



INNOVATING EUROPE

14th annual international academic
conference on European integration

BOOK OF ABSTRACTS

University American College Skopje

Treta makedonska brigada 60, 1000 Skopje, Macedonia

<http://www.uacs.edu.mk/home/conference/>

INNOVATING EUROPE

14th annual international academic conference on European integration

Skopje, 16 May 2019

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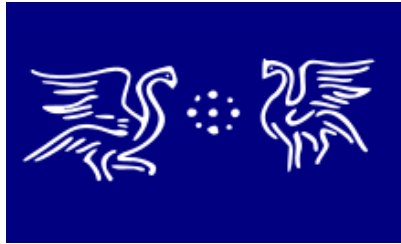
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Welcome to the 14th annual international academic conference on European integration

INNOVATING EUROPE

Thursday, 16 May 2019

University American College Skopje is proud of its established tradition of organizing an international conference on European integration. The title of the 2019 conference is 'Innovating Europe'.

This inter- and multi-disciplinary conference seeks to examine the concept of innovation affecting all areas of life and all aspects of future European development. Taking into consideration the pressing need to find innovative economic, social and political solutions to evolving challenges to the European project, this conference aims to critically reflect on EU innovation policies, methodologies and instruments. It does so by addressing key issues, in particular: new EU economy prospects, business innovations, the future of skills, cross-industry innovations, public sector innovations, social innovations, innovative schooling and education models, non-technological innovation and innovation in the services sector, technological breakthroughs, new processes and business models, startups and entrepreneurship, small and medium size enterprises etc.

Keynote speakers at the opening session will be Prof. Giuseppe Novelli, Rector of the University of Rome Tor Vergata.

The conference will also involve about 30 prominent Macedonian and international scholars as well as around 120 attendees.

We are looking forward to welcoming you at the conference!

Sincerely yours,

Prof. Tome Nenovski, PhD
UACS Rector

Key note speaker:

Prof. Guiseppe Novelli, PhD

Rector of University of Rome Tor Vergata,
Social Innovation and Universities: A 'New Deal' for Europe?



University American College Skopje and University of Rome Tor Vergata organize the 14th annual international academic conference on European integration

INNOVATING EUROPE

Thursday 16 May 2019

Venue: Ministry of Foreign Affairs, Skopje

CONFERENCE PROGRAM

8:45 - 9:15	<i>Registration</i>
9:30 - 10:30	<i>Opening ceremony</i>
10:30-11:00	Coffee break
11:00-12:45	<i>Session 1: Business Innovations</i>
12:45-13:30	Lunch
13:30-15:00	<i>Parallel session 2-a: Innovations in Society and Education</i>
13:30-15:00	<i>Parallel session 2-b: Economy and Labor Market</i>
15:00-15:30	Coffee break
15:30-16:45	<i>Session 3: Entrepreneurship and Innovation</i>
16:45-17:00	<i>Closing plenary session</i>

Opening addresses:

Mr. Nikola Dimitrov, Minister of Foreign Affairs of the Republic of North Macedonia

Mr. Carlo Romeo, Italian Ambassador to the Republic of North Macedonia

Prof. Luca Gnan, PhD – Chairperson of the conference on behalf of University of Rome Tor Vergata

Prof. Ivan Dodovski, PhD – Chairperson of the conference on behalf of University American College Skopje

Official key speaker:

Prof. Giuseppe Novelli, PhD - Rector of University of Rome Tor Vergata,

Social Innovation and Universities: A 'New Deal' for Europe?

Master of Ceremony:

Dr. Marina Andeva, UACS Assistant Professor

Note: The working language of the conference is English.

11:00-12:45 Working session 1: Business Innovations

Moderator: Prof. Snezana Hristova, PhD

- Jeremy Cripps, *EU Business Innovation: In Decline?*
- Giulia Flamini, Luca Gnan, *HRM Practices Configurations in Family Firms: Relevance, Goals and Organizational Performances*
- Damiano Petrolo, Luca Gnan, Wim Voordeckers, Frank Lambrechts, *Defining Professionalization and Managerialization in Family Firms: A Bibliometric Analysis and Systematic Literature Review*
- Miodraga Stefanovska-Petkovska, Marjan Bojazdiev, Angela Arsovska, *Durable as Wood? - Identifying Organizational Culture in the Wood Industry*
- Dimitar Kovachevski, Ilijana Petrovska, Venera Krliu-Handjiski, *Measuring Brand Performance: From Customer Based Brand Equity to Brand Financial Value*
- Joana Shikoska, Ilijana Petrovska, *The Relationship between Event Marketing and Luxury Products: The Case of a Macedonian Small Enterprise*

13:30-15:00 Parallel working session 2-a: Innovations in Society and Education

Moderator: Prof. Ivan Dodovski, PhD

- Johan Wissema, *The New Learning*
- Zlat Milovanovic, *The Innovation Union and Democracy in the EU*
- Zhivko Gruevski, *Innovating the Role of Honorary Consul in the Era of Regionalization and Globalization*
- Natalija Shikova, Dragan Gocevski, *Impact Analysis of Expanding Administrative Legal Protection in Macedonia*
- Violeta Bakalchev, Tasic Sasha, Mitko Hadzi Pulja, Minas Bakalchev, *Innovating the Rural: Tactics for Village Renewal in the Mariovo Region*
- Marjan Bojadziev, Marjana Vaneva, Ilijana Petrovska, Tamara Jolevska-Popov, *Effects of the Genre of Business Cases in the Business Communication Classroom in Higher Education Institutions*

13:30-15:00 Parallel working session 2-b: Economy and Labor Market

Moderator: Dushica Stevchevska Srbinska, PhD

- Despina Tumanoska, *Okun's Law in North Macedonia: The Relationship Between Unemployment Rates and Economic Output*
- Marija Nachova Andonova, Nikica Mojsoska Blazheski, *Determinants of Female (in)Activity on Labour Market in Macedonia: A Comparative Perspective with a Group of Mediterranean and South-Eastern Europe Countries*
- Slavko Zharkov, *The Impact of Social Dialogue on Sustainable and Decent Jobs in the Labor Market*
- Daniela Avramoska, *Determination on the Labour Market Changes, Through Longitudinal Analysis of the Working Age Population*
- Tereza Kochovska, *Interplay Between Reservation Wage and Unemployment Duration: Evidence from North Macedonia*
- Blerta Haliti Baruti, *Fiscal Policy and Economic Growth: The Case of Kosovo*

15:30-16:45 Working session 3: Entrepreneurship and Innovation

Moderator: Prof. Luca Gnan, PhD

- Rejhan Sulejman, *The Relationship Between Entrepreneurship and Unemployment in Republic of North Macedonia*
- Nadezda Pop-Kostova, Makedonka Dimitrova, Ana Tomovska Misoska, Marjan Bojadziev, *Impact of Education on Entrepreneurial Intentions Among Students in Republic of North Macedonia*
- Berat Dehari, *Analyzing Macedonian Employees Work Motivation Using The Herzberg's Motivation-Hygiene Theory*
- Aleksandar Glavinov, Gorgi Dimov, Branka Armenska, *Application of Roundabouts as Contemporary Solutions on Traffic Safety*
- Aleksandar Glavinov, Gorgi Dimov, Marija Micova, *Sound Barriers as a Solution for the Traffic Noise*

16:45-17:00 Closing plenary session

Moderator: Marina Andeva, PhD

Working session 1: Business Innovations

Moderator: Prof. Snezana Hristova, PhD

Snezhana Hristova, Ph.D. serves as Dean of the School of Business Economics and Management at University American College Skopje. Hristova is Assistant Professor at the UACS, School of Business Administration and Economics. Her other working engagements include the position of Academic Coordinator at the Learning Assistance Tutoring Club of UACS since 2013. She finished her PhD in Strategic Management at the University of St.Cyril and Methodius, Macedonia and her MA in International Management, at University of Radboud, Nijmegen, Netherlands.

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EU Business Innovation: in Decline?

The European Innovation Scoreboard 2018 suggests Innovation in Europe “has declined.” The Washington Post reports Europe’s innovation deficit “isn’t disappearing any time soon.” The Centre for European Reform asks whether EU Competition policy may be “an obstacle to innovation and growth.” Europe’s history, asserts The Economist, “explains the lag.” This paper examines whether EU business innovation, the key to economic sustainability, is in decline.

This paper investigates five likely contributing factors to EU business innovation. First there is the effect of low productivity demand, and any resulting slow-down in growth. Might this be exacerbated by a lack of leadership in science? Second factor is, the supply of entrepreneurial leaders is considered. Third, European investment in research and development is compared with similar investment in China, Japan, and the United States. Links with levels of the inward investment of venture capital into Europe are explored. Fourthly, the impact of investment in “zombie” firms, (companies risking default) is compared with investment in Europe’s “unicorn’ companies (start-up companies valued at over \$1 billion). The fifth innovation factor may be the impact of European universities efforts to modernize and become entrepreneurial.

The methodology used to investigate these five contributing factors is extraction of data from established performance metrics. The conceptual and operational relevance of the five factors is considered. Data collected for each of the factors is summarized in the paper, with more detailed tables and analysis in appendices. The principal data sources include those of the European Union (EU), the Organization for Economic Co-operation and Development (OECD), and the International Monetary Fund (IMF).

Deming showed how innovation provides “the foundation of our future.” The paper, in final discussion, sees innovation shaping our work, private life, and social networks. Examples of recent business innovation in Europe respond to the question on innovation decline.

Biography:

A Chartered Accountant, Jeremy earned AB & MA from CaseWesternReserve University, Cleveland and a PhD from the Union Institute and University, Cincinnati. International Tax experience with PriceWaterhouseCoopers led to European Controller for a client company. Consultancy with a conglomerate in Qatar, and the Sultan of Oman’s land Forces, followed. Married, with young family, Jeremy returned to the United States academia and a professorial role. Fulbright Scholarships in Zimbabwe and Bulgaria and short-term consultancies for US Aid maintained knowledge of the practical world to share in the classroom. Research interests include business and accounting history, human capital valuation, and strategic planning.

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Luca Gnan

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HRM Practices Configurations in Family Firms: Relevance, Goals and Organizational Performances

The paper aims at investigating configurations of human resource management HRM practices in family firms. Four bundles of HRM practices (labelled the Administrative, Shared, Integrated, and Professional bundle) are developed and explored in a sample of 849 family firms. Support for the proposed HRM practices' configurations has been verified in the data. Next, the paper explores relationships with HRM practices functional goals and organizational performances in family firms. The study verifies the assumption of equifinality of the four HRMP configurations as the combined effect of the HRM practices on the organizational performances of family firms, albeit these configurations reveal different functional goals. Then, we discuss implications, limitations, and further steps for research.

Keywords: family firms, human resources management practices, configurations, goals, organizational performances.

Biographies:

Giulia Flamini is a PhD at Tor Vergata University. Her research interests include Family firms and Human resource management, with a special interest on the new concepts of managerialization and professionalization. Giulia has been awarded as Best Doctoral Student in the Entrepreneurship Special Interest Group at the 2017 Annual Conference of the European Academy of Management and she participated at numerous international conferences: EURAM, EGOS, IFERA, EIASM, FERC, and AOM.

Luca Gnan is Full Professor of Organizational Behavior at Tor Vergata University. He is the past-president of the European Academy of Management (EURAM). Luca Gnan has been and is guest editor of various journals, and he has published on topics related to family business governance, corporate and public governance. His research focus is on family businesses and HR/Organizational issues, with a special interest on HRM Practices. Other research interests are Corporate governance of family firms. As a scholar, his main priority has been to support and mentor junior faculty and doctoral students.

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Defining Professionalization and Managerialization in Family Firms: A Bibliometric Analysis and Systematic Literature Review

The purpose of this review is to map the intellectual structure of professionalization and managerialization in family firms, to explicit the implicit link between them, and to investigate why considering them together should be important for future research. In doing so, we used both bibliometric analysis and systematic literature review methodologies on articles published in the last ten years. This study is built on and expands existing literature on professionalization and managerialization in family firms by considering all different streams of research on those topics and setting a useful point for future research. Addressing one of the most contentious issues in family businesses research, the results of this review are directed to both scholars and practitioners by enlightening the importance of professionalization and managerialization in family firms.

Keywords: family firms, managerialization, professionalization.

Biographies:

Damiano Petrolo is a student in a joint PhD project from Tor Vergata University (Rome, Italy) and the Research Center of Entrepreneurship and Family Firms (RCEF) of Hasselt University (Belgium). The focus of his doctoral research is on professionalization and managerialization in family firms.

Luca Gnan is Full Professor of Organizational Behavior at Tor Vergata University. He is the past-president of the European Academy of Management (EURAM). Luca Gnan has been and is guest editor of various journals, and he has published on topics related to family business governance, corporate and public governance. His research focus is on family businesses and HR/Organizational issues, with a special interest on HRM Practices. Other research interests are Corporate governance of family firms. As a scholar, his main priority has been to support and mentor junior faculty and doctoral students.

Wim Voordeckers is a full professor of entrepreneurial finance and family firm governance at the Research Center of Entrepreneurship and Family Firms (RCEF) at Hasselt University in Belgium. He has been associate and guest editor of the main journals in the family business field. His primary research interests include financing decisions, leadership, corporate governance and board behavior in family firms.

Frank Lambrechts is an Associate Professor and the Vice Dean of the Faculty of Business Economics at Hasselt University (Belgium). He holds a Ph.D. in Organizational Psychology and a Ph.D. in Applied Economics. At the Research Center for Entrepreneurship & Family Firms (RCEF), his research focuses on collaboration dynamics, systemic learning, and strength-based change in a variety of organizing contexts. He also serves as an Associate Editor of the Journal of Family Business Strategy.

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Durable as Wood? - Identifying Organizational Culture in the Wood Industry

For more than half a century, organizational culture represents a topic of increasing importance to both researchers and business practitioners. Despite its status as being an area of intensive research, the topic of organizational culture is over-investigated in certain sectors, while remaining unexplored and less understood in others. The purpose of this research is to address this gap and provide initial insight into the organizational culture specifics of the wood industry in Macedonia. The research utilized a quantitative approach with a questionnaire as the main research instrument to assess the link between organizational culture, job satisfaction and socio-demographic characteristics of employees. The data was gathered from one hundred participants from five companies. Descriptive statistics, chi-square and correlation analyses were used to explore gathered research data. The research findings provide valuable insight into the organizational culture and job satisfaction determinants of this industry that will benefit academics, business leaders and policy makers in their strategic decision making.

Keywords: organizational culture, job satisfaction, wood industry, employees.

Biography:

Assoc. Prof. Miodraga Stefanovska – Petkovska, MBA, PhD, is an Associate Professor in Sociology and Organizational Behavior at the School of Political Science and Psychology, University American College Skopje. She graduated on the topic of individual and economic determinants of retirement and was awarded a honorary Masters in business administration on her research on wellbeing among ageing workforce. Part of her doctoral studies were at Staffordshire University, United Kingdom as a scholar of the Open Society Institute on the topic of economic trust and cooperation among religious and ethnic minorities. She obtained a doctoral degree in social sciences and gender issues at the on the topic of Discrimination and disparities in health care. Dr. Stefanovska-Petkovska has been awarded a certificate in Statistics for health research from Oxford University. Her academic research is focused on the area of medial sociology more specifically discrimination and disparities in health, health promotion among most-at-risk populations, methodological construction of community based and health related cohorts and culture of safety in healthcare. Her current work is focused on sociology of health, with special emphasis on the intersection of employment and

chronic health conditions, health literacy and self-efficacy and methodological review of community-based health-related cohorts. She has co-authored books and academic articles domestically and internationally. She has been a mentor/co-mentor of over 20 master theses. She is has also been an NGO activist for more than 15 years in the field of HIV/AIDS/STI prevention and education with special focus on most-at-risk groups. She has participated, designed and coordinated numerous national and international projects on this issue.

Prof. Marjan I. Bojadjiev, PhD is a professor of Leadership and Organizational Behavior at University American Collage Skopje since the year of 2005. He is incumbent Rector of the University, since the year of 2010. Prof. Bojadjiev is also a visiting professor at the Tallahassee International College, Florida, USA since 2013. He is also a visiting professor at the University of Rome Tor Vergata, Rome, Italy. In October 2017, Prof. Bojadjiev has been appointed as an Evaluator of the Accreditation Council for Business Schools and Programs (ACBSP). In January 2017, Prof. Dr. Bojadjiev has been inaugurated as Honorary Consul of Hungary to Ohrid. Before joining the academia, he has been working in various financial organizations. Prof. Bojadiev has also served on the board of professional organizations and chambers of commerce. During the period 2013-2015, he has served as President of the Rectors' Conference of Private Universities of Macedonia. In the '90s, he has serving as the President of the Macedonian Chamber of Commerce, Association of Savings' Banks. In 2012, Prof. Bojadjiev has been awarded the Teacher of the Year for Region 8 by the Accreditation Council for Business Schools and Programs (ACBSP), USA. He has completed his doctoral studies at the Ss. Cyril and Methodius University – Skopje. Prof. Bojadjiev has completed executive education courses at the Harvard Business School in 2008 and 2009 and has published more than 30 papers in peer reviewed journals. He has served as a reviewer for journal published by "Taylor and Francis" (2016) and as an editor in chief for the Journal of Entrepreneurship & Innovation (JEI) for 2011/2012, published by the University Ruse, Bulgaria.

Ms. Arsovska was born on 16 th of April, 1993. She received her high school diploma with distinctions. Ms. Arsovska completed her undergraduate and postgraduate studies at School of Business Economics and Management, UACS. She has actively participated in extracurricular university activities.

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Measuring Brand Performance: From Customer Based Brand Equity to Brand Financial Value

Strong brands enable businesses to generate sales volume and price premium that improves revenues and margins, attract and retain the best employees and facilitate expansion into new products and markets. Companies with strong brands also lose value less quickly in a recession, and emerge with a sustainable competitive advantage commanding consistently higher share prices. From this perspective, the aim of this paper is to review the brand value chain, to review and discuss the factors that influence customer based brand equity (CBBE) as starting points for the design of successful marketing and brand strategy and to analyze brand financial value based on different calculation methodologies. CBBE and brand value are similar, but not the same. Very often scholars and practitioners mix these two terms and there is as well a dose of confusion around how they differ. This paper defines their exact meaning and interrelation. Comparative analysis of the top 10 globally ranked brands based on 4 different brand value methodologies in published reports of commercial research organization was made in order to discuss the value of brands based on their industry category, country of origin and brand value change year over year. The analysis of the top 10 global brand in 2018 clearly showed brands and brand value concentration in the USA, leadership of technology and e-commerce category industry brands, and identified Chinese brands as biggest brand value raisers year over year, 2018 vs. 2017. It also shows the importance of managing strong brand equity as base for high brand value.

Keywords: brand equity, brand value, brand performance, brand value chain.

Biographies:

Dimitar Kovachevski, PhD is Associate Professor at the School of Business Economics and Management at University American College Skopje and Head of the Marketing Department. He has published numerous papers in the field of marketing and organization in international peer reviewed journals and conferences. He has finished executive education programs at Harvard Business School, EADA Business School and Rotterdam Business School and after successfully finishing the European Entrepreneurship Colloquium at the Technical University Munich he became EFER EEC Alumni. During his professional carrier, he held marketing and sales executive positions in Makedonski

Telekom, part of Deutsche Telekom Group and was executive director of one.Vip, part of Telekom Austria Group.

Ilijana Petrovska, PhD is an Associate Professor at University American College Skopje and part time professor at Qatar University, and a Visiting professor in Italy and Germany. She was Vice Dean for Education at UACS School for Business Economics and Management and a Head of the Marketing Department until 2018. Petrovska has published numerous articles in the area of Integrated marketing Communications in banking, social media, branding, quality in education in many peer reviewed journals and International conferences. Also edited the Macedonian translation of the book “Chaotics” from Kotler and Caslione.

Venera Krliu Handjiski, PhD is an Assistant Professor in Organizational Behavior at the UACS School of Business Economics and Management. She is the deputy CEO, Chief Operations Officer, Vice President of the Board of Directors and Graduate Studies Coordinator at the University since 2005. As of February 2017, the University Senate has appointed her as the Vice-Rector for Education of University American College Skopje. During the period 2008-2012, she has served as the Council Member of the Macedonian Enterprise Development Foundation. Concurrently, she has published many papers in peer-reviewed journals.

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The Relationship between Event Marketing and Luxury Products: The Case of Macedonian Small Enterprise

Event marketing is an integrated marketing communication tool that fosters brands' communication by creating interactive environment, thus fostering customer's engagement. Its growth is assessed by many scholars, as a mean for overcoming the limitations of traditional marketing and enabling new ways of experiential consumption, providing easier and better results especially for small and medium sized enterprises. Luxury industry it's another growing trend in the business world, steadily expanding not only the industry but the number of customers enjoying its pleasures. Luxury products are said to bring hedonic fulfillment and satisfaction not only to the basic human needs, but also to psychological and functional needs. Therefore the company selected for analyzing their events marketing is providing luxury products, fireplace and it is categorized as a small sized enterprise. By combining literature review and the empirical research, this study explores the underlying relationship between event marketing as a promotional tool on one side and luxury brands on the other at small and medium sized enterprises. The research methodology used a questionnaire for quantitative analysis, providing 60 respondents during an event of the specific fireplace company, in June 2018. The results are providing valuable insights on the relationship between the event and the luxury brand. The finding indicated that there is positive relationship among the luxury brand aspects, equity and attitude and the indicators of the event or sensory, affective, behavioral and intellectual dimension. This is one of the rare articles for analyzing this relationship, providing a feedback for small and medium enterprises' promotional activities.

Keywords: event marketing, luxury brands, brand equity, brand attitude, brand experience, brand experience dimensions.

Biographies:

Joana Shikoska was born in Struga. After finishing her primary school, she moved to Skopje. This change of paths was due to Joana's constant search for better education. Among other things, high school taught Joana to be responsible and ambitious young person passionate about her desires. Later, she choose UACS as a perfect fit for her university education, thus the following 5 years Joana focused her energy on building a successful academic life. Not so long after, she started working at Timst, a company founded by her family, in the sales and marketing department. She was highly motivated to become young resourceful individual, determined to achieve her life goals. Now, she found her place at McCann marketing agency, contributing to todays' dynamic business world.

Ilijana Petrovska, PhD is an Associate Professor at University American College Skopje (UACS) and part time professor at Qatar University and Visiting professor at Tor Vergata, Rome Italy, and Rome Business School. Petrovska is also a consultant at UACS Enterprise and EBRD BAS. Petrovska has published and presented plenty of articles in the area of Integrated marketing Communications in banking, social media, branding, quality in education in many peer reviewed journals and International conferences.

Parallel working session 2-a: Innovations in Society and Education

Moderator: Prof. Ivan Dodovski, PhD

Ivan Dodovski, PhD is Associate Professor in Critical Theory. Currently he is Dean of the School of Political Science at University American College Skopje. He studied general and comparative literature with American studies, and obtained an MA degree in Macedonian literature and narratology at Sts. Cyril and Methodius University in Skopje. He holds a PhD from the University of Nottingham, UK. His recent research in the field of cultural studies is focused on politics and identity representation in contemporary Balkan drama. Dr. Dodovski has edited the volume *Multiculturalism in Macedonia: An Emerging Model* (2005), and eight recent volumes dealing with European integration, politics, economy and culture. He has also published academic papers, three poetry books and a collection of short stories.

Johan Wissema

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The New Learning

This explorative rather than scientific paper analyses trends in the way we learn and teach. It distinguishes three historic modes of learning, Classical Learning, Industrial Learning and the emerging New Learning. After describing these modes, the article identifies forces for change in our way of education, resulting in a sketch of future learning.

Biography:

Johan Wissema holds MSc diplomas in chemical engineering and control engineering and received a PhD from the University of Manchester, UK. He studies the performance of organisations including universities, writes about it and gives advice. He was a part time professor in Entrepreneurship and Management of Innovation at TU Delft for 25 years. He wrote 16 books on management and one novel. His latest book, *Towards the Third Generation University – Managing the University in Turbulent Times* was widely translated, including in Macedonian, and has had a significant impact on the policies of universities around the world.

Zlat Milovanovic

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The Innovation Union and Democracy in the E.U.

The INNOVATION UNION , launched in 2010, is one of the 7 flagship initiatives of the EUROPE 2020 STRATEGY for smart, sustainable, inclusive economic growth. The goal of this initiative is to make Europe “a world class performer, remove the obstacles to innovation, revolutionize the way public and private sectors work together”. In the State of the Innovation Union 2015, the EU Commission promoted the need for a strategy “from research to retail”, i.e. creating a unifying process.

By investing 3% of GDP into Research and Development, EU member states could create 3.7 million new jobs. The digitalization process, closely related to innovation, is a separate Commission initiative, Member states supported the EU initiatives, but part of the private sector and individual citizen were less involved. The member states with the highest GDP remain the top R & D performers. Some smaller EU nations with GDPs in the top 100 contribute to R&D.

There are national and individual objections to the EU democratic deficit. Some see their own countries as getting less democratic, some feel distant from the EU institutions which never consult them directly. The EU planning for “R&D to private firms, to individual consumers project” was too remote for individual citizens to perceive the benefits.

The European elections will take place in May 2019. The EU citizens have many other worries, from the living standard to the overall threat of authoritarianism and populism. The traditional democratic parties are likely to be replaced by this new anti-democratic wave. Brexit is likely to affect not just the UK but also the EU, including the Innovation Union. The Europe of robots and artificial intelligence does not work in favor of human rights. The EU itself may be at stake... According to Stef Blok, the Dutch Foreign Minister, the EU is needed and Europe cannot prosper without it. Various reforms are needed but feasible. What American professor Dani Rodrik calls “the inescapable trilemma in the world economy” is essentially Europe’s trilemma. Paolo Mantegazza in 1897, envisioning the year 3000, could see a cooperative and participatory future.

Biography:

Zlat R. Milovanovic, PhD is a Professor Honoris Causa, formerly professor and Vice Rector of the University American College Skopje. He holds a Ph.D. in International Relations from Temple University and a Doctorate in Public Law from the University of Nancy, as an M.A. in European Studies. He taught International law and Political science at Boston University Graduate School, Temple University and Glassboro State University. He also lectured and attended international and other conferences in the U.S., Europe, Africa and Australia. He has authored publications on many topics in a host of languages. He also taught at South East European University (SEEU). Milovanovic is a member of the American Society of International Law (ASIL) and of the American Political Science Association (APSA) and the Austral-Asian Section of the Academy of International law. He has practical diplomatic experience in combating international and trans-border crime.

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Innovating the Role of Honorary Consul in the Era of Regionalization and Globalization

In the last three decades Governments and Ministries of Foreign Affairs of the Southeastern European countries, follow the global trend to make use of the instrument – Honorary Consul, as an added value, quality and complementary enhancement of their existing network of professional diplomatic and consular posts. The terms honorary consul and consulate headed by an honorary consul are often used and represent integral and recognized part of the bilateral diplomatic and consular representation in the international relations. However, there still seems to be a great ‘gap’ in the understanding of the significance of the instrument of honorary consul, which is likely a result of unjustified underestimation and evident deficiency of a focused research on the topic. In the 21st century, the sophisticated network of honorary consuls gains a new quality role in the global processes of transformation of the international relations, alongside with the emphasized transformation of ‘traditional’ diplomacy. Honorary consuls are more often seen as a uniquely innovative and creative ‘tool’ for economic, trade, investment, cultural and scientific promotion of the countries. This research paper offers focused clarifications related to the complex process for identifying the objective need for opening a consulate headed by an honorary consul, selection criteria, role and responsibilities, expected functions and services of the honorary consul, and unique S.W.O.T. analysis with contemporary review on the specific importance of this institution in the contemporary era of regionalization and globalization.

Keywords: Honorary consul, VCCR – Vienna Convention on Consular Relations, transformation of diplomacy, “consular diplomacy”.

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Impact Analysis of Expanding Administrative Legal Protection in Macedonia

The implementation of the principles of good governance requires a platform consisting of four components: a) system of administrative procedures that completely regulates the processes of adoption of the administrative acts; b) a clearly structured organization of the public administration and its authorities in all administrative areas and territorial levels; c) professional, competent and independent staff; and d) system of effective judicial control. Each component is equally significant to establish an appropriate administrative process. A good system of administrative procedure protects the rights of citizens and encourages their participation. It avoids unnecessarily complex, formalistic and lengthy processes and improves the transparency and accountability of the administration. In the same time, it reduces the costs of citizens and government expenditures.

General administrative procedure addresses these issues in communication between public authorities, citizens and businesses. Several shortcomings and challenges were addressed in 2015 in Macedonia through new legislation (complicated economic activities, large administrative costs and costs for the business sector, slower economic development of the country, slower legal transactions and a porous legal protection system). But despite the expected direct and indirect impacts (as a result of change in a system law), one must foresee obvious risks in its implementation related to harmonization of the legal framework, inadequate capacities of the public sector and public service providers to apply the set standards consistently as well as insufficient material and financial resources to respect the obligations for inter-institutional electronic communication.

Using qualitative data analysis via in desk research of official records, legislation and existing scholarship, the paper addresses the novelties in GAP in relation to expected and actual impacts on stakeholders as well as risks related to implementation stemming from objective obstacles hindering public administration responsiveness in a modern democratic society. In order to assess those impacts, the paper analysis the documented data and data extracted from reliable surveys concerning citizens' satisfaction of public services delivery and chances for legal protection.

Keywords: general administrative procedure, standards, services, administrative legal protection, impact analysis.

Biographies:

Natalija Shikova, PhD is an Assistant professor at the Faculty of Law at the International Balkan University in Skopje, Macedonia. Her main area of interest is Public Law and in that field regulatory impact assessment and public administration reforms. She has more than 15 years previous working experience as a practitioner and an expert in relevant areas such as PAR reforms and building administrative capacities for EU integration for national and international constituencies. She is an author of a book and author and co-author of articles, policy papers and policy briefs in the related fields.

Dragan Gocevski, PhD is an Associate professor of Administrative Law and Public Administration on at the Ss. Cyril and Methodius University, Iustinianus Primus Faculty of Law in Skopje. He has authored and co-authored several scientific and policy papers in national and international journals, proceedings and is a co-author of a University textbook on Theory of Organization. His main interest is public administration, theory of organization and public services.

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Innovating the Rural: Tactics for Village Renewal in the Mariovo Region

Despite the evident domination of the urban and disregard of the country side, it is precisely in rural areas that we can clearly see the various consequences, as well as the possibilities of the underlying unequal world development. The situation in Europe today, especially in south-eastern Europe is paradoxical. On one hand, there is an enormous concentration of people, and physical and program congestion in certain urban zones. On the other hand, there is an ongoing depopulation and/or intense transformation of entire areas in the countryside.

An area wherein this tendency of labour and settlement migration was most pronounced was the Mariovo region in the southern part of the Republic of Macedonia. The effect of these tendencies was complete depopulation of a number of villages, or their reduction to several elderly residents. However, the exciting natural environment and the picturesque physical structure of the man-made environment, increasingly express this contradiction to abandoned landscapes and uninhabited houses. Is it possible, in opposition to current waves of distress migration from rural areas, to propose some innovative scenarios for revitalization of these villages? Contrary to the existing reality, with a series of master thesis projects and architecture studio projects, we explore alternative visions of spatial, programmatic and social revitalization of individual villages. On one hand, these projects examine the inherent natural and socio-cultural potential of these villages. On the other hand, they reconcile the prospect of critical globalism, as free flow of people and ideas. In this way, abandoned rural landscapes can be viewed as laboratories for dealing with extreme paradoxical tendencies in the contemporary European society.

Keywords: village revitalization, countryside, depopulation, place, houses, innovation, estrangement.

Biographies:

Violeta Bakalchev obtained her MSc in the field of Architecture and Design from the University American College Skopje. She is currently holding the position of Assistant Professor at University American College Skopje where she teaches subjects connected to architectural design. Her research interest is concentrated on the different aspects of the modern residential projects and their contemporary transformations.

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

The academic research purpose of this paper is to investigate how teaching by the cases method, as opposed to teaching business theories *ex-cathedra* or frontal teaching makes a positive change in the classroom in the environment of higher education institutions for educators and learners. The research was conducted having in mind the outcome of actual knowledge as opposed to the unfavoured, perceived knowledge by educators in learners. The paper is a combination of theoretical and empirical research, or rather the moment where theory meets practice, making use of the Socratic Method proposed in the new and improved classroom.

Research has shown that educators are positively inclined towards this method, but there are also opposing views, and the aim of this study is to suggest the measures to make this cocktail of discussion and research successful. We take a closer look into the use of ready-made HBSC (Harvard Business School Cases) vs. educator-generated cases for the traditional instructor-based classroom, as opposed to a learner-based classroom. The major findings of this paper are supportive of the inclination of a discussion-based classroom with the incorporation of a classical research method approach. This dichotomy is addressed; however the proposition for solution integrates both approaches, driven by the case method of teaching.

Finally, the practical recommendations deriving from this analysis serve as a good basis to further explore and deliver even more detailed recommendations PCL (participant-centered learning), and result in even better preparation of students for their future careers in business communication, preparing them for as much ambiguity and lack of fear of the unknown in their professional lives.

Keywords: *ex-cathedra*, frontal teaching, knowledge, Socratic Method, HBSC, instructor-based, learner-based, discussion-based, PCL, Business Communication.

Biographies:

Marjan Bojadziev, PhD is Provost, CEO, and full time professor at the University American College Skopje. His main areas of interest include finances, entrepreneurship, organizational behavior, and strategic planning. He used to hold top management positions at the Macedonian Bank and the Inter Falco Holding Company. He is a Harvard School of Business Trainee and EFER Alumni.

Marjana Vaneva, PhD is an Assistant Professor and Dean of the School of Foreign Languages at the University American College Skopje. As a graduate teacher of English with an MA and PhD in Linguistics from the Sts. Cyril and Methodius University in Skopje, she mainly teaches English grammar subjects to English language students at both undergraduate and postgraduate levels. Her research interests are in the domain of applied linguistics, semantics, contrastive analysis, language testing, and English language teaching. She has published on zero derivation, negative prefixes, homonymy, polysemy, cognition in teaching vocabulary, and also on teaching second/foreign language grammar.

Ilijana Petrovska, PhD is an Associate Professor at University American College Skopje (UACS) and part time professor at Qatar University and Visiting professor at Tor Vergata, Rome Italy, and Rome Business School. Petrovska is also a consultant at UACS Enterprise and EBRD BAS. She was the Vice Dean for Education at UACS School for Business Economics and Management and a Head of the Marketing Department until 2018. Petrovska obtained her PhD degree with the thesis “Effects of Integrated marketing communications’ strategy implementation in the banking industry” at Faculty of Economics Skopje, Macedonia in February 2010. Petrovska has published and presented plenty of articles in the area of Integrated marketing Communications in banking, social media, branding, quality in education in many peer reviewed journals and International conferences. Also edited the Macedonian translation of the book “Chaos” from Kotler and Caslione. Petrovska worked at Stopanska Banka for 7 years as a Marketing manager and before worked in the Advertising agency S Team Bates Saatchi & Saatchi as an account manager for 4 years. She is a member of the Macedonian Marketing Association, IAB Macedonia, former president of the Association for Better Education and a member of the AIESEC Alumni Association.

Tamara Jolevska-Popov, MA is a lecturer at University American College Skopje (UACS), the School of Foreign Languages. As a graduate teacher of English from the Sts. Cyril and Methodius University in Skopje, she went on to do her MA thesis at UACS. She obtained her MA title with the thesis “The Use of Cases as a Teaching Tool in Business Communication – A Comparative Study”. She teaches Modern, Business English and Composition at undergraduate level to students of all schools and departments at UACS. Her interests of research are varied and they range from linguistics, semantics, morphology to the practical use of the English language towards globalisation and unification, and also the use of English and its applications in the business environment.

Parallel working session 2-b: Economy and Labor Market

Moderator: Dushica Stevchevska Srbinoska, PhD

Dushica Stevchevska-Srbinoska, PhD is Assistant Professor and Head of the undergraduate and graduate programs in Finance & Banking and Audit & Accounting at University American College Skopje, School of Business Economics and Management. Her primary research focus is in the reporting and financial analysis domain, with teaching topics encompassing the subjects of Principles of accounting, Financial accounting, Financial reporting and financial statement analysis, Corporate finance, and Pricing strategies. Srbinoska is engaged as a visiting lecturer in Financial Communication at the Master 2 program in Management Financier et Contrôle International at the University of Angers, France, Faculté de droit, d'économie et de gestion. Her non-academia work experience includes engagement as controller in one.Vip doo Skopje (member of Telekom Austria Group), M&A consulting, and auditing as part of the PricewaterhouseCoopers Skopje and Sarajevo teams. She completed her master and doctoral studies at the Ss. Cyril and Methodius University – Institute of Economics Skopje with Master thesis on Merger and Acquisition Transactions as a Mode for Enhancing Company Performance, and PhD thesis exploring The Strategic Integration of Enterprises as a Determinant of Merger and Acquisition Success.

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Okun's Law in North Macedonia: The Relationship between Unemployment Rates and Economic Output

This paper investigates the relationship between unemployment rates (youth and total) and GDP growth in North Macedonia, within the context of Okun's Law. The econometric analysis of the paper is based on The Auto-regression Distributed Lags Model, using data for the period 1991-2017 collected from different data basis. The econometric analysis suggests that there is a statistically significant long-run relationship between the GDP growth and total unemployment in North Macedonia, at the 1% level of probability. In particular, the findings show that a 1% increase in the economic growth will lead to decrease of the total unemployment by 2.57%. No short- or long-run relationship between GDP growth and youth unemployment was detected.

Keywords: Okun's Law, unemployment, GDP growth, ARDL technique, North Macedonia.

Biography:

Despina Tumanoska is the founder, a member of the Executive Board and a Program Coordinator at FINANCE THINK – Economic Research & Policy Institute, Skopje. Her research interest involves issues like macroeconomic policies, unemployment, sectoral economic policies, applied econometrics and the like. She is a PhD candidate in Economics and an MSc graduate from the University American College Skopje. In 2012, she won the Annual award for Young Researcher conferred by the National Bank of the Republic of Macedonia. She actively publishes, including 3 papers in journals indexed on the Web of Science.

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Determinants of Female (In) activity on Labour Market in Macedonia: A Comparative Perspective with a Group of Mediterranean and South-Eastern Europe Countries

Female participation in the labour market is very important for the economic and social growth of the countries. Many studies show that economically active females have an important role reducing poverty by assuring welfare of the households. Female participation in the labour 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 determinants which have influence over the female participation in the labour 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 her labour. The latter is a major contribution of the paper to the current knowledge. The methodology is based on previous research by Contreras and Plaza (2010). Moreover, a comparative perspective is added by considering countries in the South-East Europe (SEE), Mediterranean countries and Macedonia. We found that the cultural context is an important determinant of the females' labour market activity which is important in designing government support and policies for promoting females' activity.

Biographies:

Marija Andonova, MBA, is a teaching assistant in Business Mathematics and Statistics at the University American College-Skopje (UACS). She graduated from University St Cyril and Methodius-Skopje, Faculty of Natural Sciences and Mathematics-Department of Mathematics. Marija holds BSc in mathematics-mathematics teacher and BSc in mathematics-engineer in mathematical economy. She continued her education by enrolling MBA studies at the UACS and successfully defended her Master thesis in June, 2013. In 2017 she enrolled in doctoral studies in economy at UACS.

Nikica Mojsoska-Blazevski is the Chief Executive Officer (CEO) at Macedonia2025. Nikica's prior experience was in academia, where she served two terms as Dean of the Business School at University American College Skopje, as well as in the public administration where she worked as a Head of the Macroeconomic Policy Department at the Ministry of Finance of Republic of Macedonia. Nikica has an extensive experience of over 15 years in research, consultancy and advisory in economic policies, social systems and policy, labour markets, and education in Macedonia, as well as the Western Balkan region. She has been so far working with major international economic organisations and institutions, such as the World Bank, ILO, RCC, UNDP, UN Women and the European Commission. Mojsoska-Blazevski is author of many journal articles and several book chapters, mainly in the area of social policy, labour markets, education, gender issues, youth, etc.

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The Impact of the Implementation of Social Dialogue on the Sustainable Development of States and Society, Guaranteed by the Achievement of the Decent Jobs in Labor Market

Following the adoption of the new Sustainable development goals (SDG) of the United Nations Agenda of 2030-th, societies and states strive to create and implement sustainable and inclusive policies in their functioning and regulation. From the aspect of labor legislation, employment and interactions on the functioning of the state of well-being, it is crucial to practice social dialogue, backed up and guaranteed (guarded) by including the principle of decent jobs. According to the adopted ILO Declarations, the principles and framework for the implementation of decent jobs that directly affect sustainable societies, are created through the establishment of social dialogue, usually at a tripartite level (between employers, workers, and the state). Analytical framework: Social dialogue is a process involving representatives of workers, employers and / or governments. Social dialogue has the potential to serve as a productive contribution to enterprises and contribute to inclusive growth of the country, and in many cases it can be a strong driver of stability, equity productivity and sustainable business growth of enterprises, and thus of the economy in the state. Tripartite social dialogue can help shape regulation and legal reform, ensuring that they relate to the real needs of workers and enterprises of all sizes and types. In the very essence and from the above, the social dialogue is closely linked to the principles of decent work, which in principle are an inseparable part of it. Decent work sums up the aspirations of people in their working lives. It involves the inclusion of a set of job opportunities that is productive, ensures fair income, job security, social protection for families, better personal development prospects, social integration, and freedom for people to express their views, to organize themselves and to participate in decisions that affect their lives and work. Productive and decent work are key elements in achieving fair and globalization and poverty reduction, with the ILO continually developing the conditions for creating jobs, work rights, and opportunities for more accessible social dialogue.

Research strategy and methods: In order to future improvement in the sphere of labor and labor legislation; the impact of social dialogue and decent jobs on the creation of a comprehensive, inclusive and sustainable welfare state should be checked and measured. For this purpose, the analysis in this research paper will be carried out through performance indicators in the application (according to EUROSTAT and ILO classification) of the current Declarations of the International Labor Organization, as well as the Agenda 2030, i.e. SDG 2030 by the United Nations (with special emphasis on the part of SDG 8). The conducted analysis will show their direct influence on the promotion of the sustainability of societies, and conclusions about future activities and necessary measures taking over from national and international actors in the field of labor.

Keywords: decent work, social dialogue, sustainable development goals, labor declarations.

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Determination on the Labour Market Changes, through Longitudinal Analysis of the Working Age Population

The paper conducts an analysis for evaluating the stability of the labor market in the Republic of Macedonia, dictated by the pressure on the workforce, performed using longitudinal analysis of the working age population. The changes in the labor force determine the balance between the labor market supply and demand. The effects of the labor force on the labor market stability are assessed through the changes in the economic status of the individuals (employed, unemployed, inactive) between 2010 and 2017.

The analysis uses the data from the Labor Force Survey on individual Level, with the Markov Chain Prediction Model. The assessment of the labor market stability in the working age population has been conducted using transition matrices which determine the degree of probability for employment or unemployment in individuals. In order to determine the effects of the independent variables such as gender, age and degree of education, on the changes of economic status (employed, unemployed and vice versa), an additional regression analysis has been conducted, where the activity's status is taken as a dependent variable.

The analysis of the changes in economic activity based on the degree of education shows that young people with elementary education are the most prone to negative changes in the labor market status. They are unable to hold their jobs because they are usually of temporary, seasonal or low-paid nature. Young people with secondary education have been found to be active job seekers, but in the period of analysis, with low probability to find a job. Higher education has a positive influence on the labor status in young people. In all periods of the analysis, the individuals with higher education have greater stability in keeping the 'employed' status as opposed to young people with lower education.

Keywords: labor force, economic activity, transition, employment, probability, education, stability.

Biography:

Daniela Avramoska was born on 10 April 1973 in Tetovo, where she finishes primary and secondary school. In 1997, she graduates from the Geography Department of the Faculty of Natural Sciences and Mathematics at the Ss. Cyril and Methodius University in Skopje. Since 1999 she has been doing Labor Market statistical research, studying and applying methodologies and processing, analysis and quality assessment of data from the same field. In 2009 she obtains her MA Degree in Economic Sciences at the University of Ss. Cyril and Methodius in Skopje, at the Department of Statistical Methods for Business Economy. In 2016 she undertakes her PhD studies in Economics at the American College University in Skopje.

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Interplay between Reservation Wage and Unemployment Duration: Evidence from North Macedonia

This study investigates the reservation wage along with the unemployment duration of the youth in North Macedonia of a pooled sample of 2012 and 2014. The study assesses the determinants of the reservation wage and in particular how it is related to unemployment duration. The data comes from the School to Work Transition Survey which is a survey that is labor market designed and includes labor market information on young people aged 15 to 29 years. The Two Stage Least Square (2SLS) model is conducted by using instrumental variables. This technique is used when the dependent variable's error terms are correlated with the independent variables. In this case, the issue of suspected endogeneity between the reservation wage and the unemployment duration is treated with the 2SLS technique. The results suggest the interplay between the reservation wage and the unemployment duration aligns with the literature, concluding that the longer the unemployment duration the lower the reservation wage. Furthermore, the remittance receivers have lower unemployment duration and lower reservation wage than the non-receivers. The good financial situation increases the unemployment duration. Graduate persons surveyed have lower unemployment duration than the ones with lower education. An increase in age increases the unemployment duration and the reservation wage.

Keywords: reservation wage, youth unemployment, School to Work Transition Survey, unemployment duration, 2SLS model, instrumental variable, endogeneity.

Biography:

Tereza Kochovska currently works as an Independent Economic Analyst in Finance Think- Economic Research and Policy Institute in Skopje. She finishes her undergraduate and postgraduate studies at University American College Skopje, major Finance and Banking. Currently she is enrolled in PhD studies at the University American College as well, in Applied Economics. Her field of research evolves mostly around the Labor Market, from where comes the topic of the doctoral dissertation of Reservation Wage. Her work experience counts activities in finance and research.

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Fiscal Policy and Economic Growth: The Case of Kosovo

The attainment of development and growth is one of the most important goals of economic policy and decision making. We know that the financial development is one of the policies which is recommended by many economists to achieve economic development. The Kosovo fiscal system undoubtedly represents a field of great interest to study. This is not only because this system has in itself one of the only macroeconomic policy instruments in the hands of the Government, but also because the Kosovo fiscal system was built in exceptional circumstances where there was and still has a combination of responsibilities governing institutions between Kosovo institutions and international organizations present in Kosovo. Through this study we have come out with exploration to see how fiscal policies have influence on the economic growth? Therefore, we have considered a brief history of the development of the fiscal policy, the progress of this policy during the last decade. Our analysis is gathered on statistical and qualitative data through the study of the theories of fiscal policy and relationships with economic growth in other countries. Further, for the empirical analysis, we have used secondary data from Government of Kosovo and International Monetary Fund (IMF) from year 2009 to 2018. As a result, certain fiscal policies affect the stagnation of economic and social development and become inappropriate in time and space. Then the responsible institutions should enter the change and update of such policies to adapt to the new circumstances.

Keywords: fiscal policy, economy growth, tax revenues, government expenditures.

Biography:

Blerta Haliti Baruti was born in Prishtina on October 17, 1988. She is married and have two children. She graduated in Banks, Finances and Accounting from College AAB in 2007. Then she pursued her master degree in Master of Arts in Financial Markets and Bank from College AAB in 2013. Now is attending the PhD for Economics in College University Skopje Macedonia. Her professional experience started in 2012, as an economist in Department of Finance at the Kosovo Insurance Bureau.

Working session 3: Entrepreneurship and Innovation

Moderator: Prof. Luca Gnan, PhD

Luca Gnan is Full Professor of Organizational Behavior at Tor Vergata University. He is the past-president of the European Academy of Management (EURAM). Luca Gnan has been and is guest editor of various journals, and he has published on topics related to family business governance, corporate and public governance. His research focus is on family businesses and HR/Organizational issues, with a special interest on HRM Practices. Other research interests are Corporate governance of family firms. As a scholar, his main priority has been to support and mentor junior faculty and doctoral students.

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The Relationship between Entrepreneurship and Unemployment in Republic of North Macedonia

In the last decade entrepreneurship has gained significant attention from both scientists and government, and it has been linked with economic growth and unemployment. After the economic crisis in 2008, one of the tools that Europe has been using to fight high unemployment has been entrepreneurship. In Macedonia, the main driver of the economy are private enterprises. 99% of Macedonian companies classify as small and medium enterprises, and the number of SMEs is increasing year by year. According to the Agency for promotion of entrepreneurship in Republic of Macedonia, SMEs are great contributors to the country's economy and an important factor for creating new jobs, creating innovative products and services, the increase of exports and a greater promotion of domestic products on foreign markets. The objective of this paper is to explore the relationship between entrepreneurship and unemployment in Macedonia for the period between 2011 and 2017. Through empirical analyses we identify how the evolution of entrepreneurship has helped decrease unemployment in Macedonia through job creation, and what the different factors are that influence both entrepreneurship and unemployment.

Keywords: entrepreneurship, unemployment, employment, youth unemployment, relationship, SMEs, Macedonia.

Biography:

Rejhan Sulejman is a PhD candidate in Economics at the University American College Skopje. She received a BSc and MSc degree in management and marketing respectively at the University American College Skopje. With more than 10 years-experience she currently works in a family business as a Sales and Marketing manager, and is actively involved in projects for improvement of business climate by the Association of Businessmen from Industrial Zone Vizbegovo.

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Impact of Education on Entrepreneurial Intentions among Students in Republic of North Macedonia

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.

Biographies:

Nadezda Pop Kostova has recently joined the graduate office at the UACS. She was management consultant as part of the team of the international consultancy Target Communications from 2013 to 2018. She holds MBA degree from the University American College Skopje.

Makedonka Dimitrova has over 18 years' professional experience in leadership positions in non-profits, business and education sectors. Dimitrova is holding the position of President of the Scientific Board of the UAKS Entrepreneurship and Leadership Development Institute where she conducts a research based projects in the area of entrepreneurial activities and innovation in SMEs. Dimitrova has been lecturing Entrepreneurship and International Management and Globalization at both undergraduate and graduate level at the University American College Skopje since 2009.

Ana Tomovska Misoska, PhD is Associate Professor at the UACS School of Business Economics and Management. She obtained her PhD from the School of Education, Queen's University Belfast. Her professional engagements involve a number of research projects in Northern Ireland and the Republic of Macedonia. Her work has been concentrated on educational reforms, exploring identity building as well as entrepreneurial intentions, organizational culture, human resource management and consumer behavior. She has attended a number of national and international conferences and published in renowned academic journals.

Marjan Bojadziev, PhD. is Provost, CEO, and full time professor at the University American College Skopje. His main areas of interest include finances, entrepreneurship, organizational behavior, and strategic planning. He used to hold top management positions at the Macedonian Bank and the Inter Falco Holding Company. He is a Harvard School of Business Trainee and EFER Alumni.

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Analyzing Macedonian Employees Work Motivation Using the Herzberg's Motivation-Hygiene Theory

Motivation is one of the most important issues taken into account in the management field of study. The main reason for that condition is that the organizations can manage to reach their goals, and their results as well, by working performance of their staff. If the employee productivity is higher, the organizational success will be also at the highest level, and vice versa. The organization's managers continuously are giving their best efforts to increase the productivity of their employees. Between the conditions that have an influence on productivity of the workforce, employee motivation is considered as most important one.

In this research paper, it will be used The Herzberg's motivation-hygiene theory in analyzing the factors that motivate the workers in the organizations in Republic of Macedonia. The mentioned theory is based on the fact that salary of the workers is not essential factor that motivates them. So, there are more factors that should be taken in consider. For mentioned purpose, the research in this paper titled as "Macedonian employees work motivation" it will be done on a specific sample that includes total of 90 respondents. Research, it is planned to be carried out in two different organizations in Macedonia (public and private), in order to discover how factors that motivate the workers are valued from the perspective of employees that have different personal characteristics and that are working in different environment. According to the research carried out in our country, it has been concluded that it is justifiable for the abovementioned motivational theory to be accepted.

Keywords: motivation, theories of motivation, intrinsic factors (motivators), hygienic factors.

Biography:

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Application of Roundabouts as Contemporary Solutions on Traffic Safety

In the last two decades, the use of roundabouts is often practiced as modern solutions that increase traffic safety. The roundabouts reduce the number of conflict points and increase the flow of vehicles. In recent years in our country, in some cities, there is a trend of building these junctions on city roads. Also, these junctions are increasingly used on the national roads, more precisely in places of intersection with local roads. The use of increases because of their simple concept and positive effect on traffic and traffic safety as well as the reduction of negative impacts on the environment. In this paper we make detailed categorization between the constituent elements of concentric junctions with roundabouts and intersections with spiral roundabouts. Also determined their positive and negative features and the importance of design and technical elements that form the basis of a roundabouts. An important element in the design of roundabouts is elements for traffic signalization (horizontal and vertical). The use of traffic solutions with circular crossroads is analyzed to increase traffic safety, environmental protection and environmental impacts. The perception of the positive experiences from other European countries in the application of the roundabouts was the main motive for their implementation in our country, and the main goal is to increase the traffic safety. Research conducted in European countries suggests that roundabouts, unlike signalized (classical) junctions, have great advantages they reduce the number of traffic accidents and increases the traffic flow.

Keywords: roundabouts, traffic flow, safety, traffic signalization, environment, classical junctions and traffic.

Biographies:

Dr. Aleksandar Glavinov, Colonel, Associate professor, Doctor of technical sciences in the field of road infrastructure. High qualities in personnel management and teaching process, thoroughness, professionalism, creativity, identifying details, data analysis, prompt, logical thinking and reasoning. Flexibility in the problem solving, intuition, ability of organized and systematic work, identifying the problems and disagreements as part of the organizational process. Having the ability to adapt to

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Sound Barriers as a Solution for the Traffic Noise

The concern about the adverse effects of noise arises from the rapid expansion of transport infrastructure that greatly impacts the environment, and has made the countries of Europe, the United States, Australia and the Far East to massive use of sound barriers, that are designed to reduce noise in urban, semi-rural and rural environments. Sound barriers are a perfect solution for reduction of noise in Europe countries as well in Macedonia and the process of alternative approaches related to the design process of the sound barriers on transport infrastructure facilities has begun. The sound barriers can be reflective, absorptive and reactive. They can also be made of barrier materials: soil, timber, sheet metal, concrete, brick, plastic, PVC, fiberglass etc. Although the reduction of noise in a given location through the use of barriers could help to improve the problem that a development has caused to the environment, it may create others. It is important to acknowledge the effects those often large and imposing barriers may have another environmental issues. They may affect views, light, microclimate, access, wildlife and birds. Barrier design is a complicated process. The best results are likely to be achieved through the coordinated services of qualified acousticians, civil and structural engineers, landscape architects and architects. If possible, the use of sound barriers should be avoided as they increase the cost of the road. Avoiding the use of noise barriers is possible if we can design the main roads as far as possible from the residential areas. The traffic noise is considered as a twentieth century phenomenon.

Keywords: noise barriers, traffic noise, road, reflective barriers, absorptive barriers, environment.

Biographies:

Dr. Aleksandar Glavinov, Colonel, Associate professor, Doctor of technical sciences in the field of road infrastructure. High qualities in personnel management and teaching process, thoroughness, professionalism, creativity, identifying details, data analysis, prompt, logical thinking and reasoning. Flexibility in the problem solving, intuition, ability of organized and systematic work, identifying the problems and disagreements as part of the organizational process. Having the ability to adapt to new trends and needs in the labour process, capable speaker at various levels both in written and in spoken form, expressed leadership in any situation and in a different environment and at the same time knowing how to act and be a part of a teamwork.

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Closing plenary session

Moderator: Marina Andeva, PhD

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