for the next generation 5G networks and emergency mission critical data. The user centric framework used here, together with the network interoperability, as well as the symbiosis with emergency communications systems, complements the IoT systems and the heterogeneous networks, enabling reliable transfer of time critical data communication. A new approach is establishing reliable communication of time-critical data, where the user is at the center and is able to use multiple available data

networks to deliver the service. The architecture of the EMCD system model is based on the fundamental principals of 5G architecture, allowing IoT devices to communicate with IoT applications, hosted in a cloud datacenter. The simulation results and analysis show superior performance with a high level of ultra-reliable and low latency communications in a variety of network conditions and different network coverage. The packet duplication, the proposed emergency and mission-critical data algorithm, and multi-connectivity architectures are the basic principles that provide solution for high reliability and low latency.

**Keywords:** 5G, Emergency, IoT, Mission critical data, Reliability, Ultra-reliable low latency.

# The Influence Of Board Independence And Internal Audit Function On Company’s Performance, Study Of Macedonian Companies

## Bundaleska Elena, Kocheska Aleksandra, Naumovski Vladimir

*Balkans Journal of Emerging Trends in Social Sciences, 3(2)*

**Abstract**

Corporate governance and company performance are issues that continue to raise interests of the researchers worldwide, as they provide valuable lessons for vast audience, such as company owners, company leaders, supervisors and policy makers. This study aims towards contributing to the previous literature showing that there is positive correlation between corporate governance mechanisms and company performance. It specifically focuses on the correlation between board independence and internal audit function existence with performance of the companies listed on the Macedonian Stock Exchange, for specific periods 2003-2004 vs. 2014-2018. In particular, the influence of the board independence and the internal audit function over company performance are investigated through Profit, Return on Equity (ROE) and Earnings per Share (EPS) indicators. The results of the performed research and analysis suggest that corporate governance is important for the company performance, i.e. corporate governance improvements such as board member independence and internal audit function have positive impact on the performance of the companies listed on the Macedonian Stock Exchange. However, given the fact that, other factors apart from board member independence and internal audit function can influence the Profit, ROE and EPS of companies, it is reasonable to assume that the increase of profit and of ROE and EPS indicators may not be connected exclusively with having independent board members and internal audit function. First and foremost, this study is of interest for company owners and leaders; yet, it also provides useful information for supervisors and other policy makers.

**Keywords:** Corporate governance, Company performance, Independent board members, Internal audit function, Listed companies

# Effects of the Genre of Business Cases in the Business Communication Classroom in Higher Education Institutions

## Vaneva Marjana, Bojadziev Marjan, Petrovska Ilijana, Jolevska – Popov Tamara

*Innovating Europe, R. North Macedonia, Skopje – 16 May 2019.*

**Abstract**

The academic research purpose of this paper is to investigate how teaching by the case method, as opposed to teaching business theories ex-cathedra or frontal teaching makes a positive change in the classroom in higher education institutions. The research reflects a singular longitudinal case study providing an initial point into implementation of the method. The research was conducted having in mind the outcome of actual knowledge as opposed to perceived knowledge by educators in learners. The paper sits on an amalgamation of theories backed up by empirical evidence or the moment where theory meets practice, making use of the Socratic2 Method proposed in the new and improved classroom. Research has shown that educators are positively inclined towards this method, but there are opposing views, and the aim of this study is to suggest the measures to make this research successful. We take a close look into the transformation of the traditional instructor-based into a learner-based classroom. The major findings are supportive of discussion-based environment with the incorporation of the classical research method. This dichotomy is addressed; however, the solution proposition integrates both approaches, driven by the case method.Finally, the practical recommendations deriving from this analysis serve to further explore and deliver detailed recommendations for PCL (participant-centered learning), and result in better education of students for their future careers in business communication, preparing them for ambiguity and lack of fear of the unknown in their professional lives.

**Keywords:** Ex-cathedra, Frontal teaching; Knowledge; Socratic method; Instructor-based; Learner-based; Discussion-based; PCL; Business communication.

# The English speech act of thanking within the Macedonian learners’ pragmatic competence

## Vaneva Marjana, Ivanovska Marija

*In: Maliszewski, J.W. (ed.) Dimensions of Institutional Communicative Space. Torun: Wydawnictwo Adam Marszałek, p.200-214.*

**Abstract**

Due to the rapid economic development, the role of English, especially the communicative competence in English, which refers to both the knowledge of a language and the ability to use that knowledge in social interactions (Barron, 2003; Hymes, 1972; Widdowson, 1992), has become more and more important in the daily life of the Macedonian population. Hence, it is important to examine how Macedonian learners of English acquire knowledge of the appropriate use of English and how they practice their knowledge in both their learning contexts and in daily life in order to help them better develop their language competence. This is done hereby by reconsidering the speech act of thanking. Since English is the dominant language in the world today, it is universally accepted and used as the official language in the political and academic discourse worldwide (Bamgbose, 2001). English has been the dominant foreign language in the curricula of the educational institutions and the foreign language learning in Macedonia for more than two decades (Ministry of Education and Science, 2015). The process of learning English as a foreign language starts in the 1st grade, i.e. at the age of 6, when it is introduced as the first foreign language in the Macedonian education system. In the secondary schools in Macedonia, English is a compulsory course that all students are required to complete during their four years of school and pass all examinations that have been designed to assess their linguistic competence, such as the knowledge of English grammar, syntax and lexis. The education focuses on the student as a subject in the teaching process, their cognitive and social development, i.e. the development of their independence and self-reliance in the process of learning and acquiring learning strategies as a basis for lifelong learning. The syllabi also focus on the lexicology and grammar of the language, development of communicative skills, cultural aspects of the English-speaking countries, etc. Hence, the focus is put on the students, their age, needs and interests as well as on the learning process itself. Although “student-oriented” and “evaluation-oriented”, the teaching methods currently used do not sufficiently develop students’ communicative competence in the English teaching and learning process. The syllabi for English as a first foreign language for secondary education, as a compulsory course, are developed based on the Common European Framework of Reference for Languages and students’ achievements in the nine-year elementary education. Moreover, they are informed by relevant research, theories and best classroom practices for language teaching and development of students’ communicative competence. However, many English students do well in their written tests, but fail to communicate effectively with others in spoken English, even in a very simple communication. Although they learn English for several years, starting from elementary education and continuing into secondary education, they still cannot appropriately speak English in situ. These students are called ‘mute’ and ‘deaf’ language students (Zhang, 2001), as they have developed a large repertoire of lexical and grammatical knowledge, but they are unable to apply it in real communication, because they have limited pragmatic knowledge and competence.

# Understanding and promoting EFL vocabulary instruction – a case study of Macedonian primary schools

## Vaneva Marjana, Jovcheska Tatjana

*In: Maliszewski, J.W. (ed.) Dimensions of Institutional Communicative Space. Torun: Wydawnictwo Adam Marszałek*

**Abstract**

This study concentrates on the analysis of a range of vocabulary teaching strategies and establishes a connection between the underlying principles and the common usage of the teaching strategies in the public primary schools in Macedonia. In the past, there was a growing interest in grammar and grammar teaching. A theoretical issue that dominated English language teaching was the preference for structures, functions and notions, and for the communicative approach (Dubin and Olshtain, cited in Campillo 1995: 36), giving little importance to vocabulary. However, recent developments in language teaching and learning have shown that vocabulary is an important component of the language and, as such, it requires equal research treatment with grammar and grammar teaching. Another key issue that has grown in interest is the delivery of vocabulary in the classroom. Most studies of vocabulary teaching have addressed the varieties of vocabulary teaching methods and the contributing factors behind the application of a specific method (Newton 238–253; Nation 7–15; 12–25; Schmitt 142–157). Yet, thus far, there has been little agreement on the most adequate vocabulary teaching method. To be specific, the question of the best and one and only vocabulary teaching approach has sparked off considerable debates. Therefore, major issue of the present studies has become the emphasis on the principles of vocabulary instruction and the necessity of vocabulary teaching methods in class. Regarding Macedonian schools, records collected to date show no related research in this sub-skill in public primary schools, although a great number of teacher trainers and material developers exhaustively discuss the general approaches to teaching English vocabulary. However, few of them argue the growing importance of connecting theory and practice. Equally important is the fact that Macedonian teachers need to gain a better insight into the teaching strategies in order to transform their practice in favor of students’ acquisition. To this end, studies that research on this topic have been used as a starting point in our analysis of the chosen subject matter.

# Interest Rate Pass-Through in Three EU Candidate Countries: The Case of Albania, North Macedonia and Serbia

## Velickovski Igor, Mamuchevska Daniela

*Issues in Economics and Business, Vol. 5, No. 2.*

**Abstract**

The objective of the paper is to assess the interest rate pass-through in three EU candidate countries that is Albania, North Macedonia and Serbia. We rely on an error-correction model

using monthly data over the period 2005-2019. Results suggest a complete interest rate pass-through in Albania, albeit it has been weakened during the economic and financial crisis. The relatively fast speed of adjustment indicates an effective interest rate transmission channel. In the Macedonian case, the changes of the monetary policy rate are transmitted completely to the bank lending rate, but not to the bank borrowing rate. The transmission via the money market rate has improved after the global economic and financial turmoil. In the case of Serbia, the results also suggest complete interest rate pass-through indicating that the monetary policy rate changes are transmitted into retail rates offered by the banks to savers and borrowers in the long run. Nevertheless, the speed of adjustment is relatively slow. In general, the estimated speed and extent of the response of money market interest rate and bank retail interest rates to changes in the monetary policy rate gives an indication of effective interest rate transmission channel in the case of Albania and Serbia. On the other hand, it is moderately effective in the case of North Macedonia given that the central bank rate changes affect mainly bank lending rate but not borrowing rate.

**Keywords:** Interest rate pass-through, Error-correction model, Central bank, Banks

# Healthcare Data Warehouse System Supporting Cross-Border Interoperability

## Gavrilov Goce, Vlahu-Gjorgievska Elena, Trajkovik Vladimir

*Health Informatics Journal, Volume 26 (Issue 2)*

**Abstract**

The free movement of European citizens across member states of the European Union adds an important level of complexity to strategic efforts of health interoperability. The use of electronic health data has been marked as an important strategic activity and policy to improve healthcare in European countries. Cross-border healthcare depends on the ability to set up shared practices with respect to patient data exchange across the countries. Data flow must comply with demanding security, legal and interoperability requirements, as defined by the European Patients Smart Open Services project specifications. The aim of this article is to propose a novel design of healthcare data warehouse based on the restructured Extract–Transform–Load process. We describe a portal framework that offers a comprehensive set of interoperability services to enable national e-Health platforms to set up cross-border health information networks compliant with European Patients Smart Open Services. The presented approach incorporates the technical and organizational interoperability by interconnecting Health Level Seven Standard and Open National Contact Points framework in order to provide a modular, scalable and inter-operating architecture.

**Keywords**: electronic identity, Extract–Transformation–Load, healthcare data warehouse, Open National Contact Points, service-oriented architecture, Web services

# Blockchain-Based Model for Authentication, Authorization, and Immutability of Healthcare Data in the Referrals Process

## Gavrilov Goce, Simov Orce, Trajkovik Vladimir

*17th International Conference on Informatics and Information Technologies, Online, Skopje, Macedonia, May 08-09, 2020*

**Abstract**

The healthcare industry is continuously reforming and adopting innovative technologies that allow the digitalization of health information and automation of clinical processes. Some of the crucial requirements in these adaptations and implementations are interoperability across different departments and the security of a patient's sensitive data, mainly when data exchange. The provisioning of confidentiality, integrity, consistency of data and data quality management is vital to ensure the best healthcare service delivery. The blockchain technology is a revolutionary invention, which ensures data integrity and confidentiality inside any system. The blockchain technology with application layers built on it, promise a mechanism that provides data integrity and privacy, most privacy, and security in healthcare services. In this paper, we propose an e-referrals model with the main focus on supporting authentication and authorization of entities in the process of issuing referrals to provide data integrity and confidentiality. The proposed model offers a framework for managing patients' referral data

between doctors on the primary, secondary, and tertiary levels of healthcare.

**Keywords**: blockchain, authentication, authorization, e-referral, healthcare

# Реактивни AODV и проактивни DSDV рутирачки протоколи кај безжичните сензорски мрежи

## Гаврилов Гоце, Виктор Денковски, Симов Орце

*11th International Scientific Conference «INTERNATIONAL DIALOGUE: EAST-WEST, Online, Sveti Nikole, Macedonia, April 24-25, 2020*

**Апстракт**

Во овој труд правиме евалуација на перформансите на реактивните и проактивните рутирачки протоколи во безжичните сензорски мрежи. Од групата на реактивни протоколи се испитува AODV протоколот, додека од групата на проактивни како претставник е земен DSDV рутирачкиот протокол. Протоколите ги тестиравме со помош на компјутерска симулација извршена во NS-2 симулаторот. Добиените резултати ја претставуваат споредбата на овие два протоколи под услови на различен број на мобилни јазли на одредена територија. Ова истражување на безжичните. сензорски мрежи треба да одговори на специфични технички предизвици пред да може соодветно да се примени. За ова, протоколите се тестирани на различен број на јазли со динамични и произволни движења на сензорите на дадената територија. На крај, се дискутираат и анализираат резултатите што се однесуваат на преносот на податоци од мобилните сензори до крајниот јазел.

**Клучни зборови**: безжична сензорска мрежа, протокол за рутирање, мобилни јазли, AODV и DSDV протокол

# Structure as a Symbol: Modernist High-Rises in Skopje

## Deskov Vladimir, Ivanovska Deskova Ana, Ivanovski Jovan

*In MASE 18 - International Scientific Conference. Ohrid, 2.10.2019.*

**Abstract**

There are often periods in the development of the cities, which carry certain energy released in the space in form of waves. Over time, the traces of these cycles slowly fall into oblivion until another wave brings some of them to the surface again. The aim of this paper is to contribute to the renewed visibility of one of the forgotten and thematically least examined architectural layers of Skopje - the buildings that develop in height (high-rises, towers) – product of one of the dominant models of urbanization and development of the European cities in the second half of the 20th century. Focusing on the period of highest intensity of building, from the origins in the 1950s, all the way to the late 1980s, this work aims to perform a comprehensive study of the architecture of the “vertical city”, the conditions under which it was created, the main defining features, the qualities and values it possesses. The investigation relies upon a large research sample, encompassing more than 50 high-rise buildings dispersed on the territory of Skopje. In terms of urban layout, they form various configurations, showing different relationship of the building(s) and the immediate surrounding. In terms of use – housing, collective housing, administrative and industrial buildings were taken into consideration. In terms of architectural expression, they represent a rich selection regarding the simplicity/complexity of their spatial and volumetric structure, the architectural typology, the disaggregation of the plan, the materiality and the details applied.

**Keywords:** High-rise; Vertical; Modernism; 20th Century Architecture

# Challenging Neglect and Indifference, the case of Skopje

## Deskov Vladimir,Ivanovska Deskova Ana, Ivanovski Jovan

*TU Delft International LDE – Heritage Conference, Netherlands, Delft, 26.11.2019.*

**Abstract**

In 1963, Skopje suffered catastrophic earthquake that destroyed 75-80% of its built fund. The aftermath of the earthquake propelled unprecedented international solidarity. The process led by UN was high in ambition – to promote Skopje as an exemplary global city. The previously unknown, peripheral city became field of global cooperation and laboratory for testing the latest urban and architectural paradigms. The process that in its highest intensity lasted less than 20 years, resulted with the most powerful segment of Skopje’s recent architectural history. After the dissolution of Yugoslavia, Skopje entered long and highly uncertain process of “transition”. Along with other challenges, linked to political, economic, social and cultural changes, this process launched dramatic and controversial spatial transformations. Already aged, to certain extent obsolete, systematically neglected, threatened with brutal alteration of their authentic appearance, many exemplary buildings of Skopje post-earthquake renewal could be considered heritage in danger. This paper intends to demonstrate how something that usually firmly belongs in the realm of professional preservation could become an act of individual “architectural activism”. By presenting several initiatives, we would like to show how one can act when the social and aesthetic values of the heritage are under attack. With a strong belief that the buildings are significant enough to be considered a heritage, we conducted “experimental preservation” - an extensive process of collecting archival material, research as a base for future valorization, series of public presentations, exhibitions and publications intended to initiate discussion within the profession itself as well to raise the public awareness about the values of Skopje’s 20th Century Heritage.

**Keywords**: preservation, values, 20th Century Heritage, documentation

# Challenging disregard – the case of the Telecommunication Center in Skopje

## Deskov Vladimir, Ana Ivanovska Deskova, Ivanovski Jovan

*Studies in History and Theory of Architecture - Studii de Istoria Si Teoria Arhitecturii 7 (2019): 205–219.*

**Abstract**

In 1963, Skopje suffered catastrophic earthquake that left the city reduced to rubble. The post-earthquake renewal led by the UN propelled unprecedented international solidarity. Previously unknown, the peripheral city became a field of global cooperation and laboratory for testing latest urban and architectural paradigms. The process that in its highest intensity lasted less than 20 years resulted in the most powerful segment within Skopje’s recent architectural history. During the past decades, Skopje underwent another transformation. The changes in the political, economic and cultural context, on the one hand, led towards general negligence of the heritage from the recent past, and on the other hand – towards a process of dramatic spatial remodeling. With the example of the iconic architectural ensemble of the Telecommunication Center by architect Janko Konstantinov, this paper intends to show how a matter that firmly belongs in the realm of professional preservation could become an act of individual activism. Obsolete in its program and systematically neglected, the Telecommunication Center belongs to the category of endangered heritage. This imposes the question of how one can act when the social and aesthetic values of the heritage are under attack; when the institutions are not only ignorant but at times in favor of this violent erasure of personal and collective history? How to demonstrate that a building is significant enough to be considered a heritage? In a context that is strongly politically and ideologically driven, through a process of “experimental preservation”, the authors of this paper utilized the Telecommunication Center as an incentive in the evaluation process of the modernist heritage.

**Keywords:** modernist heritage, endangered heritage, preservation, renewal, brutalism

# Perichoresis of cultures: Overcoming the old Western stigma of the Balkans in a future Europe.

## Dodovski Ivan

*Key note lecture at the Montenegrin Academy of Sciences and Arts (CANU) in Podgorica, Montenegro, on 18 September 2019.*

**Abstract**

At various points in history the Balkans were a vivid locus of intersection among different cultures, religions, civilizations, and ideologies. The view of this region as a threshold of contact and mixture fuels opposing discursive practices either to champion a Balkan cultural pre-eminence or to justify its exclusion from Europe. Though claimed by the local nations as ‘the cradle of civilization’, for Western imagining the region has featured as “part of Europe, yet not of it” (Mazower, 2000). In view of the Ottoman legacy, the West has construed the Balkans as an ambiguous borderland, not as an oriental Other but rather as “an incomplete self” (Todorova, 1997) which is denied “an access in the European sphere of modernity” (Norris, 1999). This negative demi-orientalizing discourse - called ‘Balkanism’ by Todorova (1997) - which stigmatized the Balkans as a vortex of stagnation and violence has been thought to fade away with the integration of the Balkan countries into the European Union. Still, a recent term, ‘Western Balkans’, invented as a seeming mask of political correctness, seems to testify to a prevailing stigma and to the obstacles to the process of European integration. This paper reflects on this stigma, suggesting that the European integration of the Balkans may not be simply subsumed to their strained acculturation within the imagined Western paradigm. Instead, the embracing of the Balkan cultural legacies and identities can mean a new vision of Europe as a perichorestic project where different cultures do not blend but coinhere.

**Keywords:** Balkans, Balkanism, Western Balkans, Europe, identity, acculturation, perichoresis.

# Prolegomenon to a future Macedonian cultural diplomacy

## Dodovski Ivan

*Plenary paper presented at the conference “50 Years of Macedonian Diplomacy” organised by the Ministry of Foreign Affairs of the Republic of Macedonia and the Diplomatic Club - Skopje in Skopje, Macedonia, on 11 December 2019.*

**Abstract**

The purpose of this paper is to highlight the importance of cultural diplomacy, especially for small states like Macedonia, and to make the case for cultural diplomacy as one of the key tools of realisation of the Macedonian strategic goals. The first part reviews key terms and concepts, whilst the second part includes a brief analysis of the Macedonian context and offers recommendations towards designing a future Macedonian cultural diplomacy.

**Keywords:** cultural diplomacy, public diplomacy, soft power, small states, Macedonian foreign policy.

# Exposure and Use of Mobile Media Devices by Children: Challenges and Implications

## Efremov Ljupco, Naumovska Ljupka, Serafimovic Gordana

*UTMS Journal of Economics 10 (1): 125–134.*

**Abstract**

 The children’s influence on the parent’s buying behavior as well as on the family budget was neglected in the past. In today’s modern lifestyles, dominated by technological devices and digital media, children are greatly exposed to ads and messages that are fostering their eagerness for certain products and services. This aspect is even more urgent to consider, taking into account that children are exposed to digital media unattended and most of the time conditioned by their parents who are expecting certain behavior from them. The study aims to examine the relationship between media exposure of children and spending habits of household with children. The results show that children of parents who use mobile device for conditioning spend more time on mobile devices compared to those children who aren’t conditioned. This urges for action from parents and different stakeholders for balancing between exposure to screens and additional activities for the purpose of improving children’s development and well-being.

**Keywords**: children, Generation Z, mobile devices, conditioning, household spending.

# Are We Ready for Central Bank Digital Currency?

## Jolevska Delova Evica, Ilievski Andrej

*11th International conference, Prilep: Faculty of Economics, North Macedonia, 19-20 October, 2019*

# Abstract

In previous period of over a decade new cryptocurrencies are emerging, and it raises the question are we ready whether central banks should issue their own. Broader use of distributed ledgers technology (DLT) by new entrants or incumbents could have impact not only in payments, but also can be adopted by some financial market infrastructures, and more widely by other networks in the financial system and the economy as a whole. Because of these implications, it is highly recommended that central banks continue monitoring and analyzing the impact both in digital currencies and DLT. Central banks are actually examining two possible implications of issuing CBDC on the monetary policy and on the financial system. First, many of the risks that are linked with e-money and other forms of electronic payment instruments are also relevant for digital currencies. Second, the development of distributed ledger technology is an innovation with potential for applications beyond payments. Central bank digital currency (CBDC) has the capacity to transform all features of the monetary system and alleviate the way of conducting monetary policy in systematic and transparent way. CBDC are potentially almost costless medium of exchange, secure store of value, and stable unit of account. To achieve these prerequisite, CBDC would be account-based and interest-yielding, and the monetary policy framework would promote true price stability. In this paper, we analyze the key features of CBDC, focusing on basic design characteristics without looking at technical details and presenting progress in different countries that are exploring use-cases for state-based cryptocurrencies.

**Keywords:** Central bank, Digital currency

# Financial technology - opportunities and risks of selected key solutions

## Jolevska Delova Evica, Andrej Ilievski

*XV International Scientific Conference on Service Sector INSCOSES 2020, Ohrid*

**Abstract**

The dynamics of the changes in financial technology (fintech) in the previous decade have surpassed the most optimistic predictions. While investments in technological innovation in financial institutions are not new, the pace of innovation significantly increased in recent years. The pace of digitalization that we are witnessing and the potential of fintech on reducing costs and speed of payments, lowering interest rates for loans through peer-to-peer (P2P) platforms and maximizing interest paid to depositors through business-to-consumers (B2C) channels are the main drivers of technological innovations in the field of financial products and services. But cooperation and networking between incumbent and new fintech companies are the basic prerequisites for future success.

**Keywords:** FinTech, digitalization, opportunities, risks

# Effective Deposit Insurance System for Small Country with Concentrated Banking System – With Special Emphasis on Deposit Insurance Fund of the Republic of North Macedonia

## Jolevska Delova Evica, Andovski Ilija, Dicevska Snezana

*XV International Scientific Conference on Service Sector INSCOSES 2020, Ohrid*

**Abstract**

It is accepted throughout the world that well designed deposit insurance is an important element in a national safety net for maintaining and extending the stability of the financial system. A key function of deposit insurance is to provide a credible safety net for depositors, which is beyond doubt, including in times of crisis. Still, the design and structure of a deposit insurance scheme (DIS) depends from numerous institutional, procedural and instrumental questions. The designs of DIS of course is important because every insurance scheme produces certain level of moral hazard and affect private market discipline, banking stability, financial development, and the effectiveness of crisis resolution. There are few characteristics of Macedonian banking system that must be taking in to account in order to determine optimal DIS for Republic of Macedonia: concentration of the banking system, ownership of Macedonian banks, supervisory regime and the nationality of depositors. This paper will analyze the best practices for DIS regarding their funding, the coverage ratio and their architecture. Our DIS is ex ante funded but doesn’t take in to account the riskiness of its members. In addition, the size of DIS, because of the concentration in the banking system, cannot cover fall of large or some of the medium banks, so the main question is how effective it will be as part of our safety net in such a case. These questions will be addressed through the developments in DIS after the financial crisis from 2008.

**Keywords**: deposit insurance, banking, safety net

# Impact of Education on Entrepreneurial Intentions Among Students in Republic of North Macedonia

## Misoska Tomovska Ana, Pop Kostova Nadezda, Dimitrova M, Bojadziev Marjan

*In: L.Gnan And M. Stefanovska-Petkovska (eds) Fourteenth Annual International Academic Conference on European Integration: Innovating Europe*

**Abstract**

Entrepreneurship contributes to the development of small businesses which play a crucial role in the economic growth, productivity gains and job creation. Many authors argue that education is one of the main factors which may stimulate entrepreneurial intentions. Therefore, in this paper we explore the educational impact on entrepreneurial intentions among students in Republic of North Macedonia. We build the research on the basis of the Ajzen‟s Theory of planned behavior (TPB) that explains intentions by means of attitudes, perceived behavioral control and subjective norms. The research instrument and the sample were adopted from Global University Entrepreneurial Spirit Students‟ Survey from 2016th and the sample envisaged 124 students from 3 universities on the territory of Republic of North Macedonia. The results identified that Perceived behavioral control differs between the students being exposed to entrepreneurial education and those who were not. Also, we identified that the university atmosphere is connected to the entrepreneurial intentions and students with entrepreneurial skills and knowledge possess higher entrepreneurial intentions. Attitude toward behavior has positive correlation with university atmosphere so exposing students to entrepreneurship training is expected to mobilize their attitudes and to have a positive effect on intentions to start a new business (Armitage & Conner, 2001)

**Keywords:** GUESSS; Entrepreneurial education; University atmosphere; Theory of planned behavior; RNM

# Children’s Understanding of Ethnic Group Symbols: Piloting an Instrument in the Republic of North Macedonia.

## Misoska Tomovska Ana., Taylor K, Laura, Dautel Jocelyn, Rylander Risa

*Peace and Conflict: Journal of Peace Psychology, 26(1)*

**Abstract**

Assessing children’s awareness of ethnic identity and group boundaries is important in conflict-affected societies. For example, in the Republic of North Macedonia (RNM), tense interethnic relations remain and can be seen in the largely separate living patterns, particularly in schools. This brief report analyses data from 194 children (57.7% female, 42.3% male; 45.9% Macedonian, 54.1% Albanian) in primary school. A series of one sample t-tests, with Bonferroni correction, demonstrate the viability of a new quantitative tool for measuring children’s awareness of symbols relevant to interethnic relations in RNM. The findings indicate that primary school aged children are able to sort both ingroup and outgroup symbols with the hypothesized ethnic group. Moreover, ethnic awareness is present among the earliest school grades and increases with age. This approach may be used in future research and adapted in other conflict-affected settings to better understand the foundations of children’s interethnic attitudes and behaviors.

**Keywords:** children; intergroup conflict; interethnic symbols; Republic of North Macedonia; ethnic awareness

# Contact, Conflict and Interethnic Attitudes among Children in North Macedonia

## Misoska Tomovska Ana., Taylor K. Laura, Dautel Jocelyn, Rylander Risa

*Primenjena Psihologija*, 12 (4)

**Abstract**

Improving interethnic relations in conflict-affected societies is a difficult task, as a complex repertoire of mutual views and reactions is developed. Furthermore, the experiences of the children in such situations have rarely been taken into perspective. Therefore, this study tries to address this research gap by using data from the Republic of North Macedonia, where interethnic tensions are still present between ethnic Macedonians and ethnic Albanians although the violent outburst of the conflict ended in 2001. The paper is focused on perceptions of contact and conflict among primary aged children and their relations with outgroup attitudes such as liking, trusting, and wanting to play with children from the outgroup. A total of 194 children aged 6 to 11 (M=8.4) participated in the research, filling play-like items using Qualtrics. The sample was taken from two schools with mixed language of instruction and was balanced for ethnicity (45.9% Macedonian, 54.1% Albanian) as well as gender (57.7% female, 42.3% male). The results of the series of regression analyses show that contact quality and number of outgroup friends are significantly correlated with outgroup liking, willingness to play, and outgroup trust, and perception of conflict is negatively correlated with outgroup trust. The interaction between age and contact quantity is a significant predictor of willingness to play with the outgroup, and interaction between majority status and contact quantity is a significant predictor of outgroup trust. The study highlights the need for meaningful contact between children from both ethnic groups for improvement of interethnic relations.

**Keywords:** contact, conflict, intergroup attitudes, primary aged children

# Towards Change Management in Tourism: the Evidence from North Macedonia

## Misoska Tomovska Ana, Hristova Snezana, Kovachevski Dimitar

*Czech Journal of Tourism*, 8(1)

**Abstract**

This paper investigates the perceptions and practices of managers of the tourism sector with regards to change management. It has been suggested that change management is an inevitable element for tourism businesses to increase their speed of response to market and competitive changes. Logically, it can be argued that tourism managers are best placed to initiate and facilitate this change. The primary data were obtained through a survey, carried out in tourist agencies in the Republic of North Macedonia and evaluated by using the tools of descriptive statistics and the methods of comparison, induction, deduction and synthesis. The key findings indicate that the majority of the respondents were familiar with the term change management and they implemented the change management practices. However, work still needs to be done to help the remaining companies to understand the necessity of changing the paradigm. Regarding the practical implications, this paper can serve as a stepping stone for future research that can uncover the potential, experiences and outcomes of change management in the tourism sector in the country.

**Keywords:** change management, tourism, tourist agency, organizational model, North Macedonia

# Home Security System Based on Drone Automation - IoT approach

## Pachovski [Veno,](https://repository.ukim.mk/browse?type=author&value=Veno+Pachovski&value_lang=en_US)  Kostadinov [Darko](https://repository.ukim.mk/browse?type=author&value=Darko+Kostadinov&value_lang=en_US) , Stojmenovska Irena

*CiiT 2020, ONLINE, 8-10.05. 2020 Proceedings of the 17th International Conference on Informatics and Information Technologies, Web proceedings*

**Abstract**

Drones have already established a significant role in many industries. As technology progresses, in the next few years, drones will be considered useful tools for a variety of consumers. The paper aims to show the benefits and advantages of using a drone as a dynamic security camera (strengthened by using image recognition software) for home security purposes. Two applications were created as proof of concept to present the idea. This approach can be beneficial not only for home security, but also for other industries such as: cinematography, agriculture, energy, civil engineering and constructions, safety, security in general, governmental use, oil refining and other environmental sciences.

# Female Labor-Market Inactivity in a Traditional Society: Should we Change the Culture?

## Petreski Marjan, Mojsoska-Blazevski Nikica, Stojanoska Dominika

*In: Bartlett, W., Monastiriotis, V. and Koutroumpis, P. ( Eds.) Social Exclusion and Labour Market Challenges in the Western Balkans, Cambridge Scholars Publishing*

**Abstract**

The labour market of North Macedonia is characterised by high unemployment, and low employment and participation rates. In such a context, women are exposed to the risks of high levels of inactivity and low levels of employment. For working women, evidence shows a significant gender wage gap. The overall strain on women on the labour market likely corresponds to their economic dependence, lack of decision making power in the household, and greater tolerance to domestic violence. The aim of this paper is to examine and profile female labour market inactivity, as well to unveil the main factors behind the low female participation in the Macedonian labour market. Besides the conventional factors used in the literature, the study includes the role of the culture and its potential impact on female inactivity. We apply two methodological approaches, factor analysis and a regression model. The findings of the study are generally in line with the *a priori* expectations and theoretical foundations. Female labour market inactivity increases with age and marriage, and declines with education. The results demonstrate the risk that women from poorer households and with unemployed husbands may fall into a vicious cycle of poverty, unemployment and inactivity. The presence of children and a lack of basic household devices increase female inactivity. Results on culture show the prevalence of a traditional, conservative culture and beliefs, which then transfers into higher levels of female labour market inactivity.

# Expectations Set High: Understanding Reservation Wages in North Macedonia

## Petreski Marjan, Oviedo Ana Maria, Cancho Cesar

*Review of Social Policy, 27(2)*

**Abstract**

The objectives of this study are to understand the determinants of reservation wages and measure the gap between reservation and market wages in North Macedonia. The study makes use of recently collected information on reservation wages in the Labor Force Survey 2016 and 2017. The analysis relies on ordinary least squares, propensity score matching, Heckman-corrected estimates, and panel fixed effects. The results suggest that it is mainly supply factors that shape reservation wages in the country. Higher education achievement sizably increases future wage expectations, while age and longer spells of unemployment reduce them. Demand factors are found to be insignificant for reservation wage formation. Observed by skill level, the results suggest that low-skilled individuals consistently value their skills higher than what the market offers and set too high expectations. These circumstances are aggravated in cases where the household is well-off and/or receives remittances. By contrast, highly skilled individuals, despite maintaining a positive reservation wage gap, have a propensity to accept market wages even when they fall below their reservation wage, likely because these workers fear rapid depreciation of their skills.

# Winners or Losers? Workers in Transition Economies under Globalization

## Petreski Marjan

*Post-Communist Economies, 32(4)*

**Abstract**

The objective of this study is to investigate if workers in transition economies have been winners or losers of globalisation. We base our key argument on the postulates of the Heckscher–Ohlin model, whereby countries benefit from the production and export of the good produced with the abundant factor of production. We analyse the period 1996–2016 in 25 transition economies of Central, Southeast Europe and the Commonwealth of Independent States. Globalisation is represented through the manufacturing export and FDI in GDP and is argued to be endogenous, at least partially, to workers’ conditions. Political stability and rule of law are used as exclusion restrictions. We rely on the conditional mixed process procedure to estimate the coefficients. Results suggest that workers in Central European transition economies are the winners of globalisation as it created mainly high-skill and well-paid jobs. Workers in the Commonwealth of Independent States are the losers of globalisation which likely happened through reducing wages, offering inadequate working conditions and dampening marketplace bargaining power. Finally, workers in Southeast Europe stand in the middle: they are winners as globalisation created expanded economic opportunities for them, but losers in the sense of workplace structure and wages.

# Exploring Diaspora Contribution for Macedonia’s Development

## Petreski Marjan

*Southeastern Europe, 43(3)*

**Abstract**

The objective of this article is to qualitatively assess the scope of diaspora contribution to the economic development of North Macedonia. The author’s key argument is that diaspora presents an indispensable source of opportunities for helping the development of the country. The author collected qualitative data and used existing quantitative data, and set them in an exploratory framework. Findings suggest that diaspora works positively for the economic and, broadly societal development of North Macedonia. The contribution of the various forms of diaspora engagement has been assessed as positive. The more systematic evidence existing on the role of remittances in development supports their poverty-alleviation role, as well their acting as informal social protection for the receiving households. However, findings suggest that the potential for diaspora engagement in North Macedonia’s development remains significantly underutilized, particularly in terms of diaspora investment. The insufficiently systematic approach in dealing with the issue, government inefficiency and the perception of political uncertainty and the (deficiency in) rule of law are identified key stumbling blocks.

# The Minimum Wage as a Wage Equality Policy: Evidence from North Macedonia

## Petreski Marjan, Mojsoska-Blazevski Nikica, Ouchi Mariko

*Economic Annals, 64(223)*

**Abstract**

The paper aims to investigate if the minimum wage increase of September 2017 resulted in better wage equal-ity in North Macedonia. The increase of 19% was sizable and included levelling up in the three sectors with a lower minimum wage: textiles, apparel, and leather. We extend the ‘cell’ approach of Card (1992a) and rely on data from the Labour Force Survey 2017 and 2018. The results suggest that the 2017 increase in the minimum wage had a positive, significant, and robust effect on wages. However, the wage increases were almost entirely positioned on the left side of the wage distribution and implied wage compression up to or around the minimum wage. The bunching around the new minimum wage level ‘equalised’ workers: those who previously earned the new minimum wage level equalised with the less produc-tive workers who approximated their wage only by the power of the law. Hence, wage equality improved. The results confirm that the minimum wage can be an important wage equality policy, with considerably limited upward spillover effects in the cur-rent policy and institutional setup.

# Early Childhood Adversity, Toxic Stress: Translating Science into Lifelong Health

## Peshevska Jordanova Dimitrinka, Tozija Fimka, Filov Izabela

*International meeting: Denovi na preventivna medicina, Struga 2019*

**Abstract**

The future of any society depends on its ability to foster the health and well-being of the next generation. Advances in a wide range of biological, behavioural, and social sciences are expanding our understanding of how early environmental influences (the ecology) and genetic predispositions affect learning capacities, adaptive behaviours, lifelong physical and mental health, and adult productivity. Childhood is a period of extensive brain, physical, emotional and behavioural development that starts in the neonatal period and continues into adolescence. Adversity from maltreatment can result in damaging, affecting brain development and causing cognitive impairment and behavioural changes. Although genetic variability clearly plays a role in stress reactivity, early experiences and adverse experiences can have considerable impact. Studies conducted in Macedonia suggest that many children unnecessarily suffer from child abuse and neglect (child maltreatment). Health in the earliest years lays the foundation for a lifetime of the physical and mental vitality that is necessary for a strong workforce and responsible participation in community life. Comprehensive health in early childhood provides a foundation for the construction of strong brain architecture and the achievement of a broad range of skills and learning capacities. Together these constitute the building blocks for a vital and sustainable society that invests in its human capital and values the lives of its children.

**Keywords**: adverse experiences, toxic stress, child development,

# Risk Factors Associated with Child Development and Well-Being within the Ecological Model

## Peshevska Jordanova Dimitrinka, Kenig Nikolina

*EU-SAFETY Conference-Research for enhancing impact of strategies and actions. 3-4 October, Luxembourg, 2019*

**Abstract**

INTRODUCTION: The use of corporal punishment is the most debated topic in parent–child relationships. Unfortunately, violence remains a severe reality for millions of children around the world as a form of child disciplining. The development of children and young people are the product of a complex set of interacting factors at individual, family and community levels. The aim of the study to examine the effects of the various factors on different levels in child disciplining within the ecological framework.

METHODS: The data were collected from a national representative cluster household sample that includes 680 households’ of parents in the period 2016/2017. All respondents confirmed their informed consent to participate. Computer based interviewed questionnaires were used for gathering data from the respondents. Majority of the items were the subscales from the International Adverse Childhood Experiences Questionnaire: physical and psychological abuse. Subscale from Parenting Questionnaire was used for measuring negative parenting attitudes and relevant socio-demographic questions.

RESULTS: The study analysed the relationship between use of parental physical and psychological abuse with factors on individual, family and community levels. Using physical abuse as a child discipline method was associated with: negative parental attitudes, cultural norms, indicators of affluence (owning computers in the household, family being able to travel out of the country), age when the first child was born. Psychological abuse was correlated with negative parental attitudes, cultural norms, number of children at age of 2–14 years in the household, work status over the last 12 months of the parent/caregiver, child possessing his/her own room, household monthly income, possessing computers in the household, family being able to travel out of the country, age when your first child was born.

CONCLUSION: Child parenting and disciplining is a complex process. Current shift from simplistic one factor model, toward an appreciation for the cumulative nature of risk would be an important step advancing in the way we put forward intervention and support programs for child well-being.

**Keywords:** child, disciplining practices, abuse, neglect, adolescents

# Safety and Well-Being in Adolescents with Adverse Childhood Experiences

## Peshevska Jordanova Dimitrinka, Tozija Fimka

*EU-SAFETY Conference-Research for enhancing impact of strategies and actions. 3-4 October, Luxembourg, 2019*

**Abstract**

INTRODUCTION: Studies exploring mental health and well-being in children exposed to adverse childhood experiences, suggest that most of the mental health problems appears in adolescence and/or later in life causing poor mental health outcomes. The main aim of the study was to explore the relationship between adverse childhood experiences and understand the negative effect on mental health in adolescents.

METHODS: The design is a cross-sectional study including adolescents at first- and second-year university students from 12 faculties at the main public university “Ss Cyril and Methodius, Skopje” in the academic year 2016/2017. Total of 622 students are included in the study or 5,5% of the total student age population, using representative two stage quota sample. The main study was completed in the period March to June 2017. Self-administrated questionnaire, signed informed consent was used: Questionnaire for measuring sociodemographic variables such as: age, gender, place of living, living alone/family, ethnicity, education, working status of parents, status of student enrolment (part-time or full time) was used. International Adverse Childhood Experiences Questionnaire was used for collecting information on: physical abuse, psychological abuse, neglect, sexual abuse, living with household member - substance abuser, living with household member imprisoned, living with household member who is mentally ill or suicidal, domestic violence in the family, divorce, separation or death of the parent(s) and other adverse experiences. For measuring depression, DAAS Questionnaire was used.

RESULTS: Findings showed significant positive correlation between depression and the total score of the adverse experiences in childhood (r=0,224; p<0, 0001). Univariate logistic regression has confirmed 11 out of 12 adverse childhood experiences as predictors for depression such as: physical abuse (ОR: 2,563, 95% CI 1,572 – 4,179 p=0,0001); psychological abuse (ОR: 2,495, 95% CI 1,680 – 3,704 p=0,0001); neglect (ОR: 3,35, 95% CI 1,605 – 6,993 p=0,001); sexual abuse (ОR: 4,95, 95% CI 1,265 – 19,365 p=0,022); living with household member - substance abuser (ОR: 2.297, 95% CI 1,262 – 4,180 p=0,006); living with household member imprisoned (ОR: 2,3, 95% CI 1,012 – 5,224 p=0,047); living with household member who is mentally ill or suicidal (ОR: 4,927, 95% CI 2,747 – 8,837 p=0,0001); domestic violence in the family (ОR: 1,719, 95% CI 1,203 – 2,454 p=0,003); bullying (ОR: 2,444, 95% CI 1,281 – 4,665 p=0,007); violence in the home (ОR: 6,851, 95% CI 2,492 – 18,839 p=0,0001); community violence (ОR: 2,739, 95% CI 1,778 – 4,220 p=0,001).

CONCLUSION: Violence, abuse, neglect and other adverse childhood experiences are serious public health problem globally and in the country. Reviling the predictors influencing mental health of children would enable effective and evidence based preventive programs targeting adolescents and supporting positive nurturing settings for future generations and society.

**Keywords:** adverse childhood experiences, mental health, adolescents

# Demystifying the 21 Century Skills through Active Learning Approaches on the Sides of Educators and Learners

## Popov Jolevska Tamara, Trajkova Kate, Penkova Elena

*International Academic Conference. Education and Social Sciences. Business and Economics. Republic of Serbia, Belgrade – 2 March, 2020*

**Abstract**

With almost two decades already into the new century, to the great pleasure of educators on all levels and everywhere, the accent on learning and equipping the individual for a life of soaking in knowledge and experiences, it is inevitable to pay due attention to the skills the learning individual, regardless of the age, needs to have to be a functioning contributing individual in the global society and position themselves on the global labour market. In the age of information, even excessive information through the world’s interconnectedness and interdependence, the skills a learner in the educational system needs to have fertile grounds to develop under proper mentorship are almost a dozen. They need to be capable of critical thinking, collaboration, creativity and communication skills, to mention the 4Cs, and all of that under the cloak of different kinds of literacy, all the while being a functioning and contributing individual through productivity and social skills in the global society. Both sides of the stakeholders in the learning process are aware of the above mentioned; however, the process of getting to the destination needed is not always clear. We often hear about learning being personal and personalised in an environment of culture, respect, belonging, where students learn meaningfully and are being equipped to impact the world as a contribution, where professionals provide expert critique and guidance and where there is genuine audience. The path to the portrait of a graduate embracing the 21 century skills is not always clear. This paper intends and attempts to demystify the tactics of the revised learning environment to fit this brave new world and enable students to not merely convert from students into numbers of workers with almost identical skills, but to “produce” critical thinkers with the idea of contributing to the global society, all the while actively using the knowledge and skills gained in the process of education under the mentorship and guidance of their educators on all levels.

**Keywords:** 21 century learning/skills, 4Cs, different kinds of literacy, active learning tactics, learner, educators.

# George R. R. Martin’s Attempt to Convey Current Issues to His Readership in “A Game Of Thrones”: Postmodern Literature in Search of Social Awareness and Change: The Case of George R. R. Martin’s “A Game of Thrones”

## Popov Jolevska Tamara, Vitanova-Strezova Sonja

*Fifteenth Annual Conference on European Integration – AICEI 2020, Republic of Macedonia, Skopje, 21 May, 2020.*

**Abstract**

In spite of the fact that one might be fooled into thinking that George R. R. Martin’s A Game of Thrones medieval setting only applies to medieval topics, his faithful readers have discovered a sinister undertone to ‘a winter that lasts seven years’ and 'the Long Night', accentuating the timelessness of the issues of the 21st century society. It seems as if the author’s message is taking a U-turn from now and today, to the Middle Ages and back to today, unequivocally stressing the time-resisting applicability of the problem doted climate change. This paper gives an account of the literal and implicit references to the grim forecast of the planet's climate. The research is unique in its own right as it represents the initial findings of the first author's future doctoral thesis, and involves students as acknowledged participants in the research process, giving them the opportunity to partake in the world of academic publishing.

**Keywords:** climate change, forecast, Long Night, a winter that lasts seven years, current issue, time.

# Identifying Material Attributes for Designing Biodegradable Products

## Selim Indji, Lazarevska M. Ana, Mladenovska Daniela

*New Technologies, Development and Application. Springer*

**Abstract**

Nowadays, for a number of applications, biodegradable plastics are perceived as an

environmentally friendly and often a more sustainable alternative to the commonly used materials. Having this in perspective, a relevant material selection, which simultaneously is affected by the manufacturing constrains, consumers’ needs, market rules, etc., becomes one of the crucial phases in the process of product development. The process becomes even more complex, when the concept of product life cycle is considered. This paper aims to identify relevant attributes for biodegradable materials by conducting a tailor made survey among students enrolled in design studies. The non judgmental and creative thinking, in addition to the benefit of not being affected and inhibited by the standard-based restrictions were the main reasons to select these students as relevant stakeholders for this survey. Therefore, utilizing the Ashby and Johnson (2002) categorization methodology which classifies the material attributes into four groups (general, technical, environmental and aesthetical), the students are inspired to propose additional ones, based on their preferences. Further, preferences-based weighting among the complete set of attributes is performed by utilizing the multi-criteria analysis (MCA), and the obtained weights are used as guidance for overall ranking of the attributes’ set. The results of this survey are a sound base towards improving the material selection process influenced both by the designer and the manufacturer perspective.

**Keywords:** biodegradable materials, attributes, design, multi-criteria analysis

# Trade-Off between Liquidity and Profitability: An Empirical Study of Pharmaceutical Sector in the Republic of North Macedonia

## Srbinoska Stevcevska Dusica, Hristova Snezhana, Zafirova Angela, Mileva Ivona

*Accounting and Management Information Systems, 19 (1)*

**Abstract**

The relationship between liquidity and profitability is one of the most interesting topics in the corporate finance research. Having in mind that the pharmaceutical industry is one of the most competitive sectors globally and that its substantial investments in research and development make this industry a key asset for a country’s economic well-being, this paper examines the liquidity-profitability trade off in pharmaceutical sector of RNM. The empirical research engages the secondary annual financial report data of the two pharmaceutical companies listed on Macedonian Stock Exchange (MSE) over the period from 2006-2016. Current ratio (CR), quick ratio (QR) and cash ratio (CAR) were used as measures of liquidity while return on assets (ROA) and return on equity (ROE) were used to measure profitability as a dependent variable. The statistical tests used to evaluate the effects of liquidity on profitability involved descriptive statistics, correlation and regression analysis. The findings suggest that there is no significant relationship between profitability and liquidity determinants of the listed North Macedonian pharmaceutical firms. Regarding practical implications, these findings can help managers overcome dilemmas with respect to the liquidity and profitability trade-off. Furthermore, this study contributes to the existing research base in this field and represents one of the pioneer attempts in the case of RNM. The results gained from the research are very important for companies themselves, but they can also serve as a starting point for future research to eliminate financial and other corporate issues related to the relationship between profitability and liquidity determinants.

**Keywords**: Liquidity, Profitability, Current ratio, Quick ratio, Cash ratio, Return on assets, Return on equity, Pharmaceutical Firms

# Managing Technology in Macedonian SMEs Context: Perceptions, Practices and Challenges

## Srbinoska Stevcevska Dusica, Hristova Snezhana

*Timisoara Journal of Economics and Business, 12 (2)*

**Abstract**

Academicians and policy makers alike state that technology is the catalyst of growth for small medium businesses (SMEs). The review of past research reveals that the strategic upside of technology is the accomplishment of competitive advantage through their business strategies. The effective implementation of advanced technologies enables companies to achieve economies of scale and scope simultaneously. That is, investigating advanced technologies reduces the cost of future product innovation, allowing the company to increase its speed of response to market and competitive changes. Therefore, investment in advanced manufacturing technologies represents a strategic option. Despite the great importance of technology in small sized businesses, not many studies attempted to explore technology embraced by them, especially within the Macedonian context. The purpose of this paper is to gain an understanding of advanced technology knowledge and usage within the specific SME

sector in the Republic of North Macedonia and to discover, if technology is used, whether it is seen as crucial to their competitive strategy. Moreover, the main research question is how advanced technology affects different aspects such as costs, sales and profitability, employee productivity, customer care, share of the e-market and competitiveness. Primary data were obtained through a questionnaire survey, carried out in small and medium sized businesses in the Republic of North Macedonia and evaluated using the tools of descriptive statistics and the methods of comparison, induction, deduction and synthesis. The research results indicate that advanced technology influences favorably the overall costs and also increases profitability. Likewise, the findings show that advanced technology leads to increase of productivity and sales. One of the conclusions of the paper is that small businesses find it important to invest in advanced technology in order to promote competitiveness.

**Keywords:** Strategy, Competitiveness, Advanced technology, Innovation, SMEs.

# “Green” HRM in Pursuit of Sustainable Competitive Advantage

## Srbinoska Stevcevska Dusica, Hristova Snezhana

*Fifteenth Annual International Conference on European Integration – AICEI 2020– Climate Change – Challenges and Building Resilience, Republic of North Macedonia, Skopje – 21 May 2020*

**Abstract**

The recent years have witnessed the emergence of “Green” Human Resource Management (HRM) as one of the main strategic concepts which aims to shape employee behaviour to help organizations achieve a sustainable competitive advantage. In practice, organizations have been dedicated to building “green” organizational cultures within their businesses. At the organizational level, the benefits of the implementation of Green HRM are linked with the creation of environmentally friendly organizational culture and work climate that leads to the increased efficiency of various resources, the formation of positive corporate image and increased economic performance. HRM becomes “green” by establishing green environmental objectives and spreading employee awareness through green HR practices for designing eco-friendly environment. The paper discusses the current trends of “Green” HRM practices in companies based on findings from existing literature, studies, survey reports as well as secondary data. It focuses on the role of the HRM function in creating a ‘green’ culture in companies. Findings suggest that “Green” HRM has become an essential strategic thinking process for the organizations in which human resource departments play an important role in going green and improving organizational performance. The major contribution of this study is to provide an integrative framework linking together the existing

literature in this filed and different research work to better explore the relation between Green HRM practices and a goal for sustainability. This paper also adds value to managers by presenting ways to implement “Green” HRM for organizational sustainability achievement.

**Keywords:** human resources management, strategy, green human resources management, competitive advantage.

# Top Management Role in Improving the State of QMS under the Influence of Employee’s Involvement: Best Practice from the Food Processing Industry

## Stanojeska Marija, Minovski Robert, Jovanoski Bojan

*Journal of Industrial Engineering and Management JIEM, 13 (1*

**Abstract**

Purpose: The role of the top management in Quality Management System (QMS) is undeniable and emphasized by many researchers. On the other hand, the employees’ involvement is recognized as one of the main prerequisites for improvement of QMS. Although investigated to a certain extent, the influence of the top management and the employees’ involvement on the successful transition from ISO 9001 QMS to Total Quality Management (TQM) is still a vague area especially when it comes to the dynamics of this process. The main objective of this paper is to analyze the dynamic transition of the QMS to TQM under the influence of the top management commitment and its stimulus of the employee’s motivation. Design/methodology/approach: Such research purpose requires quantitative methodology with the System Dynamics (SD) in its core. The main steps of the methodology are the following: literature review, determination of the of the main influential factors (variables for the simulation model), design of the conceptual model, gathering data, design of the simulation model, experimentation with the simulation model and analysis and discussions of the findings. For the sake of determination of the main influential factors, survey of 82 companies in the Macedonian food processing industry was conducted.

Findings: As a result, the findings demonstrate how the top management can influence the state of QMS and implementation of TQM practices in a shorter period of time. In that sense, numerous experiments with SD model have been carried out and the most appropriate ratio of coefficient of commitment of top management has been determined.

Research limitations: Although the survey was conducted in the Macedonian food industry, the respondents were only on the managerial level and the model encompasses limited number of factors, the research gives the general directions for enlightening the QMS transition process towards TQM.

Originality/value: This paper offers a definition of the quantitative levels of development of the QMS to TQM through QMS Maturity Matrix as an essential prerequisite for dynamic analysis of this transition process under the influence of employees’ motivation. The designed simulation model represents a platform for better understanding of this process and better decision making in direction of obtaining completion of this transition process in shorter period of time.

**Keywords:** QMS, TQM factors, employee involvement, employee motivation, system dynamics

# The Impact of Social Movements on Policy Outcomes in Partly Free Democracies: Evidence from the “Citizens for Macedonia” Struggles in a Captured Macedonian State

## Stefanovski Ivan

*East European Politics and Societies and Cultures, Special cluster guest-edited by Nemanja Džuverovic, Julia Rone and Tom Junes*

**Abstract**

This article belongs to a forthcoming special cluster, “Contention Politics and International Statebuilding in Southeast Europe” guest-edited by Nemanja Džuverovic, Julia Rone and Tom Junes. This article looks at the impact of one of the recent waves of mobilization in the Republic of Macedonia, the “Citizens for Macedonia” platform, over policy outcomes that originally derived from the movement actors. Furthermore, the text highlights the crucial role of the international community in shaping and implementing the policy outcomes, playing the role of international statebuilders in the process of reintroducing democracy in the captured Macedonian state. The theoretical framework and the literature review present an attempt to bridge contemporary works on social movement studies with those on democratization and international state building. A lot of emphasis is also put on the peculiar political opportunity structure, and the difficult and movement-unfriendly conditions in which the citizens’ platform operated. On the other hand, the article tries to show the gains and losses of a coalition between an established political party, and a loose horizontal network of citizens and citizens’ organizations that advocate for rule of law and protection of human rights. The central conclusions that can be extrapolated from this work are the strong and committed claims by the movement, articulated through various repertoires of action, but also the active role of the international community, which presented a conditio sine qua non, bringing down the regime led by former PM Nikola Gruevski and freeing the state institutions previously occupied by the political parties in power.

**Keywords**: [social movements](https://journals.sagepub.com/keyword/Social%2BMovements), [southeastern Europe](https://journals.sagepub.com/keyword/Southeastern%2BEurope), [Macedonia](https://journals.sagepub.com/keyword/Macedonia), [policy outcomes](https://journals.sagepub.com/keyword/Policy%2BOutcomes), [democratization](https://journals.sagepub.com/keyword/Democratization)

# Five Years Later: How Effective Is the MAC Randomization in Practice? The No-at-All Attack, ICT Innovation 2019. Big Data Processing and Mining

## Stojmenovska Irena, Vasilevski Ivan, Blazevski Dobre, Pachovski Veno

*Macedonia, Ohrid - October 17–19. Full paper published in Communications in Computer and Information Science, 1110, Springer Ed.*

**Abstract**

The user privacy, in particular, user tracking, has always been a considerable concern, and moreover nowadays, when we are completely surrounded by Wi-Fi enabled devices (smartphones, tablets, wearables, etc.). These devices transmit unique unencrypted signals containing information which includes a device’s MAC (Media Access Control) address. Such signals can be monitored with a passive attack by using cheap hardware. Since the MAC address is unique for each device, there is an unquestionable privacy threat to the devices’ owners. To this moment, the only countermeasure vendors have the MAC Address Randomization. In this paper, we show that the effectiveness of this solution, five years after it was introduced for the first time, is insufficient to prevent Wi-Fi users from tracking. Moreover, the solution itself is not even widely used. To validate such conclusions, we have conducted a week-long passive attack using Single Board Computer (Raspberry PI), and we were able to obtain real-world sample data (7.522 total wireless probe requests). Thus, we were being able to: analyze data and count users, notify their presence measure time they spent in an area, determine the working hours and the busiest day, distinguish vendors, etc. The paper also suggests mitigations, including some that may affect the MAC Randomization implementation itself as well as the user behavior.

**Keywords:** MAC randomization, Wi-Fi, Passive attack, Privacy Network, Single Board Computer

# Public NTP Stratum 2 Server for Time Synchronization of Devices and Applications in Republic of North Macedonia, ICT Innovation 2019

## Stojmenovska Irena, Jeliskoski Bogdan, Blazevski Dobre, Pachovski Veno

*Big Data Processing and Mining, Macedonia, Ohrid, October 17–19.  Full paper published in ICT Innovation 2019 Web Proceedings*

**Abstract**

With the development of new hardware, applications and Internet of Things (IoT) devices, accurate time synchronization is more than necessary. Having close geolocation Network Time Protocol (NTP) server for hardware devices or the applications needed to synchronize time, means accurate time synchronization, near the atomic time with fast server response. In this research paper, we explain creation of first public NTP Stratum 2 server in Republic of North Macedonia upon the latest VMware virtualization technology, which will serve the territory of Republic of North Macedonia and rest of Europe. NTP server will be satisfying all needed standards. Registration in official NTP worldwide register is already conducted and the server is available for all in the world.

**Keywords:** network ⋅ time ⋅ synchronization ⋅ NTP ⋅ public ⋅ virtualization ⋅ VMware ⋅ ESXi ⋅ server ⋅ networking

# Фракталите какo мотивација во наставата по математика

## Стојменовска Ирена, Пачовски Вено, Димовски Дончо, Маркоска Јасмина

*Меѓународна конференција за образованието по математика, физика и сродни науки, Македонија, Скопје -септември 2019. Full paper published in Зборник на трудови*

**Апстракт**

Фракталите можат да бидат мошне корисни во наставата по математика. Освен мотивацискиот елемент (кој се заснова на нивната визуелна убавина), тие можат да помогнат за подобро да се разбере концептот на бесконечност. Разгледани се три добро познати фамилии фрактали со соодветни пресметки за нивните должини и плоштини. Од голема помош би било и користење на готови или нови софтверски решенија за демонстрација на вакви фрактали, со кои учениците би можеле да експериментираат сами, воочувајќи апстрактни концепти и интересни својства. Дадени се неколку забелешки во таа насока.

**Клучни зборови**: фрактали, бесконечност, геометриска прогресија, наставни матерјали

# Примена на Геогебра (Geogebra) во изучувањето на поимите композиција на функции и инверзна функција

## Стојменовска Ирена, Пачовски Вено, Димовски Дончо, Маркоска Јасмина

*Меѓународна конференција за образованието по математика, физика и сродни науки, Македонија, Скопје - септември 2019. Full paper published in Зборник на трудови*

**Апстракт**

Поимите композиција на две функции и инверзна функција се едни од посложените поими со кои се среќаваат учениците во наставата по математика во средното образование. Проблемите околу усвојувањето на овие поими честопати предизвикуваат проблеми при изучување на диференцијалното сметање, посебно при одредување извод на сложена функција. Композицијата на функции учениците интуитивно ја користат уште во основно образование. Меѓутоа формалната дефиниција на поимот ја изучуваат во средното образование и тоа најчесто преку примери, без конструкција на нејзиниот график. Сметаме дека геометриската интерпретација на поимите композиција на функции и инверзна функција ќе придонесе во нивното усвојување и примена, а таа геометриска интерпретација мошне добро се добива со користење на изработени аплети во Геогебра за конструкција на графиците на композиција на две функции и инверзна функција.

**Клучни зборови:** композиција на функции, инверзна функција, Геогебра/Geogebra

# Home security system based on drone automation - IoT approach

## Stojmenovska Irena, Pachovski Veno, Kostadinov Darko

*17th International Conference on Informatics and Information Technologies - CiiT 2020, ONLINE, 8-10 May 2020. Full paper published in CIIT 2020 Web Proceedings*

**Abstract**

Drones have already established a significant role in many industries. As technology progresses, in the next few years, drones will be considered useful tools for a variety of consumers. The paper aims to show the benefits and advantages of using a drone as a dynamic security camera (strengthened by using image recognition software) for home security purposes. Two applications were created as proof of concept to present the idea. This approach can be beneficial not only for home security, but also for other industries such as: cinematography, agriculture, energy, civil engineering and constructions, safety, security in general, governmental use, oil refining and other environmental sciences.

**Keywords:** Home security, IoT, drone, image recognition, web sockets, tensorflow.js, AWS, Node.js

# PubSub implementation in Haskell with formal verification in Coq

## Boro Sitnikovski, Biljana Stojcevska, Lidija Goracinova-Ilieva, Irena Stojmenovska,

*17th International Conference on Informatics and Information Technologies - CiiT 2020, ONLINE, 8-10 May 2020. Full paper published in CIIT 2020 Web Proceedings*

**Abstract**

In the cloud, the technology is used on-demand without the need to install anything on the desktop. Software as a Service is one of the many cloud architectures. The PubSub messaging pattern is a cloud-based Software as a Service solution used in complex systems, especially in the notifications part where there is a need to send a message from one unit to another single unit or multiple units. Haskell is a generic typed programming language which has pioneered several advanced programming language features. Based on the lambda calculus system, it belongs to the family of functional programming languages. Coq, also based on a stricter version of lambda calculus, is a programming language that has a more advanced type system than Haskell and is mainly used for theorem proving i.e. proving software correctness. This paper aims to show how PubSub can be used in conjunction with cloud computing (Software as a Service), as well as to present an example implementation in Haskell and proof of correctness in Coq.

**Index Terms:** cloud computing, Software as a Service, PubSub, Haskell, Coq

# Translating refugee stories

## Todorova Marija

*2nd International Conference on Community Translation, Australia, Melbourne 13-15 December 2019.*

**Abstract**

Community translation is generally referred to as a translation from the major language into the language(es) of marginalized communities in the country who could otherwise not be able to access public services. Nowadays, with the large numbers of refugees around the world, very often community translation involves the translation provided to improve information flows in refugee camps and about immigration policies. The only instance of translating in the opposite language direction (i.e. from the minority languages into the national language) is considered to occur when translating official documents (Taibi and Ozolins, 2016). However, I would also like to suggest that there is another important aspect of community translation that involves translating from the minority into the major language, namely the translation of refugees' life stories.

Translation of refugees' life stories has the aim to create empathy and help the integration process for refugees. It helps the refugees and asylum seekers tell their stories to the host population. Often the refugees are interviewed and their stories are then presented in English through different media: creative stories, video presentations, food narratives, etc. Using examples from around the world and interviews with translators working with refugees, I will discuss the common practices of translators, their interventions, aspects of truth and fidelity, loyalty and empathy.

**Keywords:** community translation, refugees, life story, empathy

# Translating New Territories: Approaches to Video Art and Translation

## Todorova Marija, Poposki Zoran, Wood Laurence

*EST Congress, Stellenbosch University, South Africa, Stellenbosch, 9-13 September 2019*

**Abstract**

Exploring translation as a strategy and concept in contemporary art, this paper will discuss the visual production as a translational process. This will be done using a case study of an international video art project co-curated by Zoran Poposki and Laurence Wood, over the course of three editions in the past four years, and involving more than 20 international artists [(http://translatingnewterritories.com/en/videos/).](http://(http:/translatingnewterritories.com/en/videos/%29.)As Nicolas Bourriaud states in the Altermodern Manifesto, contemporary lives have become journeys in a chaotic universe, transforming it into a territory, which may be travelled both in time and space. Similar to Walter Benjamin's doing away with the idea of the original and its primacy for translation and "therefore the whole binarism of traditional translation theory" (Buden 2009: 200), Bourriaud's altermodernity is conceptualized as "a matter of replacing the question of origin with that of the destination" (Bourriaud 2010: 40). In this process, it is precisely translation that becomes the operating logic of contemporary art: the passing of code from one form into another, where every element has value only inasmuch it modifies the form of the next one in the never-ending chain of interconnected signifiers. The translated meaning and [consequently] the cultural identity thus produced is something which is not stable, closed and self-contained, but productive, performative, open and in a constant process of movement and change, an ongoing state of becoming. In such a changing terrain, individuals’ daily practices, as well as their sense of self, rely on constant translation and mediation between identities and cultures, an ongoing process of negotiation of cultural meanings. Using the concept of intersemiotic or inter-artistic translation (Vidal 2019) the paper establishes a dialogue between artistic practice and translation, exploring the role of art in translation studies.

# Interpreting for Refugees: Empathy and Activism

## Todorova Marija

*EST Congress, Stellenbosch University, South Africa, Stellenbosch, 9-13 September 2019.*

**Abstract**

Interventionist and activist approaches to the study of medical, legal, and political interpreting (Baker, 2006; 2008; Inghilleri, 2005) have recognized interpreters as active socio-linguistic participants in the interpreting process whose “intervention is often culturally and ethically necessary” (Todorova, 2014, p. 228). From an interventionist standpoint, “interpreters are unavoidably and actively involved and connected to issues of responsibility towards others” (Baker, 2008, p. 102). This paper draws on relevant theory in the area of interpreting, with a particular focus on working with refugees, supplemented by the real-life experiences of field interpreters. Tackling the question of the discrepancy between the prescribed neutrality of interpreters and their real-life experience, the article will look at some specific aspects of work for interpreters for refugees in emergency situations, especially interpreters as agents for empowering the vulnerable, drawing in the analysis on aspects of intersection between translation theory and mediation theory. When conducted as an impartial process which closely follows a prescribed protocol, mediation can pressurize parties and even further marginalize vulnerable parties (Grillo, 1991; Pavlich, 1996) because the mediator is preoccupied with the form, rather than the parties, their participation, and their needs. Mediation cannot always protect the weaker party and depends on the skill and knowledge of the mediators to effectively address power imbalances among parties. Similarly, when conducted as a neutral activity, interpreting shows no interest in the power inequalities among interlocutors. The role occupied by interpreters in conflict-related and humanitarian situations—as the ones who from the onset are positioned well inside the conflict situation, belonging to one (or more) of the parties to that conflict—allows them to empower the vulnerable party in the mediation process. Thus, empathy emerges as an important trait of interpreters in such situations.

# Learning English in Hong Kong: the ecology of authentic children’s literature.

## Todorova Marija, Ahrens Kathleen

*International Conference on Language and Ecology: Towards a Shared Narrative in Interdisciplinary Research. Hong Kong Shue Yan University, Hong Kong, 5-7 September 2019.*

**Abstract**

English is one of the official languages of Hong Kong, however, this subject has been one of the most difficult ones for Hong Kong students, and their performance has been gradually decreasing in the recent years. According to Biggs (1998) the situation regarding the learning of English in Hong Kong is such that “[s]tudents want to know English, which is good, but feel forced to learn it, which is not good” (1998, p. 419). A holistic approach to linguistics implies that language is not studied as an isolated, self-contained system, but rather in its natural surroundings, i.e. in relation to the personal, situational, cultural, and societal factors that collectively shape the production and evolution of language, ontogenetically as well as phylogenetically. Using the approach of ecolonguistics which prioritizes “the study of interactions between any given language and its environment” (Haugen, 2001, p. 57) the project suggests introducing as teaching materials the increasing number of books written in English language that portray the realities of everyday life for children in Hong Kong. Narratives shape the way children make sense and find their place in the world. In fact, children’s literature contributes to “children’s sense of identity, an identity that is simultaneously personal and social” (Watkins, 1992:183). English language education in Hong Kong can greatly benefit from using locally produced Anglophone literature in the curriculum because it will 1) provide motivation for students, and 2) build their intercultural skills. This project will offer English language teachers in Hong Kong primary schools a corpus of books that can be useful in the classroom, as well as suggestion how to use them most effectively, with a result of exposing young students to native English language in a familiar and motivating context, namely the environment of Hong Kong.

**Keywords:** English, acquisition, eco-linguistics, children’s literature

# Interpreting for Refugees: Lessons from the Field

## Todorova Marija

*In: Ng, E. and Crezee, I. (eds.), Legal and Healthcare Interpreting. Amsterdam: John Benjamins*

**Abstract**

This chapter draws on relevant theory in the area of interpreting, with a particular focus on working with refugees, supplemented by the real-life experiences of field interpreters active during two refugee crises in the territory of the Republic of North Macedonia. Tackling the question of the discrepancy between the prescribed neutrality of interpreters and their real-life experience, the article will look at the different modes of work for interpreters for refugees in emergency situations, especially in three settings: interpreters as quasi-mediators, shuttle interpreters, and as agents for empowering the vulnerable. The analysis draws on aspects of the intersection between translation theory and mediation theory. In all three modes, it is important to place emphases on specialised training to perform interpreters’ particular duties.

Keywords: refugees, interpreting, mediation, emergency

# Interpreting for Refugees: Empathy and Activism

## Todorova Marija

*In: Federici, F. and Declercq, C. (eds.) Intercultural Crisis Communication: Translation, Interpreting, and Languages in Local Crises. London: Bloomsbury Academics*

**Abstract**

Interventionist and activist approaches to the study of medical, legal, and political interpreting (Baker 2006, 2008; Inghilleri 2005) have recognized interpreters as active socio-linguistic participants in the interpreting process whose “intervention is often culturally and ethically necessary” (Todorova 2014: 228). From an interventionist standpoint, “interpreters are unavoidably and actively involved and connected to issues of responsibility towards others” (Baker 2008: 102). This paper draws on relevant theory in the area of interpreting, with a particular focus on working with refugees, supplemented by the real-life experiences of field interpreters active during two significant refugee crises in the territory of the Republic of Macedonia, to tackle the question of the discrepancy between the prescribed neutrality of interpreters and their real-life experience. The article looks at some specific aspects of work for interpreters for refugees in emergency situations, especially interpreters as agents for empowering the vulnerable, drawing in the analysis on aspects of intersection between translation theory and mediation theory. The role occupied by interpreters in conflict-related and humanitarian situations—as the ones who from the onset are positioned well inside the conflict situation, belonging to one (or more) of the parties to that conflict—allows them to empower the vulnerable party in the mediation process. Thus, empathy emerges as an important trait of interpreters in such situations.

**Keywords:** empathy, interpreting, refugees, emergency, activism

# Breaking Traditional Narratives and the Patriarchal Culture through Music and Silence: Dorothy Richardson Vs Virginia Woolf

## Trajanoska Ivana

*ESIDRP Conference Proceedings, Macedonia, Skopje, 21-23 March 2019*

**Abstract**

Dorothy Richardson and Virginia Woolf both attempt in their own way to suggest new languages which would break the rhythms of traditional narratives not only by using music in their novels but silence as well. However, silence can be read as absence, as a sign of oppression and marginalization. Helene Cixous in The Laugh of the Medusa(1976) says: “Women should break out of the snare of silence”(881). Nevertheless, Richardson and Woolf question this understanding of silence. Could silence be a text of resistance and rebellion, of “purposeful being” rather than “planful becoming” in Richardson’s words? Both Richardson and Woolf use music and silence for a political agenda. Silences can be read as rhythmic

spaces that serve a purpose to resist but also react against androcentrism. They both, in their own way, resist language since it has othered the female voice, challenge words with words, but also with music and silence.

**Keywords**: Dorothy Richardson, Virginia Woolf, music, silence, patriarchy

# Communicative Situation of Agreement in Business English Class

## Trajanovska Ivana, Starkova А. Daria, Murzich N. Alexandra

*Philological Class Vol 20 No2*

**Abstract**

The research deals with the problem of teaching successful communication skills to the foreign language students. Such skills allow one to realize all the functions of the communication which is extremely important nowadays when some kind of dissonance can be found in many spheres of communication (politics, intercultural and interpersonal communication). The aim of the research is to use the revealed models of com­municative situation of agreement in teaching students of linguistic departments successful communication on Business English topics. The hypothesis is the following: developing the skills of negotiation in the course of Busi­ness English (topics “Negotiations”, “Telephone Conversation”, “Signing a Contract”) will be more effective if it is based on communicative models of agreement. During the research the factors of successful communication were studied (V. A. Kan-Kalik, A. P. Sharuhin). About 120 communicative situations of agreement were analyzed; after­wards they were made into universal models. Two of them are described in this article. On the basis of the mod­els the schemes of dialogues and cards for role-plays were developed and then used in the language classroom. 72 bachelor and master degree students of the Institute of Foreign Languages, USPU (Russia), and University American College Skopje (Republic of Macedonia) took part in the research (aged 18–25, 85 % female). The con­tribution of each author in this research is the following: D. Starkova – 40 %, A. Mursich – 40 %, I. Trajanovs­ka – 20 %. Several variants of solving the problem and several ways of developing the role-play can be suggested to every model which proves their versatility and practical value. The following students’skills have improved: the skill to give arguments, to make an appealing suggestion, to give reasons for refusal, to understand one’s partner, to find a compromise.

**Keywords:** business English communication; communicative competence; model of communicative situa­tion; foreign language teaching; agreement; successful communication.

# Let us use nonfiction literary texts in the EFL classroom

## Trajanoska Ivana, Jovanchevska Jovanka, Jolevska-Popov Tamara

*ELTAM Journal Vol. 4*

**Abstract**

The present paper deals with the use of literature, nonfiction literary texts more specifically, in the EFL classroom as a means for fostering a holistic approach to language acquisition and personal development of students. The article addresses the challenges students and EFL teachers face when introducing literary texts in the EFL classroom. It also suggests ways how to embrace and overcome those challenges and setbacks and turn them into benefits. Our aim is, by sharing our experience in using a nonfiction literary text during a guest lecture at the New Bulgarian University to a group of English language students, to encourage EFL teachers to experiment with literary texts and document their experience and classroom interaction. We refer to Horner’s model for “personal development of whole individual”, Duff and Malay’s three criteria (linguistic, methodological and motivational criterion) for using literature in the classroom, and Collie and Slater’s cultural criterion, adding a fourth connecting criterion to support our endeavor. We also provide a lesson plan for the critical essay “Women and the Future” (1924) by Dorothy Richardson which could be used by EFL teachers.

**Keywords:** Literature, EFL classroom, nonfiction, holistic approach, Dorothy M. Richardson

# Multidisciplinarity in focus: English language and business educators collaborating on original teaching material

## Trajanoska-Stefanovic Ivana, Tamara Jolevska Popov, Jovanchevska Jovanka

*ELTAM Journal Vol. 4*

**Abstract**

The academic research purpose of this paper focuses on the basic need for educators to generate original teaching material. Said information would reflect their personal research, analysis and sublimation efforts to mold into handouts that will represent their intellectual property. Additionally, it shows potential for further publication and use by less experienced educators. Beginning with the supposition that educators have practical experience in their field of research and teaching and are in contact with practitioners from their domain, the paper advocates for creating new and genuine case studies having in mind the needs of their respective subjects. The reason for choosing said genre is the fact that it gives educators the freedom to be creative and innovative, practice their composition skills and express just the right amount of information, or lack thereof with the use of narrative tenses and language manipulation. Having delved into the language facet of the endeavour, we would like to stress the importance of the English language educator that needs to work in collaboration with their colleague-educators on putting the teaching material within a frame that is grammatically, syntactically, lexically and genre-wise up to par. The genre of the case study is nothing new in European universities and this Socratic Method of acquiring knowledge and its immediate application are the main characteristics of a PCL classroom. However, the need for steering clear from stale and dated stories told by established authors many years ago imposes the urge and thirst for new and original stories. Methodologically, the study relies on empirical evidence, information from available literature and a survey distributed among stakeholders in the educational process in universities, with text and multiple choice answers. The combination of literature and evidence consulted and cross referenced ultimately verified the set goals of the research set previously. This study forms part of a trilogy of longitudinal studies, actively renewed over a period of nearly seven years. The continuation of results presented in all three papers favours the need and tendency towards an active PCL (participant-centered learning) classroom, inevitably paving its way towards the Third Generation of Universities (3GU), an active and cosmopolitan ESL learning environment as proposed by prof. Johan Wissema, PhD.

**Keywords:** original teaching material, practical experience, learner, (English language) educator, Socratic Method, PCL classroom, ESL, 3GU.

# Religious Identity and Music in Dorothy Richardson’s Pilgrimage

## Trajanoska-Stefanovic Ivana

*Journal of Contemporary Philology Vol.2 No 2*

**Abstract**

The present paper explores the quest of Miriam Henderson, the main protagonist in Dorothy Richardson’s thirteen-volume novel Pilgrimage, for religious identity and its connection to music. Pilgrimage has previously been read as a quest narrative by several critics, but the role of music in the pursuit for deconstruction and an ultimate refute of Miriam’s Anglican religious tradition has been neglected. By comparing the religious practices of Anglicanism and Lutheranism during the protagonist’s stay in Germany in the first volume Pointed Roofs, and their relevance to congregational singing, choice of hymns and the sermons, Miriam starts her quest aimed at redefin-ing her religious identity. In this paper we review the stages of Miriam’s religious quest by outlining her path towards revelation and establishing a new relation to God throughout the volumes Backwater, The Tunnel, Deadlock, The Trap, Clear Horizon and March Moonlight.

**Keywords**: literature, quest narrative, musico-literary relations, religion

# Dorothy Richardson’s Correspondence during the Second World War and the Development of Feminine Consciousness in Pilgrimage

## Trajanoska Ivana

E-rea Vol 17 No 2 (online)

**Abstract**

As an unjustifiably marginalized forerunner of English modernism, Dorothy Richardson left behind her, apart from her 13-volume novel Pilgrimage, a few short stories and poems, a considerable amount of non-fictional writings including essays and over two thousand letters. The majority of Richardson’s correspondence was first transcribed and edited by Gloria Fromm in Windows on Modernism. George H. Thomson systematized the total of Richardson’s known correspondence in his Dorothy Richardson: A Calendar of the Letters, enabling thorough research and unique insight in Richardson’s life. Furthermore, Richardson’s correspondence is of cultural value, even though Richardson, in her letters, accounts mainly for her daily life, financial constraints and constant moving to-and fro from Cornwall to London. However, her letters also, in a very subtle way, portray life in a world where socialism, communism and fascism were competing. Unlike some of her contemporaries, direct treatment of war is absent from both her novels and correspondence. Moreover, the letters written during the Second World War are particularly focused on domestic life in war time England. The present paper, through the analysis of Richardson’s correspondence during the Second World War and her unconventional way of dealing with current political and social events, aims to show Richardson’s unique approach to female experience and the development of feminine consciousness.

**Keywords:** [Dorothy Richardson](https://journals.openedition.org/erea/9699), [Pilgrimage](https://journals.openedition.org/erea/9704), [correspondence](https://journals.openedition.org/erea/3124), [WWII](https://journals.openedition.org/erea/9709), [feminine consciousness](https://journals.openedition.org/erea/9714)

# The impact of organizational characteristics on the adoption of contemporary cost management techniques by the textile industry in North Macedonia

## Hristova Snezhana, Srbinoska Stevcevska Dusica, StojanovaMarina, MrsikJadrankaa

*Accounting and Management Information Systems, 19 (1)*

**Abstract**

Research Question: What is the association between the choice of contemporary cost management methods and enterprise and employee characteristics? Motivation: Modern techniques of cost accounting assist strategic management of contemporary organization to achieve their strategic objectives. External versus internal, long-term unlike short-term perspective is what differentiates the strategic cost management approach from the traditional cost management system. We draw on previous studies in order to examine the impact of organizational and employee characteristics on the adoption of contemporary cost management methods given the lack of research data in developing countries like North Macedonia. Idea: This research examines the usage of contemporary cost management methods by textile companies headquartered in North Macedonia and encompasses five strategic cost management techniques: activity based costing, product life-cycle, target costing, competitive advantage style and value chain analysis. Also, the study looks into the association of certain organizational characteristics with the implementation of contemporary cost management techniques and compares the findings to the conclusions reached by authors like Rossi (2014), Haldma and Lääts (2002), O’Connor et al. (2011). Data: The field work is based on a questionnaire distributed to companies from the textile industry. Tools: We analyze a sample of 46 surveys (response rate of 81 percent): one survey per garment company. Findings: Even though the initial assumption was that textile enterprises in North Macedonia do not apply contemporary cost management methods in strategic management of operations, the research proved the opposite to be true. However, the use of a chosen method does not depend on demographic characteristics of the respondents or company capital. The search for an implementation motive should be expanded and sought after in the operational and process features of entities. Contribution: This study is expected to increase the awareness about contemporary cost methods and to broaden the understanding of the relationships between organizational and employee factors and management accounting techniques employed.

**Keywords**: textile companies, contemporary cost management methods, organizational characteristics

# Towards Change Management in Tourism: the Evidence from North Macedonia

## Hristova [Snezhana](https://econpapers.repec.org/RAS/phr26.htm) , Misoska Ana, Kovachevski Dimitar

[*Czech Journal of Tourism*](https://econpapers.repec.org/article/vrscjotou/)*, 2019, vol. 8, issue 1*

**Abstract**

This paper investigates the perceptions and practices of managers of the tourism sector with regards to change management. It has been suggested that change management is an inevitable element for tourism businesses to increase their speed of response to market and competitive changes. Logically, it can be argued that tourism managers are best placed to initiate and facilitate this change. The primary data were obtained through a survey, carried out in tourist agencies in the Republic of North Macedonia and evaluated by using the tools of descriptive statistics and the methods of comparison, induction, deduction and synthesis. The key findings indicate that the majority of the respondents were familiar with the term change management and they implemented the change management practices. However, work still needs to be done to help the remaining companies to understand the necessity of changing the paradigm. Regarding the practical implications, this paper can serve as a stepping stone for future research that can uncover the potential, experiences and outcomes of change management in the tourism sector in the country.

**Keywords**: [change management](https://econpapers.repec.org/scripts/search.pf?kw=change%20management); [tourism](https://econpapers.repec.org/scripts/search.pf?kw=tourism); [tourist agency](https://econpapers.repec.org/scripts/search.pf?kw=tourist%20agency); [organizational model](https://econpapers.repec.org/scripts/search.pf?kw=organizational%20model); [North Macedonia](https://econpapers.repec.org/scripts/search.pf?kw=North%20Macedonia) (search for similar items in Econ Papers)

# Individual and Group Decision Making in Macedonian SMEs

## Hristova Snezhana, Kovachevski Dimitar, Mileva Ivona

*Business Management Journal, Bulgaria, 4/19*

**Abstract**

Management is principally a bundle of decision-making processes. Decision-making is the process of selecting the best alternative among various available courses of action. The managers of any organization are responsible for achieving the vision, mission and operational and financial goals in particular. All the functions like planning, organizing, coordinating and controlling are dependent on the quality of the decisions made. In companies, no matter of their size, decisions are made on all hierarchical levels. Structured decision-making process is important for large corporations, but not less important for small and medium enterprises. The innovation capacity that enables the competitive points of difference, utilization of market opportunities and potentials depend on the accuracy and timing of the decisions. This paper discusses the different methods used in individual and group decision-making processes and their application in the small and medium enterprises in North Macedonia. We conducted a research on a sample of SMEs from North Macedonia and analyzed the different decision-making methods applied and the role of individual and group decision-making methods from the perspective of managers (entrepreneurs) and employees including their roles and involvement.

**Keywords:** SMEs; decision-making; management

# Regional Approach of Waste Management in North Macedonia

## Sapuric Zoran, Ivanovski Filip, Dimitrovski Dame, Kochubovski Mihail, Maznevska A. K.

*Journal of Environmental Protection and Ecology Vol.21, No 3, (2020)*

**Abstract**

Waste management still is a very big environmental problem in North Macedonia. Level of recycling and waste recovery has been increasing slowly and most portion of waste is deposited at the landfills, which is the least suitable option of waste treatment. There are 55 landfills that do not meet EU and national standards. In 2005 it was adopted National waste management plan, which stipulates regional approach in combating of waste problems. This is confirmed in National waste management strategy 2010-2020 and in the numbers of laws and documents, but the results are week. In 2018 Central government started with the activities to revitalise the orientation of regional approach on waste management, which creates a big opportunity for creation a sustainable waste management. In North Macedonia there are 8 administrative planning regions. The regional approach covers waste management operation in all eight regions, by establishing waste regional centres. The EU has given support for feasibility studies and other documentations which analyse amount and structure of waste and give solutions for creation of regional centres. This should enable that 75% of waste will be recycled and recovered and only about 25% of waste will be sent at the landfills. The regional approach of waste management is based on the experiences of the EU. Nowadays a significant part of preconditions are fulfilled to start activities for establishment of regional waste management centres. The main aim of this paper is to research and to analyse the complex activi- ties for establishing regional waste management in the country and to give some ecommendations.

**Keywords:** waste management, treatment, standards, regional centres, landfills.

# Implementation of European Union Green Industrial Policy and Regulation in North Macedonia

## Sapuric Zoran, Ivanovski Filip, Naumovski Vladimir

*International Journal of Ecosystems and Ecology Science (IJEES) Vol. 10 (3)(2020)*

**Abstract**

Industry has an important role for the economy. Contemporary industrial policy and regulation are closely linked with the environment. Almost all industrial sectors cause threats to the environment in all phases such as: projecting, designing, reparation, supplying with raw materials, manufacturing, energy consumption, assembling, storage, packaging, transport, and usage of final products and all other phases of life circulation of the products. This produces a number of dangers for the environment. Implementation of environmental policy and regulation leads to creation of green economy and green industry which means that modern industry production has to satisfy environmental standards according to the principles of sustainable development. North Macedonian, as candidate state for a membership of the EU started to transpose EU environmental legal regulation and policy in 2004. This results with stipulation of standards that lead to the environmentally friendly green industry. Also, there are adopted strategic documents in the field of industrial policy that are in compliance with the environmental requirements. The problems appear with practical implementation and industrial sector is not completely harmonized with environmental standards, even there are some positive results. Implementation of environmental standards requires significant financial recourses which should be provided by industrial sector, international donors at the first place from EU funds and state authorities. The main aim of this paper is to analyze the relations between industrial policy and regulation in North Macedonia from the aspect of environment and its harmonization with EU practices, regulation and standards. Additional aim is to give some recommendations.

**Keywords:** industrial policy, environment, regulation, standards European Union.

# The Problems with Waste Management in Landfill “Drisla” in Skopje

## Sapuric Zoran, Ivanovski Filip, Dimitrovski Dame, Karanfilovska M. Ana, Vlado Naumovski

*10th International Conference on Ecosystems, Tirana Albania, June 25-26,2020. Abstract Book, Organised by University of Maryland College Park, ESSIC, MD USA Konya Technical University, Turkey, Polytechnic University, Torino Italy and Environmental and Health Association Tirana, Albania*

**Abstract**

Republic of North Macedonia faces with a number of problems in waste sphere. In Skopje, which is a capital and the largest city in the country, waste generation has been increasing in the last 15 years. All waste from Skopje and ten municipalities within the city and other 8 municipalities around the city, ends in the landfill “Drisla” which is the largest landfill in the country covering about 850.000 inhabitants. This Landfill is the only one landfill that meets a part of EU and national standards stipulated in EU and national legal regulation. Incomplete compliance of standards disables improving waste management in the whole region of Skopje. The amount of deposited waste has significantly increased since 1994, when the landfill was opened. In 2019 there was deposited 235.000 tons of waste (communal waste, construction and greenery waste, and waste which contents asbestos components) without satisfactory previous treatment. Besides that, the landfill received almost all medical waste from the country for incineration in the plant with very old technology. Landfill “Drisla” has a total surface of 550.000 m\* which is sufficient for this type of landfill, but the lack of modern technology and installations for secondary selection, recycling and other waste recovery, contributes to the low level of waste management and all waste is deposited without previous treatment. In 2013 was signed a contract for concession with city of Skopje and foreign investor. The investor undertook many obligations for improving of waste management in the landfill “Drisla” and to invest about 50 million Euros. But there was not fulfilled any obligation from the contract by the foreign investor and after court litigation, in 2020 the contract for the concession was canceled and city of Skopje undertakes the landfill again after 7 years. Failure of modernization of the landfill nowadays produces the big problems for waste management in Skopje region. That produces a need of urgent significant investments of minimum 30 million Euros. The main aims of this paper are to analyze the current situation of waste management in the regional landfill “Drisla” and to give some recommendations for the improvement.

**Keywords:** waste, management, landfill, investment, regulation.

# Hazardous Waste Management: Case Study of North Macedonia

## Sapuric Zoran, Dursun Sukru, Mankoli Hysen

*International Symposium for Environmental Science and Engineering*

*Research (ISESER 2020)*

**Abstract**

Hazardous waste is the most complex type of waste and in the same time its management is very difficult and complicate. This waste produces a great risk to the environment and human health. It may be in different physical states, such as gaseous, liquids, or solids. Considering a very large types and sources of hazardous waste its management is very complex and needs different measures and activities during all life cycles, from its origin to final recovery or disposal. There are very different types of hazardous waste such as: electrical and electronic, battery, chemical, medical, radioactive etc. The biggest portion of this waste is generated by different industrial process, but also from other business, public and health services, households, transport, education and science, and many other sources. Hazardous waste management has to be based on the principles of precautionary, prevention, high quality, sustainability, polluter has to pay, recycling and recovery and high level of environmental protection. But a key point for environmentally friendly hazardous waste management is its minimization. North Macedonia as a country which has just start negotiation with the European Union for becoming a full member state, it is just on beginning of the establishment efficient and effective hazardous waste management. On this way it faces with a number of difficulties. There is significant progress in the sectors of electrical and electronical waste and waste from batteries where there are transposed a part of EU regulation and it is establishing collective operator’s schemes, but in other sectors such as chemical, radioactive and medical waste, additional measures and activities has to be done in the near future. Additional problems arising from such as named historical “hot spots” from the industry and especially mining sector. Improving hazardous waste management in the country needs significant financial funds. Also it has to be considered that small countries such N. Macedonia is not able to establish completely autonomy treatment of hazardous waste. It has to be done on a wider base with cooperation with international community. The main goal of this paper is to analyze the conditions with hazardous waste management in N. Macedonia and to give some proposals.

**Keywords**: hazardous waste, management, environment, protection, regulation.

# Assessment of the Snow Products Using In-Situ Data

## Sapuric Zoran, Mankolli Hysen, Kongoli Cezar, Dursun Sukru, Symochko Lyudmyla, Ndrogi Merko Flora, Kunt Fatma, Zucchetti Massimo

*International Symposium for Environmental Science and Engineering Research (ISESER)*

*Manisa, Turkey, July 04-05, 2020 Proceeding Book of ISESER 2020*

**Abstract**

Ecology is the study of the complex ways that living things interact with their environment Deciduous plants handle the lack of water by shedding their leaves, which tend to evaporate water into the air. During cold winter months, most deciduous plants drop their leaves and go dormant. Evergreen plants keep their foliage, but their leaves and needles have a thick, waxy coatings to reduce water loss. In areas that receive frequent snow and may have cold weather year-round, such as in the Arctic, plants have adapted in other ways. Trees may grow close to the ground or grow in shapes that help them shed heavy snow more easily. Plants may hold onto dead leaves for insulation or use deep snow like a blanket to protect against the cold. Some evergreens also have a special valve in their cells. This valve automatically seals off individual frozen cells to prevent a chain reaction of freezing. Satellites are well suited to the measurement of snow cover because the high albedo of snow presents a good contrast with most other natural surfaces except clouds. NOAA has a variety of snow products including those based on satellite Passive microwave sensors such as JPSS AMSR2 and ATMS. Snow information: Snow Cover Area, Snow Depth and Snow Water Equivalent (SWE) - is an important input to numerical weather and climate prediction models. The objective of this project is to evaluate the performance of satellite-based snow products over regions that have sparse in-situ data, of special interest and mountain regions and remote areas including those over US and elsewhere. To accomplish the goal of the project, the following activities will be carried out: Collect regional historical snow data not available via public networks. Do a quantitative evaluation of the snow products use in-situ data.

**Keywords**: ecology, assessment, snow products, snow information