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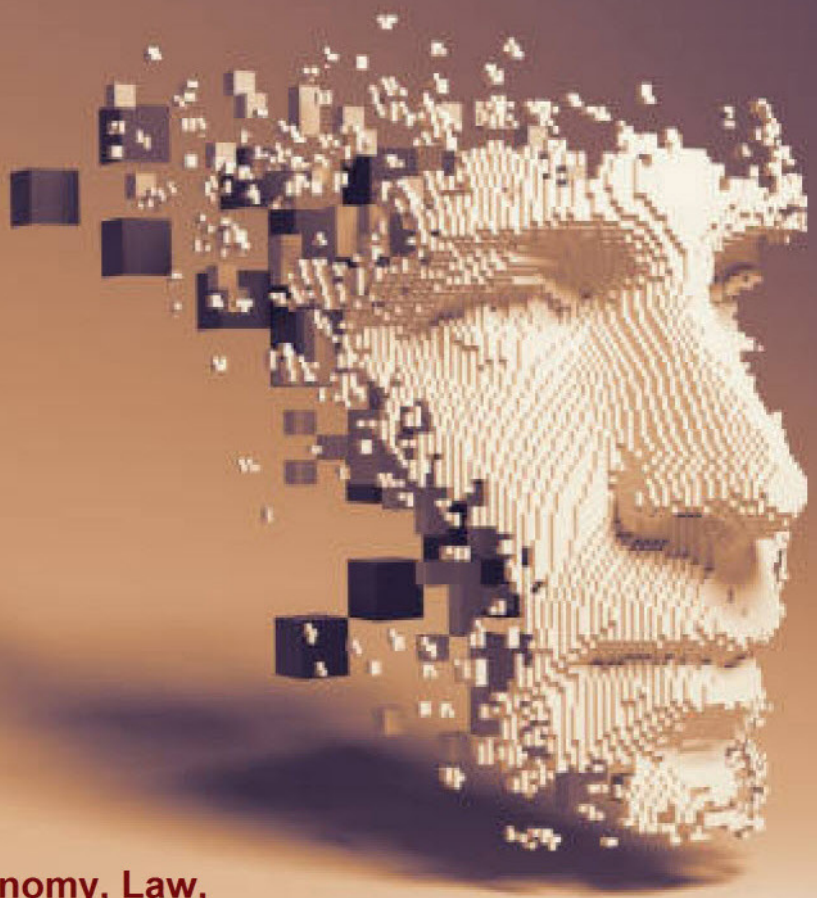

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TERRORISM AS A FORM OF ALIENATION OF MAN FROM MAN

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Check for updates

Abstract: The paper gives an overview of the phenomenon of terrorism as a form of man from man alienation starting from the ancient philosophical schools and ending with Hegel, Marx and Fromm.

In the paper is used the method of analysis of the philosophical (ethical) aspects of human alienation from man with special reference to Hegel, Marx and Fromm theory of alienation as a general phenomenon in interpersonal relations and terrorism as a special form of human alienation of man from man.

According to philosophers, especially to Hegel, Marx, and finally Fromm, modern man is a slave to objects, be they immovable and movable objects, and above all, a slave to money, as objects. As a slave to objects, running after them and grabbing them in order to have as many, as possible and as modern, better, bigger, etc. man forgets himself. He is alienated from himself, from his generic being and instead of enjoying life, he is enslaved to it. By alienating oneself, the man alienates himself from other people, as well. Alienated people do not live emotionally with their fellow citizens. They live next to them. They are lonely in the crowd around them. Individually or organized in social groups: associations of citizens, parties or states, understood as human organizations, ie national societies, they, in the struggle to have, strive to have alien: alien power, alien space, alien territory, alien natural wealth, oil, gas etc. Loaded with that aspiration, they work to conquer alien. Striving for alien, they often reach for it.

People who own alien, strive to preserve their ownership. There is a conflict between those who strive to take the ownership of other and those who want to keep it as their own. The conflict evolves to unintended proportions. The fruit of the evolution of the conflict, among other things, is terrorism, as the highest form of man from man alienation in peace time.

Contemporary forms of terrorism, as a form of man from man alienation, have their own historical evolution. The philosophical-historical approach to them will contribute to a deeper understanding of terrorism as a form of alienation of man from man, which is very important for its prevention in the present and the future.

Keywords: man, alienate, alienation, terrorism.

Field: Social sciences

1. INTRODUCTION

Terrorism is essentially an organized and systematic use of violence to cause fear and personal insecurity among citizens and to create disorganization in the functioning of the state apparatus designed to undermine the authority of the state, all in order to achieve certain political and economic goals. At the heart of terrorism is terror. It is a collection of brutal and terrifying acts of violence that cause people to feel fear and insecurity.(Townchend, 2018). The most commonly used acts of terror are murder, kidnapping, planting explosive devices in public buildings - shopping malls, schools, roads, bridges, telecommunications equipment, water supply, vehicles, military facilities and installations; causing fires, etc. To achieve their nefarious goals, terrorists also use diversions against objects that contain hidden forces such as dams on artificial lakes, oil and its derivatives tanks, oil wells, chemical installations and nuclear power installations. There is a real danger that they will also use weapons of mass destruction (nuclear, radioactive, chemical and biological).

Alienation of man from man is a mass phenomenon in the modern world. It is present in every privately owned economic system, oriented towards material, ie monetary measures of human social value. The most typical of that is capitalism. The struggle for profit is predominant in it. Man, in capitalism, is more focused on having as much money or property as possible, and usually both. Greed is a ubiquitous phenomenon in human relations. It leads to a psychopathological condition that resembles the case when a person drinks seawater. The more he drinks, the more thirsty he is. Fromm would say that society is seriously ill. In a ill society, morality is also ill. The insatiable desire to acquire property gave birth to numerous moral deviations. Among them, of course, in the first place, comes the alienation of man from man. The alienated person has no sense of living together, of comradeship, of friendship; it is difficult to make social contacts and it is difficult to adapt to the social environment in which he lives. Such

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people often fall into depression and autism. In such situations, they become alienated from other people. Alienated, they distance themselves from the activities of other people and avoid participating in everyday social life. Dissatisfied with themselves and frustrated, they readily accept terrorism as a means of self-affirmation and join terrorist organizations, firmly convinced that by belonging to a terrorist organization they can "find themselves" and achieve their goals in life.

As a term that encompasses acts of violence for the purpose of intimidation and without sparingly breaking the resistance of the one to whom it applies, terrorism first appeared at the time of the French Revolution, when the terms terror and terrorism encompassed certain actions of the Jacobin dictatorship. Terrorism later flourished in Russia as a method of combating tsarist rule before October Revolution, and after Revolution, during the Civil War. Between the two world wars, terrorism was used by fascist regimes in Germany, Italy, and Spain, when the most modern means of destroying and distorting people's consciousness were used in the implementation of measures of violence, pressure, and reprisals.

At the end of twentieth century and in the beginning of the twenty-first century terrorism became a massive and better organized evil. Terrorist does not choose its victims and many innocent people suffer from their actions. Terrorism is a very large crime against peace, against the freedom of the peoples, against their peaceful life (Madrid train bombings – 2004, Utoya youth camp attack, Norway, 2011). September 11th 2001 has become the date used most frequently by the politicians, diplomats, military and by the ordinary citizens across the world. The horrible terrorist attacks against the United States (World Trade Center, New York) have profoundly shocked the world community by the innocent victims of these attacks. 3,000 lives, 3,000 innocent people who were going about their work in the moment of the attacks is something which produced a lot of grief in the psyche of each honest man and woman in the world (Risteski, 2002).

Numerous contradictions faced by the modern world, especially after the end of the Cold War, have pushed terrorism to the forefront of the world stage as a method for individual, socially alienated groups to impose their will by creating intimidation and fear among citizens, to put pressure on states and or on certain social groups in them, in order to achieve their political or economic goals. In carrying out terrorist activities, terrorists use all possible means of armed violence, from cold steel and firearms, to bomb diversions of vehicles and plants and means of mass destruction (chemical and biological weapons).

Terrorism surpasses national borders. In the contemporary time the security of many countries is endangered by terrorism. Preventing and combating terrorism requires coordinated action by the counterterrorism forces of many countries in the world. Effective implementation of such actions requires in-depth knowledge of terrorism as a form of man from man alienation.

2. PHILOSOPHICAL ASPECTS OF MAN FROM MAN ALIENATION AND TERRORISM

The phenomenon of alienation of man from man has been the subject of philosophical analysis for almost two millennia. Aristotle in his work "Politics" stands for cohesion of people within the community, starting from the family, to the state as the highest community of cohesive people. "He who cannot live in a community or who does not need anything, because he is self-sufficient, is not part of the state. He is a beast or a god."(Aristotle,1984). But man is neither a beast, nor a god, but a man. If he, as a person, cannot live in a community and in a state as an organized community, he is an alienated person.

Alienation was intensely practiced by the Neoplatonic philosophy school. The most prominent representative of this school is Plotinus. According to him, man, acting evil, distances himself from the "One," from God, and with that he alienates himself from other people as creatures of God and part of the "One." The man has to return to "One" and he will return to him by doing good to other people or, in other words by disalienation (Hegel, 1983). Later, other philosophers and philosophy schools partially engaged themselves in alienation.

But the deepest analysis of this phenomenon is made by Hegel in his Phenomenology of the Spirit (Hegel,1979). According to Hegel, the term alienation means the alienation of the spirit, ie its highest manifestation, as a self-consciousness of man, and the transformation into a thing, ie objectivity. The objectification of the spirit (by human labor) was necessary in history as a past, as something that had already happened for the concretization and self-development of the spirit. But the spirit from its appearance and otherness, ie from its objectification - alienation must return to itself as a human self-consciousness, ie to be disalienated. Therefore, for Hegel, the abolition of alienation means the abolition of objectivity, as man's turning to objects. He clearly saw the dehumanization of life brought by human victories over nature. The human world seems to slip away from man in this industrialized, mechanized and automated world, and instead of friendship, understanding, easing the heavy burden that life has

placed on his shoulders, he encounters new enemy forces that do not come from nature, but from man.

According to Hegel, in his contemporary society, there is a kind of poverty that was not known before. It is poverty from excessive wealth. In that society, one misfortune piles up on another. If in the direct relation to nature man is upright before the enemy forces which it contains and which he can overcome with the power of his mind. In the new world, created by man, he is alienated from himself and opposes himself. Man's labor separates and moves away from him. The productive forces of man do not serve to satisfy his needs, but become commodities that need to be transformed into money on the market. Money becomes the embodiment of the value of labor objects. What they have in common and transform them into commodities is their common denominator. The man who has money has everything he needs. He is the master at whose signal all the goods are ready to be pushed to be made available to him. Hence the race for money, for property comes. In the race for money, man forgets about himself, forgets about others around him. He is alienated from himself, from his generic being, and he is alienated from other people, as well. Thus alienated he lives the life of a loner in the crowd of people around him. He lives next to them, not with them. The alienated person does not love other people. They are not his friends, but his competitors, and thus enemies.

Hegel's ideas were elaborated by Marx. He distinguishes four phases of alienation: alienation of man from the objects of his labor, then alienation of man from the conditions of production of products, alienation of man from himself and finally, alienation of man from other people.

The third and fourth phases of alienation are the most important for our analysis. As a result of the first two phases of alienation, the working man feels free to act only in the performance of his life functions - in eating, drinking, sexual intercourse and, in the best case, in his apartment, in its arrangement and decoration. In his human functions he feels like an animal. What is inherent in the animal becomes the destiny of man, and the human becomes what is the destiny of animal."(Marks, 1974). Thus begins the third phase of alienation in which the worker alienates himself, his human essence. He loses his personality and humanity and morally degrades.

Finally, the fourth phase of alienation occurs: the alienation of man from other people. They become aliens to him, enemies who want to take advantage of him, to turn him into a means of achieving their goals. Instead of camaraderie, sympathy and help, he expects from other people only hostile, inhuman actions, which forces him to treat them in the same way (Josifoski, 1985).

Hegel and Marx's ideas on the alienation of man from man were directly taken up by the American philosopher and social psychologist Erich Fromm in his works "Healthy Society" and "To Have or to Be."

In "Healthy Society" the definition of alienation is given. According to Fromm, "alienation is a way of experiencing in which a person experiences himself as an alien being. It, could be said that person have become estranged from herself. She does not experience herself as the center of her world, as the creator of her own works, but her actions and their consequences have become her masters, to whom she obeys them and who even worries and adores them. The alienated person is not in contact with himself, just as he is not in contact with other persons. She, like others, experiences herself as objects are experienced; with the senses and common sense, but, at the same time, without establishing a productive connection with herself and with the outside world (From, 1980).

According From modern man is a slave to objects, whether immovable and movable objects, and above all, a slave to money, as objects. As a slave to the objects, running after them and grabbing them in order to have as many as possible and as modern, high-quality, larger, etc. man forgets himself. He becomes alienated from himself, from his generic being, and instead of enjoying life, he enslaves it. By alienating himself, the man alienates from other people as well. For him, the other person is a foreigner and a possible competitor, and also an enemy in the fight for things, for property, for money, for power, for authority etc. One has to fight against the enemy." The basic elements, in the relations of individuals in the mode "to have," are: competition, antagonism and fear. In a property-based relationship, the antagonistic element stems from the very nature of that relationship. "If property is the basis for my sense of identity being I am what I have; the desire to have must lead to the desire to have many, to have more, to have the most. In other words, greed is a natural consequence of the orientation towards property ..... The greedy, regardless of what is the content of his greed, will never have enough, nor be satisfied with what has been achieved ....Apart from that, considering the fact that what we have can in some way be taken away from us, we must have as much as possible to ensure our existence from such a danger. But everyone can have more, everyone must be afraid of the aggressive intentions of their neighbor who could take away what she has. To prevent such an attack, the man must become as powerful and preventively aggressive as possible. In connection with this, since the acquisition of property, even in its maximum scope, will never hold the check with unlimited desires, there must be rivalry and antagonism among individuals in the struggle to acquire the most. And the struggle will continue even when the

state of absolute abundance is reached: those who have less physical health, attractiveness, giftedness, talent, will bitterly envy those who have more" (From, 1998). The mode of possessions and greed as a consequence necessarily lead to antagonism and struggle not only between individuals but also between social groups, nations and states.

The ways, means and methods of struggle to have are different, numerous and extensible, starting from the hidden and openly non-antagonistic, to extremely antagonistic. The latter is used by terrorists, as protagonists of terrorism, as the highest degree of alienation of man from man in time of peace.

3. FROM ALIENATION TO TERRORISM

According to the theory of alienation, alienated people do not live emotionally with their fellow citizens. They live next to them. They are lonely in the crowd of people around them. Individually or organized in social groups: associations of citizens, parties or states understood as human organizations, ie national societies, they strive to have someone else in the struggle: someone else's power, someone else's authority, someone else's space, someone else's territory, someone else's natural wealth, oil, gas, etc. Loaded with that aspiration, they work to conquer other people's values. Striving and working in that direction, they often reach out to others values. By striving for the other people's goods and reaching for them, they are directly alienated from the people to whom it belongs. "He who aspires, who wants to take another's good, does not adopt himself, does not make friends with the owner of another's, does not make himself his friend, his comrade, etc., but on the contrary, makes himself his small or great enemy, as Nietzsche says in his work "That is What Zarathustra Said" (Nietzsche,1976). People who are owners of alien to others, strive to preserve their own, and alien to others who in turn strive to have it. There is a conflict between those who aspire to take the other's good and those who want to keep it as their own. The conflict is evolving to unintended proportions. The fruit of the evolution of the conflict, among other things, is terrorism. As the most illustrative example of this we will take Islamic terrorism. (Maszka.,2028). He is directed against the western countries because he sees in them a danger for his property, or rather, for the natural resources of the Islamic countries, a danger for their culture, for their traditions. Islam, or Islamic countries, protect their values from the West, and Islamic terrorists are the most extreme or, to put it bluntly, the most alienated part of the defenders of Islamic values.

In Islamic terrorism, we have a case of terrorism operating from outside in countries that are victims of terrorism, or in short, foreign or international terrorism. The largest known and most dangerous terrorist organization of international terrorism is Al Qaeda (Topich W.J., 2018). Let us recall only the attacks on the World Trade Center and the Pentagon on September 11, 2001.

Opposite it stands the internal or political terrorism used by certain antagonized social groups organized as political parties or anti-government movements in the states. Such are the Red Brigades in Italy, Sendero Luminoso in Peru, Boko Haram in Nigeria, Hezbollah in Lebanon, Fire Cells in neighboring Greece and others. The well-known terrorist group Gemidzii, which had its cells in Thessaloniki and Istanbul, belongs to that type of terrorism in Macedonian history.

4. TERRORISM AS A FORM OF ALIENATION

Let's go back to the alienation. Terrorism is the highest form of man from man alienation in peace time. Terrorists attack, kill, demolish and so on, not taking into account that innocent people suffer from their actions, "neither guilty, nor obliged", as our people would say. They do not take into account that among the victims can be found their friends, relatives, acquaintances, fellow citizens. Their goal is to cause fear, disorder and disorganization in the state, in the government, in the society.

Terrorists are characterized by a bad attitude towards other people, with insensitivity, rigid, ruthlessness, cruelty and bloodshed. The psychological motivation of terrorists as individuals is based on their personal dissatisfaction with their own life in the social environment and their firm belief that by belonging to a terrorist organization they can achieve their life goals. They are convinced that people outside the terrorist organization, to which they belong, are their enemies. That belief is often so strong that terrorists simply do not treat their victims as human beings and do not feel remorse after the terrorist acts (Krstic, 2015). In such cases, it is a matter of maximum degree of man from man alienation.

Terrorist organizations, in relation to the rest of the society to which they belong, represent a kind of "parallel world" or "shadows of the world" with alien morality. They promote their "just struggle" to build an "ideal society" based on their moral convictions and views. At the same time, they do not choose the means to achieve their goals. The absence of such an ideal society and the feeling of powerlessness to

build it, creates in them frustration, followed by anger towards other people. As a result, they are isolated from them and flee to their parallel world in which they find a way out of isolation, alienation and despair by being seen as promoters and fighters for goals that are higher than the goals of people, society and the world in which they live (Krstic, 2015).

In the "parallel world" of terrorist organizations, terrorists live life. It is not the life of normal socialized and non-alienated people, but the life of people alienated from the rest of the world, from society, from other people. But whatever he is, he is still life. It is the life of people who destroy the other world and its values, who, driven by the urge to live, flee from the freedom of the other world in their "parallel world."

According to Fromm, "the urge to live and the urge to destroy are not mutually exclusive factors, but are inversely related to each other." The more the urge to live is suppressed, the stronger is the urge to destroy. The more life is realized, the less is the destructive force. Destruction is a consequence of a lifeless life. "All the individual and social conditions that contribute to the suppression of life create a passion for destruction, and this, so to speak, forms a large stockpile that feeds man's special hostile aspirations, either towards others or towards himself "(From, 1983).

Extremely alienated from other people, terrorists use all possible means for their destructive actions. The readiness for destructive action is directly proportional to the degree of frustration and alienation of the terrorist from the social environment.

Numerous unresolved economic, social and political problems in the world bring the degree of alienation among members of various social groups to the highest possible level. Maximized alienation can lead some anarchist terrorists to refrain from using even the most dangerous means of mass destruction. The danger of these means also exists in conditions of existence of extreme terrorist organizations whose number is increasing. It is getting bigger and bigger day by day. This imposes the need for countries to take the most energetic measures to deal with terrorism, both nationally and internationally, with the mediation and active participation of international organizations and institutions. (Risteski, 2004)

5. INSTEAD OF CONCLUSION

Modern terrorism as a form of alienation of man from man has its own evolution. The philosophical approach to it, as a form of alienation of man from man will certainly contribute to a deeper penetration into his essence. This, in turn, is of great importance for its more comprehensive perception and understanding, which, without a doubt, will contribute to more effective prevention and more effective fight against it.

If terrorism is a form of alienation of a person from a person, the prevention of terrorism should be sought in the forms and ways of disalienation of a person from a person, as a dialectical opposite of alienation.

When it comes to alienation, as a form of terrorism prevention, there is a difference between alienation in external or international terrorism and in internal terrorism.

From an ethical point of view, the most acceptable way of preventing foreign or international terrorism is, not to reach out to others goods and values, not to try to take it or change it by force. Internationally it should to avoid interference in the internal affairs of other countries. The use of pressure and force, to get someone else, to change someone else's values, always leads to alienation. Things should be left to the development of the world spirit, as Hegel would say, or rather, to the evolution of social relations that are perfected just as the human body is perfected, writes Herbert Spencer (Tubic, 1978). That evolution leads to the rapprochement of states and peoples and to the creation of a world or, rather, planetary community of peoples and states, to the equalization of living standards, standards of freedom, organization of government, democracy and so on.

The process of peaceful globalization leads to emphasize peaceful, non-violent, unforced globalization. The process of globalization as an element of the evolution of the development, of relations between nations and states in the world, leads to the mixing of cultures, to the exchange of values, to the acceptance of those values that most correspond to the human generic being. Globalization is an inevitable and unstoppable natural process. Enormously developed information technology and technique enables the exchange of information, thoughts and ideas. Enormously developed traffic, especially air traffic, allows people to easily travel to the most remote parts of the Planet Earth, to get to know other countries and peoples. Getting to know each other, people get them to be rapproched each other. Rapprochement is a form of man from man disalienation. It is based on mutual understanding and respect between nations as groups of people and between states as organized communities of people.

Globalization is the result of the evolution of relations between states leading to the creation of a planetary community of peoples living in peace, coexistence and cooperation. In this regard, Immanuel

Kant in his work "Mind and Freedom," writes that "there is no life on Earth without joint action, without joint work and living together. This life principle also applies to the relations between the states, regardless of the number, the system, the geographical configuration, the cultural mentality and the tradition. Cooperation and coexistence, at the same time, but in different spaces and systems, is a natural law that strengthens the role of people in the development and mobility of their natural abilities. The natural need for coexistence between states leads "even in the inevitable antagonism between them to find a state of peace and security" and, in the end, after much desolation and fall, and even general internal exhaustion of their strength, to do something that the mind without such sorrowful experiences could say: to get out of the state of lawlessness of savages and enter into the union of nations" (Kant, 1974, according Sulejmani, 1976).

Today, the world, through the processes of globalization, is moving towards the realization of Kant's vision for the union of nations. The Planet Earth on which that union of nations will live will be a field for cultural competition between them, as the great Delchev imagined the world. Terrorism as a form of alienation between people leads to a state of "savagery lawlessness" in which "man to man is a wolf," as Hobbes puts it. In the world, as a field for cultural competition between nations, there will be no place for terrorism as a form of alienation between people, or, if there is, there will be very little.

As for internal (domestic) terrorism, as a form of alienation from man to man, according to Marx and Fromm's concept of alienation it will be overcome by developing the productive forces and creating social conditions in which the hunger for wealth, for money, for power and success will be harmonized with the development of people's creative impulses, with the comprehensive cultivation and enrichment of the content of life, with the progressive release of the initiative of individuals in economics, science, art, politics, etc., by developing stable and harmonious interpersonal relationships based on mutual trust, tolerance and friendship, or in short, by building a new humanistic consciousness in a society (Radevski, 1984) based on moral solidarity in human relations that will replace a society based on having egoism created in the relentless struggle for money, for profit (Giller, 2012).

Man is the greatest value of every human community, of every society. If no people, no human community, no society. Therefore, the relationships between people in every human community, and of course, the global society, as a global social group, should be based on the principle of humanism. Humanism implies love of man to other man, taking care of everyone in society, friendship and fraternity among the people, solidarity, trust and mutual respect in human relations, respect human rights and fight for their achievement, respect for human freedom and dignity (Paullusen C, 2020). Humanism, as an ethical ideal and as ideology, proclaims human rights, brotherhood and equality among peoples and nations; respect of every individual faith in man, in his creative powers, his abilities. The ultimate goal of humanism is the humanization of man, which means complete elimination of animal in him as a person, until they reach the state contained in the few words of the great humanist, Russian writer Alexei Gorky Maksimovich that read: "Man - that sounds proud"(Risteski, 2013).

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A METHODOLOGY FOR ANALYSIS OF PRODUCTION NET SALES REVENUE WITH REGARD TO THE SALES PROFITABILITY AND THE ENTERPRISE'S LEVEL OF BUSINESS RISK

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Abstract: This publication highlights the methodology for analysis of production net sales revenue. It consistently presents an analysis of the deviation of production net sales revenue for the current period versus the previous period. This deviation is subject to the influence of three direct factors:

1) Changes in the natural volume of sold products.
2) Changes in the product range structure of sold products.
3) Changes in the net sales price of products.

The impact of these direct factors may be established both in absolute and in relative terms. For this purpose, the author uses different elements of the method of the financial and business analysis: methods of comparison, adjustment of indicators, subsequent substitution, index method, etc.

Analysis is made for the dynamics of production net sales revenue for more years in a row, by identifying both their average dynamics and the variation for the whole period of time. To this end, the author has used the dispersion analysis.

The object of this article refers to the production net sales revenue with regard to the sales profitability and the enterprise's level of business risk. The object of study is explained through the methodology for analysis, which is the subject matter of the study presented in the article.

The author's objective is to suggest improved methodology for analysis of production net sales revenue, profitability of sales and level of business risk for the enterprise. The author presents her vision being well aware that the methodology for analysis of production net sales revenue with regard to their effectiveness (sales profitability) and the level of business risk may be successfully used in the business practice for the management of enterprises and their business both in operating and in strategic aspect.

In order to achieve the objective of the study, the following research tasks have been defined:

1) To carry out analysis of the dynamics of production net sales revenue for the analysed time period.
2) To analyse the average annual dynamics of production net sales revenue for the analysed period of 4 years.
3) To carry out analysis of the variation of production net sales revenue.
4) To analyse the sales profitability.

Keywords: net sales revenue, analysis, dynamics, variation, profitability, business risk
Field: Social Studies

1. INTRODUCTION

The issue of production net sales revenue is relevant at all phases and stages of the industrial enterprises' development. Nowadays, the relevance of this issue becomes even greater due to the following major reasons:

1) In the conditions of the Covid-19 pandemic that outburst at the beginning of 2020 and continued throughout 2021 until the mid-2022, many enterprises in Bulgaria were exposed to a number of types of risks. The resulting health crisis directly affected the national economy and caused deterioration of the financial and economic indicators that characterise the financial performance, the financial position and the financial stability of the Bulgarian enterprises. The Bulgarian government had undertaken numerous measures to overcome the consequences of the health crisis and the other crises resulting from it. These measures may be classified in two areas: 1) measures for continuing enterprise's business; and 2) measures for keeping jobs. In this crisis context, many enterprises have suffered and are still suffering numerous difficulties while carrying out their business, due to the closure or restriction of many businesses, disturbed supply chain, continuous raising of prices of raw materials, supplies, fuels and energy sources.

2) At the beginning of 2022, some other crisis factors occurred, such as the war between Russia and

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Ukraine in the vicinity of the national frontiers, as well as the sanction of the European Union undertaken against Russia, which Bulgaria must observe. These objective circumstances caused severe damages to the various industries and their related sectors of the national economy, comprising significant raises in the prices of gas, electricity and heating energy, which led to the increase of enterprises' production costs for raw materials and supplies required for the manufacturing of finished products. At the same time, the markets' shrinkage, the enterprises' impaired financial position and the difficulties to settle their liabilities led to decrease of production net sales revenue and deterioration of their liquidity.

3) The high inflation rate in Bulgaria has adverse impact on the enterprises' business and the economy of the country.

4) The political instability in the country, the lack of regular government and working legislative body (Parliament) on long-term basis also has had negative impact on the development of the enterprises as major units of the national economy.

In such crisis context, the issues of production net sales revenue, business efficiency and level of business risks for the enterprises, the methods for their analysis and the forecasts of their future development are crucial.

The results from the analysis of production net sales revenue related to sales profitability and level of business risk for the enterprise are useful for the management of the enterprises, in particular, for their anti-crisis management under the conditions of different types of crisis with parallel effect: economic, financial, inflation, energy, pricing, political, etc.

2. METHODOLOGY FOR ANALYSIS OF PRODUCTION NET SALES REVENUE

The methodology for analysis of production net sales revenue is illustrated with the help of business data of an enterprise operating in the wood industry in Bulgaria dealing with manufacturing of veneer and wood plates. For the purposes of this publication, the enterprise is called Bulgarski Furnir AD.

2.1. INPUT DATA FOR THE ANALYSIS

The analysis of production net sales revenue is based on data created by the enterprise's accounting system. This information is contained in the credit turnover of synthetic account "Production sales revenue" in group "Sales revenue and other revenue from principal activity". Diverse analytical accounting can be recorded under this account, depending on the enterprise's management's needs of information, e.g. by customers, by types of products, by product groups, by markets, etc. Such information is necessary for the internal analysis of production net sales revenue to establish the direct factors' impact on their dynamics. The information from the financial statements, in particular, the statement of income and expenses (income statement) of the enterprise, may be used for the purposes of the internal analysis of the production net sales revenue.

2.2. ANALYSIS OF THE DYNAMICS OF PRODUCTION NET SALES REVENUE

The business data of Bulgarski Furnir AD for the period 2019 – 2022 required for the analysis of the production net sales revenue are presented in table 1.

Table 1. Dynamics of net revenue from product sales

Indicators	Years			
	2019	2020	2021	2022
1. Net revenue from product sales, BGN thousand	25709	16894	12773	16548
2. Annual absolute increase (+) or reduction (-), thousand BGN	-	-8815	-4121	3775
3. Percentage of dynamics by years, %	-	65,71	75,61	129,55
4. Relative dynamics by years	-	0,6571	0,7561	1,2955
5. Rate of increase (+) or decrease (-)	-	-0,3429	-0,2439	0,2955

According to the data in table 1, we can determine the values of indicators characterizing the dynamics of production net sales revenue. These indicators are:

annual absolute increase or decrease (+,-Δ NR):

$+,-\Delta NR = NR_n - NR_{n-1}$, where:

NR_n are production net sales revenue for the relevant year, and
NR_{n-1} – are the production net sales revenue for the previous year.

- dynamics rate by years (NR%):
$NR\% = NR_n/NR_{n-1} \times 100$

- relative dynamics by year (NR):
$NR = NR_n/NR_{n-1}$

- increase or decrease rate $(T_{+,-}^{NR})$:

$$T_{+,-}^{NR} = NR - 1 = \frac{NR_n}{NR_{n-1}} - 1$$

The increase or decrease rate may be calculated according to the following formula:

$T_{+,-}^{NR} = \frac{+,-NR}{NR_0}$, where:

NR_0 are the production net sales revenue for the first year of the analysed period (reference year).

Data in table 1 show that at the end (2022) versus the start of the period (2019) subject to analysis, the production net sales revenue has decreased by BGN 9161 thousand (16548 – 25709), which is a relative decrease by 0,6437 (16548:25709), and the decrease rate is equal to 64,37 % [(16548:25709) x 100].

The decrease rate is 35,63 [(16548:25709) – 1] or (-9161:25709). This decrease for the entire period is due to the dynamics of the production net sales revenue by years, as follows:

for 2020 versus 2019, production net sales revenue has decreased by BGN 8815 thousand (16894 - 25709), which means relative dynamics of 0,6571 (16894:25709), dynamics rate of 65,71 % [(16894:25709) x 100] and decrease rate of 0,3429 [(16894:25709) - 1]. The decrease of production net sales revenue is due to the health crisis caused by the Covid-19 pandemic.

for 2021 versus 2020, the decrease of production net sales revenue has shrunk and is in the amount of BGN 4121 thousand (12773 – 16894), which means dynamics rate of 75,61 % [(12773:16894) x 100], relative dynamics of 0,7561 and another relative decrease of 0,2439 [(12773:16894) – 1].

for 2022 versus 2021, the production net sales revenue has increased by BGN 3775 thousand (16548 – 12773), which means dynamics rate of 129,55 % [(16548:12773) x 100], or relative increase of 0,2955 [(16548:12773) – 1].

The total decrease of production net sales revenue for the entire period in question is in the amount of BGN 9161 thousand [(-8815) + (-4121) +(+3775)], i.e. as much as their decrease for 2022 versus 2019 is.

The dynamics of production net sales revenue by years may be seen on chart 1.

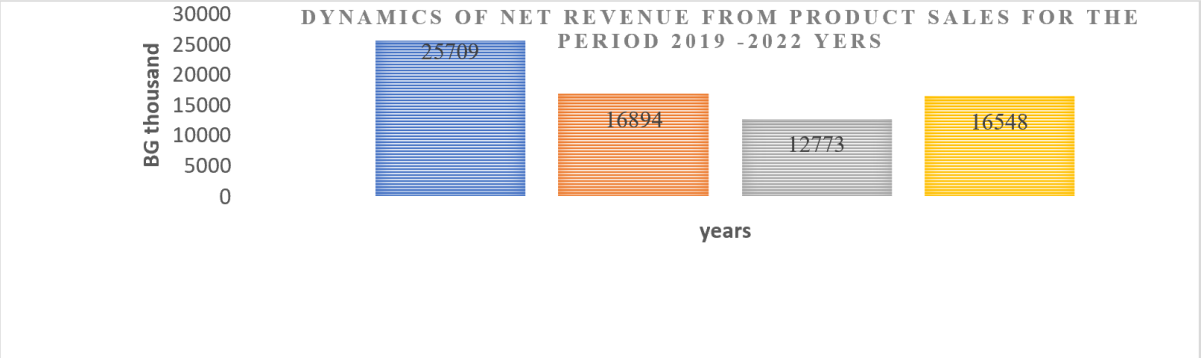

Chart 1

2.3. ANALYSIS OF THE AVERAGE ANNUAL DYNAMICS RATE OF PRODUCTION NET SALES REVENUE

The indicator "Average rate of dynamics" for the period may be used to describe the dynamics of production net sales revenue for a series of subsequent periods (for example, years). The following geometric value is used to calculate it with the help of the following formula:

$\overline{Y}_g^{np} = \sqrt[n-1]{\prod X_i}$ where:

$\overline{Y}_g^{np}$ is the average annual dynamics rate of production net sales revenue;

$\prod X_i$ – the relations of production net sales revenue for the relevant year versus the previous year (relative dynamics by years), and

n – number of years during the analyzed period, including the reference year (the first year of the analyzed period of time).

According to the data in table 1, the average rate of dynamics of production net sales revenue is calculated for the period 2019 – 2022, 2019 being the reference year:

$$\overline{Y}_g^{np} = \sqrt[3]{0{,}6571 \times 0{,}7561 \times 1{,}2955} = \sqrt[3]{0{,}6437} = 0{,}8634$$

The average annual dynamics rate of production net sales revenue is equal to 0,8634.

In order to calculate the average annual dynamics rate of the indicator, we may use the following formula:

$$\overline{Y}_g^{np} = \sqrt[n-1]{\frac{NP_n}{NP_0}}$$

NP_n are the production net sales revenue for the last year;

NP_0 – the production net sales revenue for the first year (reference year). In this particular case:

$$\overline{Y}_g^{np} = \sqrt[3]{\frac{16548}{25709}} = \sqrt[3]{0{,}6437} = 0{,}8634$$

The percentage of the average annual dynamics rate of the production net sales revenue is 86,34 % (0,8634 x 100), which shows a relative instability of the indicator's values.

2.4. ANALYSIS OF THE VARIATION OF PRODUCTION NET SALES REVENUE

The change of production net sales revenue for each year versus the previous year of the analysed period is different. This requires to calculate the variation of production net sales revenue for the entire period. For this purpose, we can calculate the variation coefficient, which characterises the deviation (dispersion) of production net sales revenue around the average production net sales revenue for the entire period subject to analysis. The variation coefficient (V_g) can be calculated with the following formula:

$V_g = \frac{\sigma_q}{\bar{q}}$, където:

σ_q is the standard deviation of the indicator in question;

$\bar{q}$ - the average amount of production net sales revenue for the entire period.

The standard deviation is calculated with the formula:

$$\sigma_q = \sqrt{\frac{\sum(q_i - \bar{q})^2}{n}}, \text{ where:}$$

q_i are the actual production net sales revenue by years during the analysed period;

n – the number of years during the same period.

The average amount of production net sales revenue is calculated with the following formula:

$$\bar{q} = \frac{\sum q}{n}$$

For the purposes of the analysis, table 2 is compiled based on the data in table 1.

Table 2. Variation of net revenue from product sales

Years	Net revenue from product sales, BGN thousand	Average net revenue from product sales for the period, BGN thousand.	Deviations	Квадрат на отклоненията
	(q_i)	$(\bar{q})$	$(q_i - \bar{q})$	$(q_i - \bar{q})^2$
2019	25709	17981	7728	59721984
2020	16894	17981	-1087	1181569
2021	12773	17981	-5208	27123264
2022	16548	17981	-1433	2053489
All	71924	71924	0	90080306

The following are calculated with the help of the data in table 2:
- the average amount of production net sales revenue:

$$\bar{q} = \frac{\sum q}{n} = \frac{71924}{4} = 17981 \text{ BGN thousand}$$

- standard deviation:

$$\sigma_q = \sqrt{\frac{\sum(q_i - \bar{q})^2}{n}} = \sqrt{\frac{90080306}{4}} = \sqrt{22520076{,}5} = 4745{,}23 \text{ BGN thousand}$$

- variation coefficient:

$$V_g = \frac{\sigma_q}{\bar{q}} = \frac{4745{,}23}{17981} = 0{,}2639$$

- variation percentage:

$$V\% = V_g \times 100 = 0{,}2639 \times 100 = 26{,}39\ \%$$

- uniformity coefficient of production net sales revenue (K_r):

$$K_r = 1 - V_g = 1 - 0{,}2639 = 0{,}7361$$

These calculations show that the deviation (dispersion) of the actual production net sales revenue from the average production net sales revenue for the period 2019 – 2022 is 26,39 %. Such deviation is presented on chart 2.

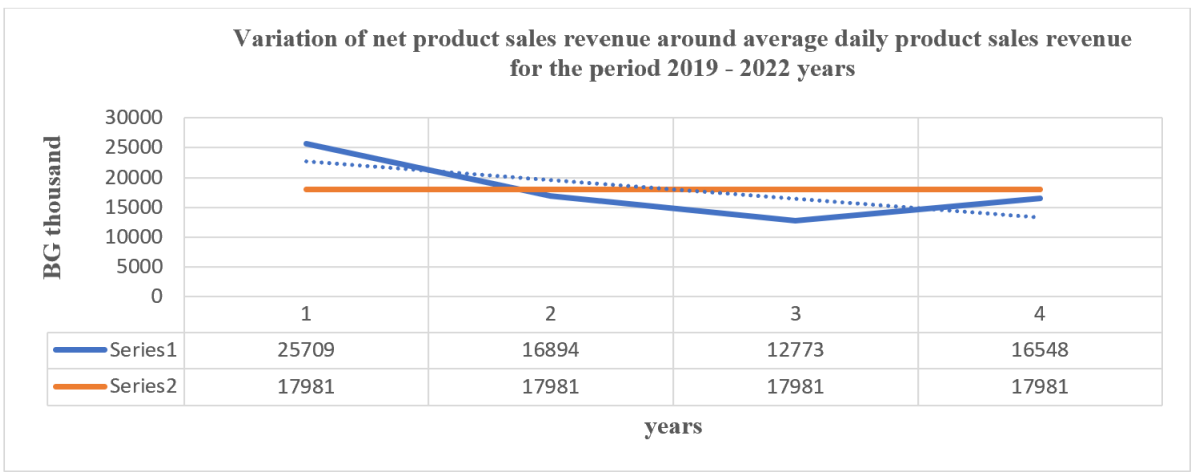

Chart 2

During the period 2019 – 2022, Bulgarski Furnir AD is characterised with high degree of variation of production net sales revenue (26,39 %), i.e. such revenue is relatively unstable, which is to a great extent due to the consequences of the Covid-19 pandemic.

We assume that the variation coefficient is an element of a system of indicators for analysis of the level of business risk for the enterprise. The higher the coefficient, and the variation percentage, respectively, the bigger the uncertainty for the production net sales revenue is.

For the purposes of the analysis and assessment of the business risk for the enterprise, we need to compare the values of coefficients, percentages of variation, respectively, of production net sales revenue and of the production sales gains. The bigger this difference is, the higher the level of business risk for the enterprise.

The logic is to make the analysis for a period of 10 years, and most commonly it is made for a period of 5 years. This methodology may be used for comparative analysis of the dynamics of production net sales revenue of enterprises with similar business and of competitive enterprises or leaning enterprises in the relevant sector of the national economy.

In case of high inflation, there is a need to adjust the values of the relevant indicator – the production net sales revenue in this particular case. For this purpose, we need additional information for the consumer price index for the analysed period, which measures the aggregate inflation rate in the country.

3. ANALYSIS OF THE PROFITABILITY OF SALES

For the purposes of the analysis, table 3 is compiled on the bases of the data in table 1.

The data in table 3 shows that the profitability of sales for 2020 versus 2019 and for 2021 versus 2020 as decreased, and for 2022 versus 2021, it has increased.

Table 3. Profitability of sales

Indicators	Years			
	2019	2020	2021	2022
1. Net revenue from product sales, BGN thousand	25709	16894	12773	16548
2. Profit from product sales, BGN thousand	951	517	138	232
3. Profitability of sales, % (item 2 : item 1) x 100	3,6991	3,0603	1,0804	1,4020

4. CONCLUSION

The results from the study allows us to conclude that the analysis of the production net sales revenue, the profitability of sales and the level of business risk for the enterprise is important for the management of its business upon making decisions related to its choice of product structure, customers, market niches and investments. Based on this, the production sales gains, the profit from the overall business, the financial and market stability of the enterprise could be controlled and forecast.

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THE PATH TOWARDS THE CIRCULAR ECONOMY AND SUSTAINABILITY IN HE CONSTRUCTION INDUSTRY: A CASE STUDY OF SERBIA

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Abstract: The construction industry is one of the greatest contributors to pollution, waste, emission of greenhouse gases, and other forms of negative environmental damage. The construction industry by its nature is not sustainable, taking into account the procurement of materials, continuing with the resources that are consumed, all the way to the overall effects on the environment. The harmful nature of the construction industry has to be retained by introducing more sustainable approaches and developing strategies that can reduce the harmful effects of construction. Taking into account that the building sector is one of the greatest contributors to resource consumption it is clear that is very important to develop ways in which negative impacts could be limited. One of the most acknowledged approaches is a circular economy that has aim to find other paths to reconcile the development of states, constant building activities, and limited natural resources that are jeopardized due to these activities. Each state must put an effort towards achieving this balance. This paper analyses the position of Serbia on the path towards sustainability in the construction industry and practices of circular economy that are acquired. This paper is based on the literature review and analysis of official data about construction activities in Serbia. This approach was chosen as it can help establish the position of Serbia toward arising requests that address activities in the construction industry and the current level of compliance with them. Sources were searched using the keywords „circular economy "; "construction industry"; „sustainability"; etc. Most information was withdrawn from the Republic Institute of Statistics and from governmental documents made to support circular economy practices. Data was gathered with a focus on the most recent statistics and changes in trends so that the current position of Serbia is most accurately presented. In addition, clients of the construction companies from Belgrade were asked about their opinions on the importance of sustainability of the construction projects, with a focus on circular economy solutions. Results show that Serbia has a very low application of circular economy strategies despite the great potential that is acknowledged by several sources. Moreover, the research has shown that clients still don't have developed awareness of the importance of sustainable construction and don't have the sensibility to acknowledge and support measures of the circular economy.

Keywords: sustainability, construction, circular economy, Serbia.
Field: Social sciences and Humanities.

1. INTRODUCTION

The construction industry by its nature is not sustainable, taking into account the procurement of materials, continuing with the resources that are consumed, all the way to the overall effects on the environment (Vasilca et al., 2021; Maqbool & Amaechi, 2022). Population growth and the pursuit of development, such as the built environment, have resulted in ozone depletion, global warming, resource depletion, and ecosystem destruction. Buildings are one of the seven biggest contributors to resource consumption (Sandanayake et al., 2019; Sandanayake, 2022). Also, the construction industry is the world's largest emitter of greenhouse gases (Ryłko-Polak et al., 2022). It can be said that the construction industry has a negative impact on air pollution which has direct and indirect effects on the general environment (Cheriyan & Choi, 2020). This has put the construction industry at the center of attention because its activities have a significant impact on the environment (Norouzi et al., 2021; Yılmaz & Bakış, 2015; Aigbavboa, Ohiomah & Zwane, 2017). Due to the rapid global expansion of sustainable building in recent years brought about by resource conservation, this industry has encountered numerous administrative, strategic, and operational difficulties (Kneifel, 2010).

Because of that the term sustainable construction gain more attention. A building or construction project's overall environmental, economic, and social implications are examined when using sustainable construction, which combines ethical environmental practices. Reduced resource use during construction and operation, less environmental effect, reduced waste during construction, decreased planning

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risk, and increased building viability are all advantages of sustainable construction (Azis et al., 2012). As an ample example, it is suggested that the industry should employ green energy-saving buildings as a breakthrough point and assume responsibility for social development to contribute to socially sustainable development (Zhou, 2010).

Taking into account the impact of the construction industry on the environment, the circular economy is offered as one of the potential solutions. The circular economy is considered to be one of the most effective ways of reducing the negative impact of the construction industry. A circular economy ensures that no new natural resources are needed to produce the material and that waste is minimized. Besides the circularity of resources in closed-loop systems, the circular economy focuses on better resource management by rethinking and reducing unnecessary consumption (Ghufran et al., 2022; Afshari & Górecki 2019). Kirchherr et al. (2017) define the circular economy as an economic system that replaces the concept of "end of life" with reduction, alternative reuse, recycling, and recovery of materials in production/distribution and consumption processes. Effective implementation of circular economy principles can eradicate the above problems through the recirculation of materials, for example, by designing for disassembly with mechanical joints that can potentially extend the life of building components for reuse in other building projects through a new cycle or even in another system (Bujnak, 2011). The potential benefits of adaptive reuse rely on the fact that it is possible to take components from an obsolete building and then recycle, repair, reuse, or remanufacture them (Zvirgzdins et al., 2019). From a perspective of circular economy, the main criteria to consider when choosing building materials for all types of buildings should include local availability, embodied energy, recycling potential, recycled content, renewable potential, construction waste reduction potential, lifetime and durability, and maintenance needs.While in the developed countries the level of application of circular economy is higher, and it is estimated to be around 60% (Bilal et al., 2020) developing countries face more problems related to the circular economy practices. In line with this thinking is the need to analyze more how countries behave in this context and what is there position towards sustainability and circular economy. The country selected for the analysis in this paper is Serbia.

The focus of this paper is to analyze the sustainability of the construction industry in Serbia. The goals that are planned to be achieved in this area are clear and set but the position of each state towards these goals differs a lot. To achieve any progress and reduce the negative impact on the environment it is important to determine the current position of states and thus make suggestions for future progress towards sustainable practices and circular economy. To do so, in this paper, by relying on the existing findings the position of Serbia is discussed taking into account the data published by Republic Institute of Statistics about so far achieved results regarding sustainable construction practices and recycling of the construction waste and collection of attitudes of clients of Serbian construction industries about importance of sustainable construction. The goal of the paper is to determine where Serbia stands on its path toward sustainability in the construction industry.

2. MATERIALS AND METHODS

This paper is based on the literature review and analysis of official data about construction activities in Serbia. This approach was chosen as it can help establish the position of Serbia toward arising requests that address activities in the construction industry and the current level of compliance with them. Sources were searched using the keywords "circular economy", "construction industry", "sustainability" etc. Most information was withdrawn from the Republic Institute of Statistics and from governmental documents made to support circular economy practices. Data was gathered with a focus on the most recent statistics and changes in trends so that the current position of Serbia is most accurately presented. In addition, the attitudes with the clients of the Serbian construction companies were researched and analyzed by conducting the interviews and discussing the issue of sustainable construction. The interviews were conducted or in person or via Skype/Zoom and the focus was on researching if one of their concerns regarding project is to make project sustainable and would they pay more for sustainable solution. The focus was also put on the circular economy solutions and how clients are familiar with them and willing to require or accept them.

Based upon the findings and existing literature that was analyzed the conclusions about current practice in Serbia were made and suggestions for changes that have to be made are included. the synthesis of data provides solid insight into the practices that are currently applied in Serbia and plans for the future. This method has significant limitations due to the possibility that data provided by the state doesn't represent the real situation. To overcome this barrier, the perspectives of organizations that promote sus-

tainability and require solutions that include a circular economy are also taken into account.

3. RESULTS

Reflecting on the previously stated importance of the sustainability in construction industry and a great need to include circular economy solutions that are more emphasized than ever in academic and practical filed, the lack of data about these aspects in Serbia seeks additional attention. The first impression made about the current state of sustainability in the construction industry in Serbia is that the state's publications about construction industry trends don't include sustainability as one of the analyzed aspects. This speaks a lot about the attitude towards sustainability and how long the path towards sustainability is for Serbia. Thus, the lack of data that provide insight into sustainable construction practices, or lack of them, is a great indicator of a general attitude towards the importance of making sustainable decisions and taking into account the impact that the construction industry has on natural resources, contamination, and amount of waste. However, a lot about the current situation can be learned through the data that are published. According to the Republic Institute of Statistics, the construction industry contributes more than 5.7 percent of GDP, and involvement is expected to expand in the next years. The increasing level of building activities leads to change in the amount of waste and as a consequence of that makes the issue of sustainability even more important. To concretize, as a result of the increased number of construction projects, the amount of waste produced is increasing as well, potentially endangering the ecosystem. The problem arises not only due to the amount of waste but is highly linked to the lack of practices that could minimize the negative effects of construction work. Serbia still didn't develop any practice that would lead to the separation of construction and demolition waste in Serbia, nor is there a recycling plan that could be applied.

Chart 1: Prediction of the consruction waste reuse in Serbia 2022-2034.

It can be remarked thus that Serbia still doesn't acknowledge the need to address this issue. Only a little quantity of building and demolition waste, as well as asphalt, is recycled, for example, less than 1,000 tons in 2018. Although there is a general legal requirement for manufacturers to collect waste separately and categorize it according to future treatment, this rule is not in effect because there are no by-laws. As a result, high-value waste, such as metals, is mainly recycled, but other potentially recyclable items are disposed of in landfills or, more frequently, end up in illegal places. So far, it can be said that only financial drivers so far have been effective. Even legislative solutions don't provide any concrete results. In 2020, 729,000 tons of building and demolition waste were generated, according to Republic Institute of Statistics data. However, when compared to the amounts of construction and demolition waste in EU countries, the potential is much higher, ranging from 1.6 million to 3.6 million tons. These figures were computed using assumptions such as total construction turnover, total building construction investments, GDP of the construction sector, construction activity of contractors on Serbian territory, and the area of demolished apartments. By comparing this information, it becomes clear that if the Serbian approach changes, it could be possible to achieve great results in reducing the impact of the construction industry on the environment. It is also important to underline that construction waste account for two-thirds of all

waste created in Serbia. Belgrade has difficulty with waste disposal because only a portion of it is disposed of at the Vinča landfill, and the main issue is generated by illegal landfills. There is no official data on how many illegal dumps exist in the capital, but the Association for Demolition, Decontamination, and Recycling estimates that there are more than 500. This represents one of the major problems that occur in practice and that have a huge impact on the plans for the reduction of construction waste. In situations with illegal landfills, it is hard to even make control the progress of the legislation and current suggestions for sustainable practices made. Taking this into account, it should be stated that it is hard to even rely on the data published regarding recycling practices or an official amount of waste.

Still, when discussing the circular economy of construction waste, official data show also very disappointing results. Only 5% of construction waste is recycled. Focusing only on statistical results, it can be said that Serbia is far from an acceptable level of recycling waste and thus reducing the carbon footprint from construction activities.

According to Environmental Protection Agency reports, recycling of construction and demolition waste has yet to be created in the Republic of Serbia, even though 80% of construction waste may be recovered. Because the procedures between the appropriate ministries are not standardized and harmonized, the quantities submitted to the Environment Protection Agency do not reflect the actual situation on the ground. As a result, the precise volume of this form of waste cannot be specified with accuracy. Another piece of information is that there is no construction waste landfill in the Republic of Serbia and that this waste flow is combined with other debris. Another example that emphasizes the problem of negative impact on the environment that is caused by construction activities is that is estimated that there are more than 200 million T of fly ash from thermal power plants in landfills in Serbia. It shows how severe are the aspects of construction activities. All of these issues contributed to the bad results that Serbia achieves in this field. Not to be compared to other countries or to be judged by set standards that are set as desired for the following period, Serbia currently has very unsatisfactory results in this field.

Brussels took notice of the poor situation with building waste and cautioned Serbia in its instructions that it would need to act quickly and set up the necessary infrastructure for the prompt treatment of construction waste. The situation may improve by 2029, when, with the present 5% recycling rate, up to 40% of building waste might be reused. The ultimate goal is to remediate 70% of building and demolition waste by 2034. Uncontaminated soil and other natural material extracted during construction are not included in these 40 and 70 percent figures [49]. To do this, the private sector needs to build 26 locations with mobile waste treatment facilities at the regional level. At the same time, each local authority must ensure that this trash is stored after it has been treated. Simultaneously, arrangements must be provided so that asbestos from demolition can be disposed of in designated areas of regional sanitary landfills.

Although the profile of Serbia as an actor who should contribute to the reduction of negative impacts of construction activities on the environment showed that Serbia barely is stepping forward toward that goal. Some changes in that direction are made. One of the examples is the “FEPLO” corporation as an example of best practice in this field. In freshly constructed buildings, certain construction companies have implemented green and energy passport norms.”FEPLO” is a national company that manufactures ecological waterproof boards that are used as building materials for roof and mezzanine structures. It is used to make waterproof tetra pak boards from municipal and industrial waste, and instead of glue, 10% soluble polymers are added to the boards. They are commonly used in building for roof constructions, mezzanines, walls, and floors. They are used as a substitute for wood for the same functions. This is one of the examples of how χ^2rent problems with negative aspects of the construction industry can be minimized with the applications of good and effective practices. Similarly, company Lafarge aims to be a leader in sustainable and innovative solutions in the construction industry in Serbia. It can be said, that the first companies that are emerging in Serbia and have put efforts to minimize negative effects on the environment are a good start for progressing towards sustainable practices and circular economy practices. To make improvements in this area and develop healthier construction conditions that would reconcile needs of the modern society and nature, the following suggestions should be taken into account.

When it comes to the responses of the clients, it is quite clear that majority of them didn’t event think about susainability when planning the construction project. Only few of them said that they would love to include sustainable solutions but that it is not their priority. Price and complicated aspects of sustaianble construction and application of circular economy practices are main reasons why clients are not willing to insist on sustainable projects. Also, from their answers it is quite clear that the seriousness of the situation and major consequences that are related to the preservtion of natural resurcees are not their main concern.

The main conclusions made after the analysis of Serbia in this context show that Serbia barely acts following sustainable goals and doesn’t incorporate a satisfactory level of circular economy practices.

Researching and developing ways to improve sustainable practices in the Serbian construction industry should be a topic of future research, taking into account the importance of the topic not only to the political and economic development of the country but also to the impact that these practices have on natural resources, health and environment in general.

4. DISCUSSION

Based upon the importance of sustainable practices in the construction industry that was acknowledged in the previous studies and the current position of Serbia it can be concluded that Serbia has to focus more on becoming more sustainable through changes that can be introduced in the construction industry. All done so far was a result of the pressures to comply on paper with EU standards and to adapt the legislation so that these values seem incorporated. Real change lacked. The results that would have been accomplished if the legislative solutions were applied would make Serbia one of the countries with successful results in this field. Even then, the room for development would be opened. It can be thus stated that currently Serbia barely applies any circular economy practices and that has a long way to pass to achieve the results that could be considered successful. A trend of increasing construction activities and the impact that it has on the environment makes it necessary that all countries, including Serbia, try to improve their construction industries and be more responsive to nature. To do so, some of the suggestions that could be useful for this goal are presented in the following text. Serbia should consider the possibility of developing the industry through circular business models to discover a manner of adequate resource management. In this context, specific attention must be paid to the construction sector in terms of support for the creation and promotion of circular business models. The fundamental suggestion is to focus on the actions that would lead to an increase in awareness about the importance of such measures. This suggestion is not limited to only those involved in the construction activities but also to the public. If a change happens within society to acknowledge the importance of a circular economy, the pressures on companies would be higher under law regulations and international standards in this field. Also, this way individuals would prefer companies that try to reduce the negative impact on the environment. The profit as a main driver would have an impact on behavior and lead to change. The change of mindset is the most effective way to encourage all other changes that would help the fulfillment of that goal. That way the social barriers that are one of the main obstacles to achieving desired sustainable practices would be removed. More specific suggestions go to the following areas. First, it is important to make sustainability a priority for all participants in the construction industry. It means that time and budget are usually put as the most important aspects that are matters of concern in this case has to be after sustainable requests. Change in the financial incentives would encourage the change and would lead to more usage of recycled materials. For example, those who choose environmentally harmful practices are those who have to pay and not reverse as it is today. It means that using sustainable sources shouldn't be more expensive than traditional ways of construction that harm nature.

The focus should be put on the practical aspects more than just the legislative framework that is not in use. The values incorporated in the companies' cultures and societies need to change and the idea of sustainability becomes the core of the decision-making.

Other suggestions are more practical and are acknowledged in the existing literature. The new report commissioned by the European Environment Agency included eight suggestions for how to become more sustainable in the construction industry. The first refers to reducing the amount of steel and concrete used to what is strictly necessary. The second refers to the reuse of dismantled steel and concrete components from existing buildings in new buildings. Increasing the reuse of building components can become easier when components are standardized and designed to be easily disassembled, as described in the next action. The third proposed action has an impressive potential for circularity at the level of a single building: up to 90% of the materials from a building designed for dismantling can be reused. This is why a new generation of buildings that can be easily disassembled, for example by twisting parts instead of gluing, and whose components follow standard designs and are easily reused in other buildings, is needed. Using wood could potentially reduce emissions significantly, as trees absorb CO2 over their lifetime and therefore act as a carbon sink. If well maintained, a timber structure can effectively store CO2 as long as the material is intact, potentially being reused and maintained beyond the life of the original building. Serbian construction companies also could try to use climate-friendly types of cement instead of regular cement. Applying this strategy could significantly reduce emissions. For example, some modern types of cement emit significantly less CO2 during processing due to their chemical composition (Li & Colombier, 2009). Optimizing the use of space in buildings to reduce the need for new construction is also one of the

strategies that could be applied with the aim to improve the level of sustainability. Additional two strategies that were suggested are recycling cement from demolition waste using efficient recycling processes and deep renovation of existing buildings instead of demolition and rebuilding.

These are some of the actions that may be included as a part of Serbian efforts to achieve desired goals in his field.

Responses from the clients, as it was said in the results section show great lack of awaresness about their role in changing construction practices by requiring sustainable solutions for their projects from the constructon companies. The change in the behaviors of clients and their requirements about the impact of materials used in the construction industry could lead to the decrerase of the negative impacts of the construction industy on natural resurcees. Among clinets that were interviewed majority didn't think about the issue of sustainability before. The impact of the construction industry is not the topic that people are engage about and this reflcts on the current situation regarding low number of susitinable actions.

5. CONCLUSION

This paper addressed the sustainability practices in Serbia within the context of the construction industry. The purpose was to determine how sustainable Serbia is in this perspective and to what extent it applies the circular economy strategies and practices to reduce negative impacts on the environment. The paper showed that even though Serbia has legislation that supports sustainable practices and introduced plans that could help achieve EU standards in this field, fails in achieving sustainable results in the construction industry. The first contribution of this paper is that by overviewing the position of one state – in this case, Serbia, many problems that arise in efforts to be more sustainable were determined and analyzed. Understanding the problems that one state faces regarding sustainability practices is a first step towards changes that could be made in the future to improve the current situation. It is of immense importance that data show great capacity for developing circular economy solutions and improving the general impact on the environment. The second important contribution of the paper is a synthesis of the existing literature and data from Serbia that have resulted in the suggestion that could be used as a guideline for further research on this topic. Overall, it can be said that Serbia has made some steps toward more sustainable practices but that still faces many problems and that the negative impact is high with many opportunities that are missed in the context of its reduction. The main conclusion is that the mindset has to change to put Serbia on the path of sustainability. Only then, the other more specific strategies that are so far distinguished as potential solutions for negative construction impact could be implemented.

The main limitation of this paper is the validity of data provided by the state. This barrier was partially overcome by including some perspectives of organizations that are focused on sustainability and analyses of current practices. But even their reach is limited. Also, the paper is limited with many unpublished data which also is the consequence of a lack of interest in this topic in Serbia and a poor understanding of its importance.

Additional research in this field is more than necessary. Future research should focus on ways to determine the effectiveness of some practices and a more narrowed discussion. For example, focusing on one construction material or one strategy application. That way more detailed results would be offered. In addition, future research should compare Serbia with EU countries to get better insight into the position of Serbia regarding sustainability. It is not an irrelevant issue either to discuss the concrete documents of solutions introduced by the government.

But in the practical context, it is most important to research the best ways to make a change to find a way to reduce the negative impact of developing the construction industry and to provide insight into barriers and strategies for lifting these barriers. Researchers should focus on this matter, due to the undeniable impact that these practices have on the environment and our society.

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THE CONTRIBUTION OF THE INTERNATIONAL CRIMINAL COURT IN TRANSITIONAL JUSTICE OF THE POST-CONFLICT SOCIETIES

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Abstract: As a complex concept, transitional justice includes processes and mechanisms related to the efforts of post-conflict societies to face inter alia the consequences of mass abuses and violations of basic human rights. National and international non-judicial and judicial mechanisms are included in these processes. The international courts, the aim of which is to prosecute genocide, war crimes and crimes against humanity, could also be included. The international intervention through investigations could be an important contribution in achieving the goals of transitional justice. Reasonably, these processes are expected to lead to reconciliation and sustainable peace. Unfortunately, in practice, sometimes these expectations turn into disappointments.

The paper aims at providing an overview of some of the actual and potential questions of the contribution of The Court in transitional justice in post-conflict societas. The intention is to answer two key questions: 1. Whether and how the International Criminal Court can contribute in achieving the goals of transitional justice? 2. Has the Court since it was established until today made a significant contribution in achieving the goals of transitional justice in post-conflict societies?

In this order, we will review the key instruments that are available to the International Criminal Court from a formal point of view, and will consider the Court's possibilities for processing specific cases from a practical point of view. The factual challenges and criticisms that the International Criminal Court has faced since its inception, will also be discussed.

Keywords: Transitional justice, International Criminal Court, post-conflict societies, challenges, contribution.

1. INTRODUCTION

Conflict and post-conflict societies are almost always fragile and deeply fragmented. Their social reality is determined by new political leaders, former political opponents, victims and their organizations with different interests, etc. In those circumstances, reconciliation as well as the creation of conditions for lasting peace is more than needed. On the other hand, societies where the national justice system is dysfunctional or even destroyed by previous political circumstances or violence, usually could not provide objective investigations and fair trials. It is understandable that justice in those circumstances cannot be guaranteed nor expected. However, the members of society still could reasonably expect and hope that justice will come from the international community. Hence, the interaction between peace and security on the one hand, and justice on the other, was a topic of debate not only in most of the post-conflict societies, but also in cases of ongoing violence and massive human rights violations. The international community is responsible for helping post-conflict societies face the consequences of massive abuses and violations of basic human rights. The idea that individual criminal accountability for the gravest international crimes is an essential component of post-conflict recovery is now firmly embedded in both practices, to a certain extent, and rhetoric, at the international level (Lafontaine and Tachou-Sipowo, 2012, p. 1). International Criminal Court (ICC) as international judicial institution of the United Nations is founded exactly in this regard - to prosecute the perpetrators of crimes against humanity and peace, war crimes and genocide, when the national courts are unable to provide that. The international intervention through investigations for those atrocities could be an important contribution to justice in general, and particularly to achievement of the goals of the transitional justice which basically refers to how societies respond to the legacies of massive and serious human rights abuses. While every context is unique, societies and individual stakeholders the world over must find answers to the same difficult questions about whether, when, and how to embark on a path toward a peaceful, just, and inclusive future where past crimes have been acknowledged and redressed (https://www.ictj.org/about/transitional-justice). These processes are usually expected to lead to reconciliation and sustainable peace. However, the situations in practice sometimes could be different, and circumstances could be complicated. Hence, in some cases justice

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cannot be achieved or will come very slowly. There are various reasons and explanations for that, and they are discussed below in the article.

2. TRANSITIONAL JUSTICE

Although this notion is relatively new, we can find its elements throughout the decades whenever radical changes took place in terms of establishing a new system of government and dealing with the consequences of the previous regime. Although its contemporary meaning is related to achieving justice through the trials particularly after the world wars, however, has been use much later by involving other different mechanisms. The notion includes processes and mechanisms directed to achieving reconciliation in order to ensure accountability and to serve justice. It is a conception of justice associated with periods of political change, characterized by legal responses to confront the wrongdoings of repressive predecessor regimes (Teitel, 2003, p. 69). Transitional justice is but one of several objectives-such as economic development, political moderation, ethnic equality and reconciliation, public access to accurate information, and the international community's support and attention-that must be pursued in order to realize a holistic, effective genocide prevention strategy (Kaufman, 2014, p. 378). However, the notion should not limit and afford primacy to judicial responses (Kaufman and Clark, 2013, p. 3). In summary, transitional justice as a term today in general is used to indicate the choice made of measures and the implementation of the various mechanisms and the quality of justice delivered during political transitions in order to deal with the conflict past, authoritarian regimes or armed conflicts, while different comparative experiences, both good and bad practice, are used. The aim of judicial mechanisms of course are investigation, prosecution, and fair trial of individuals for atrocities if there were such crimes in conflict time. In her book "Transitional Justice", Vankovska refers to the use of the term by the Argentine sociologist Juan Corradi in a book dedicated to state terror in Latin America, understanding it as a specific and intense type of political justice: the arbitrary trial of the previous regime (See: Vankovska, 2021, p. 54-55). His understanding of transitional justice as both more and less than ordinary justice, is interesting and realistic at the same time. Namely, transitional justice is more than ordinary justice because its aim goes beyond the simple regulation of human relations: it seeks to achieve moral and political regeneration. It is less than ordinary justice, because it is subject to serious irregularities as a political formula for the formal elimination of sacrificial lambs, burdened with problematic decisions and judgments made by the current holders of power. Anyway, justice is the opportunity and ability for the international community to punish criminals for committing atrocities. While some states considered that these mechanisms threatening their national legal system, for some other countries the existing of such mechanisms are reasonable (Lundström, 2017). Because of those characteristics, this complex term is sometimes described as both "backward-looking" and "forward-looking". In this sense, combating impunity certainly is a transitional justice objective with retrospective and prospective components (Kaufman, p. 376). The same as international criminal justice is simultaneously focused on the crime itself (deontological) and forward looking (teleological) (See: Cryer, Friman, Robinson and Wilmshurst, 2014).

3. INTERNATIONAL CRIMINAL COURT: BETWEEN OPPORTUNITY AND REALITY

As stated above, the criminal prosecution and trial before national or international judicial institutions of those responsible for the crimes is only one in a series of developed approaches to the realization of the goals of transitional justice. It is certainly a very important mechanism that could make a significant contribution in achieving the goals of transitional justice. The ICC's supporters estimate that this Court deters would-be war criminals while the others have the opposite view. In this part of the work, we have tried to explain some of the reasons for this contradiction.

3.1. Limited jurisdiction

The first limitation to ICC jurisdiction is that it can proceed only with crimes that occurred after its Rome Statute took effect in 2002. The second limitation is in the possibilities for ICC to prosecute investigations only in the four above-mentioned categories of crimes. The next limitation is the ways in which, and the persons against whom, the Court can open an investigation. Bearing in mind that the national courts primarily have a duty to administer justice, ICJ is powerless to act even when it has strong grounds to do so. Thus, this is in line with the basic principle of sovereignty according to which states should not interfere in the internal or external affairs of other states. This means that if the national justice system, even if it is a post-conflict state, is still ready and capable of objectively prosecuting cases for the

most serious crimes committed during the conflict, then the ICC should not have jurisdiction. However, the probability of such a case is very low, because the societies emerging from conflict as well as societies in transition may lack the political will to prosecute these crimes, and legal systems may even be in disarray. Considering this reality in post-conflict states, some aspects of a potential judicial process are called into question. The main questions are actually whether the state is ready to provide an objective and independant trial, as well as whether the system is able to provide conditions for a fair trial in the processed cases. In this regard, it is worth to underline that unlike the obligation to cooperate with the former tribunals for Yugoslavia and Rwanda imposed by the UN Security Council, in the ICC case it is an obligation arising from a concluded agreement. This means that the obligation to cooperate is in some way limited by the will of each member state of the Rome Statute and cannot be implemented by virtue of the UN Charter or at the request of the Security Council. In other words, the court's weakness lies in the fact that it has no means of coercion and depends, ultimately, on the political will of the states concerned (Vankovska, 2021, p. 124).

3.2. Limited support

There is no doubt that the idea behind the foundation of the ICC was to end impunity, through mechanisms of international criminal justice that seek accountability for committed crimes. It was expected that ICC with its work would act preemptively as well. The jurisdiction of the ICC is not global in the true sense of the word, but refers only to the signatory states and their willingness to cooperate especially when it comes to suspects/accused who are on their territory but are not their nationals (Vankovska, 2021, p. 122). Some authors consider that the great powers have very few incentives to join the ICC because, according to them, the high degree of supranational powers of the ICC make their ratifications less likely. However, although the possibility of the ICC becoming a universal institution is remote, it is likely to produce jurisprudence that will have universal influence (Christensen, 2018, p. 169). Hence, one of the most criticized facts regarding ICC is that several the most influential countries, including US and Russia, have subsequently withdrawn their signatures from the Roma Statute. It is probably unexpected, but ICC has been unable to gain the support of major powers, who say it undermines national sovereignty. This is quite incomprehensible and unjustified in general, if we have in mind the right of states to withdraw from the Rome Statute which means, in some way, a possibility for regaining the sovereign rights that have been ceded to the ICC. The European Union is also a staunch supporter of the Court. Since 2006, the EU and the ICC have signed an agreement on cooperation and assistance. With Council Decision 2011/168/CFSP, the EU expressed commitment by taking measures at national level and by enhancing international cooperation to ensure their effective prosecution (Council Decision 2011/168/CFSP). Moreover, the EU is convinced that universal accession to the Rome Statute is essential for the full effectiveness of the ICC and has committed to contribute to the objective of the widest possible participation in the Rome Statute. The ICC's relations with the United States, on the other hand, varied through the years depending on the attitude of the current U.S. president. These relations sometimes had episodes of escalations. The relations of Russia with ICC are also followed by controversies. The lack of support from these countries, including China as well, is considered as one of the biggest challenges regarding the idea of justice in general, and especially for the purposes of transitional justice. The fact that they are permanent members of the UN Security Council is considered one of the biggest controversies related to the ICC, having in mind that one of the possible options for processing a case before the ICC is to refer the case through the UN Security Council. Hence, the work of the ICC has been significantly reduced in advance and that is one of the reasons why the Court is criticized for being selective in dispensing justice. Unfortunately, the international community as a whole cannot transcend the limitations imposed by state sovereignty as a fundamental principle in international system although the fundamentals of that system have not changed with the Rome Statute. We agree that the Court is the most important example so far of diplomatic brinkmanship under the present international system (Christensen, 2018, p. 170).

3.3. The questions of credibility as the biggest criticism

Regarding ICC's credibility, criticism generally comes from the two group of authoer. Namely, those who argue that the ICC is obviously inefficient, while other who considered that the ICC has such prosecutorial power that threatening state sovereignty (Klobucista, 2022). Anyway, since its foundation, the ICC has indicted more than forty individuals, most of which from African countries, while more than two dozen cases have dealt with alleged crimes in African states. The reason for serious concern is certainly the accusations of disproportion in targeting the states from the African continent. As e consequences, in 2016 two countries, Burundi and Gambia, have withdrawn from the Court. Unfortunately, these withdrawals show the lack of trust in the Court. (Buckley-Zistel, Mieth, and Papa, 2017, p. 4). If we look

back in retrospect, the second question regarding ICC's credibility is related to its selective approach. Although we cannot realistically expect from the international criminal justice mechanisms to judge all those responsible for international crimes because in certain situations mechanisms will not be able to deal with the massive numbers of alleged perpetrator (Lafontaine and Tachou-Sipowo, 2012, p. 12), still some authors stand out the cases with Rwanda, Uganda and Cote d'Ivoire as cases where the justice mechanisms has worked selective (Buckley-Zistel, Mieth, and Papa, 2017, p. 4).

4. THE CONTRIBUTION OF THE ICC IN TRANSITIONAL JUSTICE IN POST-CONFLICT SOCIETIES

In general, international criminal justice contributes to the development of the international legal order and in recovery of post-conflict societies. Criminal justice could be expected to influence ongoing conflicts situations as well. Hence, some authors notice that the discussion is more oriented toward identifying and critically assessing some of the actual and potential contribution of criminal accountability measures rather than putting into question whether they are justified at all (Lafontaine and Tachou-Sipowo, 2012, p. 2). However, the concrete question of ICC's contribution to transitional justice in post-conflict societies is complex and could not be answered by simple yes, or no. If we assume that the intentions of the creators of the idea for the establishing of ICC and the creators of the Rome Statute are sincere, then there is no doubt about the truthfulness of the mission of this court. With regard to the first question of whether and how the International Criminal Court can contribute to achieving the goals of transitional justice, we may conclude that ICC potentially has a unique opportunity to make a huge contribution to achieving the ideal of transitional justice in many post-conflict states. Investigations of powerful persons could help in deterring future atrocities. Those processes will certainly send a signal that the chain of impunity can be broken. However, that is one side of the coin. It is actually, in some way, an idealized version of ICC and justice in general. It is, in fact, looking at this court in isolation from the context of the overall circumstances in which the international community operates, not only at this current moment in time, but almost always. Although the international community has created clear principles of the international law, nevertheless, on the global international stage there are always actors with main roles, as opposed to those with secondary ones. Unfortunately, this arrangement somehow came to the fore precisely with the acceptance/non-acceptance of the Rome Statute by the actors who play the major or main roles on the world stage. This and everything elaborated above, gives the answer to our second question: Has ICC since its establishing until today achieving the expectations in post-conflict societies? The answer is that ICC has failed to establish itself as an international judicial institution with global influence. Some of the challenges mentioned above that ICC faces are obviously related to political and state interests. On the other hand, in some cases, the court worked or still works so slowly that it is inevitable to mention the maxim that "slow justice is actually injustice". If we expect from the Court a contribution to transitional justice so that society clears up some dilemmas in order to heal some wounds and continue to function, then would it be not more expedient for that healing to be effective? The answer is yes, because social acceptance of ICC's jurisdiction might change if a tribunal operates slowly. As a consequence, despite the initial high hopes, their perception led to frustration between ordinary people. An example of this situation is noticed regarding the ad hoc tribunal for war crimes in Former Yugoslavia, which were conducted for almost twenty-five years as well as the ad hoc tribunal for Ruanda which also working too slowly. Even charges so far most of the post-conflict African states have not led to significant changes in terms of stabilization and lasting peace. The accusations in most of the post-conflict African states did not lead to a significant stabilization and calming of the situation. Have Libya and Sudan for example, become stable democratic states, abiding by the rule of law? Theorists and practitioners criticize that ICC has so far failed to do either justice or peace (see: Vankovska, 2021, p. 125; see also: Gegout, 2013 p. 809). Probably the most controversial is the case with the accusation of Hashim Thaçi, the Kosovo Liberation Army commander. Namely, in 2020 he was accused of war crimes that happened almost quarter of a century ago. Meanwhile, after the armed conflict, this man became the most prominent politician in Kosovo, president and prime minister. However, the relevant question now is: Why did ICC need almost twenty-five years for this accusation?

5. CONCLUSION

Any judicial institution, national or international, including ICC, has to deliver justice without bias and without control by other state authority beyond judicial power. The states as members of the United Nations have been obliged to enact legislation to punish grave crimes. Each judicial institution should be focused on all individuals and parties responsible for atrocities committed during a conflict. This means that an emphasis needs to be laid on strengthening national courts and other institutions that provide local justice. This is only one, but very important component of achieving the goals of transitional justice. However, when justice cannot be achieved in national courts, ICC is the judicial body that should make it possible. The contribution of ICC to transitional justice depends, first of all, on its own impartial work based on its autonomy, although states parties' support and any other support is also very important. Identifying responsibility and calling to responsibility could be a very sensitive issue especially when in a concrete situation some different political and states' interest or even geopolitical interests are intertwined. That is why, not infrequently, justice is not served, and the rules of liability are not fully applied as they are created. The ICC could significantly contribute to transitional justice and thus not only to lasting peace, but also to the prevention of crimes, since the very existence of the Court is certainly a real threat to those who order or carry out atrocities. As a judicial mechanism, ICC could help in transformation of culture of impunity and of promotion of a culture of accountability, not only in conflict and post-conflict societies, but throughout the world. Sometimes national institutions are believed to be lacking capacity, professionalism and independence in the post-conflict environment. Sometimes national institutions are believed to be lacking capacity, professionalism and independence in the post-conflict environment. This is particularly reasonable if justice should be provided by the same state regime which itself was involved in massive injuries of basic human rights. As was mentioned at the very beginning, the contribution of the international intervention through investigations is expected to lead to reconciliation and sustainable peace. However, as we tried to explain in separate parts of this work, the situation in practice, until now, has not been satisfactory and far from the expectations. Hence, although ICC is undeniably a big step forward towards the realization of international justice, its results so far are in every respect modest and far from expectations. Limited jurisdiction, particularly limited support, as well as debatable credibility, gives limited contribution to transitional justice in post-conflict societies.

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CONVENTIONAL AND MODERN WARFARE: A CRITICAL PERSPECTIVE

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Abstract: In the pursuit of a peaceful and secure life, human beings strive to avoid the threat of danger. However, the reality is often marred by disputes, with war being a significant factor that disrupts peace. This paper delves into the distinctions between old and modern models of warfare. Employing a qualitative approach, the study explores relevant literature written by experts on the subject. The research findings reveal compelling differences between old and new wars in terms of their objectives, methods of warfare, and financial backing. Historically, old wars predominantly involved state-to-state conflicts, with state financiers playing a dominant role. In contrast, modern wars encompass diverse players and garner financial support from global sources. Furthermore, new and old wars differ in their target victims, motives, and approaches. These disparities necessitate a corresponding shift in the way these conflicts are addressed and resolved by negotiators worldwide. Understanding the complexities and nuances of modern warfare is crucial to fostering effective strategies for peace building and conflict resolution on a global scale. By examining the transformation of warfare over time, this study contributes to a comprehensive understanding of contemporary security challenges and the importance of adapting conflict management approaches accordingly.

Keywords: warfare, old, modern, state-to-state conflicts, negotiators

Field: Security

1. INTRODUCTION

Flemming (2009) and Clausewitz (1984) define war as 'a continuation of political intercourse carried on with other means.' Gaining a profound comprehension of the nature of war is not only central to policy making but also international relations. In fact, among the primary goals of the policymakers is to comprehend the trends of war, and subsequently formulate effective policies for preventing the conflicts, crafting a resolution framework or reconciliation. It is on such grounds that theorizing about the dynamics, trends, causes and implications of violent conflict has become a major occupation for both policymakers and scholars. In the recent past, scholars have embarked on examining and understanding of armed conflicts, especially the civil war through a postulation that the trends in current wars qualitatively differ from those of the old wars. Kaldor (2012) hypothesizes that "the new wars can be contrasted with earlier wars in terms of their goals, the methods of warfare and how they are financed." Hordes of concerned parties continue to acknowledge the change in the warfare trends, with an equal proportion denying the shift; thus, charging the debate further. In the course of the contention, Mary Kaldor, the owner of the idea, defined and outlined features of new wars (Kaldor, 2012). Dillon (2013) describes new wars as the violent conflicts that occurred after the World War II while the term 'old wars' imply the traditional warfare which comprised two uniformed armies engaging each other in combat especially in interstate conflicts, with the state being the major financier of the warfare.

The individual characteristics of the 'new wars' are the ones that define the differences between the new wars and the old conflicts. On the overall, new wars feature conflicts between a wide spectrum of non-state and state players, fighting that lies on identity politics rather than ideology. Besides, new wars involve tendencies to attain political, as opposed to physical, manipulation of the population through mechanisms involving terror and fear, and conflict is not only financed by the state, but other interested parties that gain from the ongoing violence. Kaldor (2013) adds other descriptive terms for the new wars including wars among the people, wars of the third kind, hybrid wars, privatized wars, and post-modern wars.

2. CHARACTER OF CONVENTIONAL AND MODERN WARS

There are other definitive features of new wars, including the perpetuation of ethnic divisions, exacerbation of state disintegration, and the conflicts target nonuniformed civilians instead of two warring uniformed combatants. In this logical line, the Sierra Leone war qualifies as a new war. Contextually, the

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Revolutionary United Front RUF intended to delegitimize the leadership, and never fought for territory, but the consideration as a legit political opposition. Borrowing from the movie 'Blood Diamond' one gets an overview of the techniques incorporated during the war. Dillon (2013) notes tactics such as amputation, mental, and physical abuse among other terror tactics. On one side, the RUF represented the non-uniformed party in the conflict, with the government representing the uniformed party. The RUF mostly targeted the civilians, not a national army, with a view to attracting the attention of the government. On that note, it suffices to say that "during the last decades of the twentieth century, a new type of organized violence developed;" thus, the contemporary warfare qualitatively differs from old conflict (Kaldor, 2012).

According to Mary Kaldor, globalization is the chief cause of change in warfare. She notes that "the process known as globalization are breaking up the cultural and socioeconomic divisions that defined the patterns of politics, which characterized the modern period (Kaldor, 2012). Since the effects of globalization on the socio-cultural fabrics result in identity conflicts, the idea of new wars should be comprehended with respect to identity politics. Following this line of thought, the first difference between old and new wars holds that new wars are based on identity politics rather than ideology as in the case of old wars. The former seeks to give power to a group, whereas the latter applies power as the primary instrument of implementation of an ideological framework. However, Berdal (2003) and Malesovic (2010) do not seem to agree that differentiating the two conflicts based on identity and ideology is valid. The duo argues that it is often possible and easy to instrumentalize both identity and ideology to meet both the economic and geopolitical ends of the warring parties. From their standpoint, the unwavering quest of the groups to reassert their power, gain acceptance, affirm their identity, and exhibit their influence becomes the primary cause of conflict and replaces geopolitical interests and ideological conflicts. Furthermore, identity is not an exclusive feature of the New War.

Identity, since the beginning of time, has been a major cause of conflicts, for example, during the 5th century in the BC Greco-Persian conflicts or the Renaissance Italian Wars. Besides, New Wars cannot be solely restricted to politics of identity. Mary Kaldor provides the Iraqi war as an illustration of conflicts that stem from identity politics, especially in the sphere of ethnic and religious conflicts between the Shia and the Sunni which also involved a direct involvement of the population who faced mass displacement and innumerable casualties. The preceding demonstration proves that it is almost impossible to describe a conflict as purely a product of identity battle, which partially invalidates Kaldor's stance. However, it is noteworthy that despite the variety in the causes of the modern wars, identity plays a major part, if not being the lone player in the breakout of war.

Unlike the old wars, the New Wars involve entirely different players whose approaches culminate into the privatization of violence. The modern conflicts have ceased being a preserve of the national armies as the primary protagonists. They have brought on board a wide spectrum of insurgency groups, ethnic parties, criminal gangs, international organizations and mercenaries, and diaspora groups (Newman, 2004). It is the great diversity of the players and the resulting confusion that has led even the disciplined state soldiers to take part in the wars behind the scene to meet their personal ends. In this respect, warlords have been crowned and are revered among their circles in addition to being charged with the responsibility of controlling the conflict landscape in a manner that it benefits all the responsible parties. Duffield (2001) and Kalyvas (2001) define warlords as the armed warriors who apply massive force in battles to maintain control over the unlawful war economy as well as the contentious areas and territories.

Given the variety of approaches, it becomes more challenging to distinguish between the legitimate arms bearers, warlords, and paramilitary groups (Kaldor, 2012). There is an incessant rise in the power and proportion of groups rebelling against the authorities either for their selfish reasons or as a result of the failure of the current administration and the quest for a liberation or revolution. Administrative failures which bear the variety of armed factions include economic decline, impunity, low employment rates, and legitimacy of the current authority. The growing criminal opportunities and the lucrativeness of crime also result in criminal factions with different aims.

The characters and the individual interests of the players in the modern warfare primarily determine the approaches to the conflicts. As opposed to the old wars, new wars feature guerrilla warfare (Kaldor, 2012). The guerilla approach to warfare has developed over time due to the need to avoid the intense concentration of armed or uniformed forces which chiefly characterize the old conflicts. Kalyvas adds that guerilla warfare allows the outlawed sects to spread around a region and retain a high probability of success (Kalyvas, 2001). In the old wars, troops mostly concentrated around a region that gave the opposite side an advantage of massively destroying their opponents in a single blow once they accurately determined their location. Guerilla warfare incorporates several players, including teenage hooligans and soldiers as well as marginalized soldiers who are intent on carrying out revenge on the government. The approach depicts a move away from the normative techniques of warfare since the global conflicts often

feature a variety of battlegrounds where the legitimate soldiers and uniformed armies converge for a face-off. A

typical example of guerilla warfare is the ongoing conflict between the Boko Haram and the Nigeria government. According to Morgan (2015), the Boko Haram reside in the Sambisa forest from where they plan their attacks and run their welfares. The government has strived to get the group out of the Sambisa forest, but the fact that they are scattered throughout the forest, as common in guerilla warfare, makes it difficult for the uniformed state armies to penetrate, ambush and devastate their residence. Similarly, technological advancement in the New wars indicates a wide gap in the approach compared to the old wars.

The particular type of arsenal employed in any modern conflict is a direct reflection of the nature of the combatants. Belligerents like the Boko Haram may not necessarily possess highly sophisticated weapons given their restricted access unless they are sponsored by certain state mercenaries- which is entirely possible given the nature of the current warfare landscape. In most cases, they depend on the black market as well as the lucrative market of the arms business. While some of these weapons may be overly sophisticated and can cause massive destruction, the undefined control of weapons within the modern warfare leadership hierarchies means that the weapons are available even to the child soldiers. In this sense, the usage is not only considerate, but there is an extremely high possibility of damning destructions or complete annihilation of certain settlements and populations.

3. TARGETS OF MODERN WARFARE

In the same vein, modern warfare targets a different crop of victims. Unlike in the old days, the contemporary warfare mostly targets the civilians as the easiest means of getting the attention of the government. It is noted that the primary objective of the combatants is not to win the war, but to prolong the violence and hold states at ransom until their needs are met, thus, the violence has shifted away from the military forces to the innocent civilians to attract and international recognition and attention. The recognition assists them in championing for their quests through the involvement of the major global participants including the human rights bodies.

The International Commission on Intervention and State Sovereignty (ICISS) notes an increasingly worrying trend in the contemporary civil wars where one side of the warring parties deliberately targets innocent civilians with statistics projecting that 90 percent of the deaths and casualties in the modern warfare being civilians and noncombatants (ICISS, 2004). This indicates a massive rise from the 15 percent at the beginning of the century (Chesterman, 2001; Münkler, 2005; Newman, 2004). Apparently, the incorporation of child soldiers, sexual violence, the annihilation of social groups, and forced displacement continue to insignia conflicts and usher in a new era of warfare that entirely differs from the old epoch. Examples of warfare that illustrate this difference include the violent confrontations in Somalia, Liberia, Rwanda, and Bosnia. In all the cases, the belligerents, instead of fighting their kind, they mercilessly and brutally murdered civilians so as to provoke the government and military action. The focus on civilians has led to the death of more than 21 million civilians, with 67 million others being displaced since the year 1945 (Collier et.al, 2005).

4. THE ECONOMY OF MODERN WARFARE

Lastly, the general economy of war has greatly changed. In the old days, the economy of war used to be autarchic and centralized, with large masses of people marshaled to participate in the war to increase chances of success. That is far away from the truth in the context of New Wars, where the economy is largely decentralized, financial sources fragmented, and the level of public participation has significantly declined (Chojnacki, 2006). A contextual examination of the new wars economy mainly focuses on resources. Reyna maintains that most of the new wars spring from the need of the various parties to control particular natural resources (Reyna, 2009).

In the Sierra Leone war, for instance, diamonds were the primary natural resources under contention. The Revolutionary United Front (RUF) partially monopolized the diamonds trade, and their goal to own its monopoly fully was the major fuel behind the rife battle. Their partial control of the trade gave them the requisite financial muscle to continue with the war. Resources are also one of the chief justifications for the growing discussion of the new wars concept at a global level. Cross-border players always take part in the trade and control efforts of the resources under contention. The availability of crime sector cartels, most of them international players, in the contemporary world has ensured that national conflicts benefit

from international and cross-border support on various spheres such as financial. Dillon adds that this form of conspiracy has, for instance, enabled multinational corporations dealing with natural resources in the Democratic Republic of the Congo (D.R.C) to facilitate their illegal mining activities with the help of the local violent groups (Dillon, 2006). In retrospect, the role of resources, as part of the war economy, combines with other characteristics to classify the war as a new war.

The other characteristics also define the new war economy and set it apart from the economy of the old wars. The first feature of the new war economy is the privatization of military forces (Wolfendale, 2011). The 'failed states' are gradually losing the monopoly of war as was with the old wars, thus, correspondingly reducing their ability to strengthen the national social bonds and collect taxes. The situation has resulted in a concurrent privatization of conflicts and violence. Similarly, a different pattern has been witnessed in the war economy. The new wars borrow heavily from counterinsurgency and revolutionary warfare as was apparent in the case of Sierra Leone and the contemporary Somalia and South Sudan.

The resultant warfare entails territorial control through hatred and fear, which climax into an inconsiderate victimization of the civilian population. Likewise, new wars draw funding from various sources, including group projects and international financiers who project to gain from the chaos. On that ground, Hoffman claims that new wars are challenging to stop, except with thorough democratic negotiations and agreements which consider the underpinning economic and social connections (Hoffman, 2007). Finally, the nature of the economy of new wars has a deeply entrenched propensity to spread and bring in more regional and international actors for the purpose of ameliorating the war economy. These overt characteristics of the incessantly changing war economy landscape have been witnessed in almost all the modern-day conflicts.

5. CONCLUSIONS

In conclusion, albeit contentious, Mary Kaldor's new war theory is valid on many fronts. First, it has been proven that "the new wars can be contrasted with earlier wars in terms of their goals, the methods of warfare and how they are financed." The old wars were mostly actions of the state against another state; thus, state financiers dominated the scene. The situation shows a great contrast with the current trend of wars that not only incorporate a variety of players, but also financiers from across the globe. Other aspects like target victims, motives, and approaches also differ between new and old wars. As a result, there should be a corresponding shift in the mode in which these conflicts are addressed and tackled by the negotiators from all over the world.

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THE SIGNIFICANCE OF DEMOCRATIC AND CIVIL CONTROL OF SECURITY SERVICES FOR THE AIM OF PREVENTING POLITICAL VIOLENCE - CASE STUDY OF THE REPUBLIC OF SERBIA AFTER 2000

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Abstract: Democratic and civilian control of the security services is the foundation of a society's democracy. The standard of living measured through the prism of GDP, the level of the unemployment rate, social and health care, and free education are mostly only apparent factors that mask some much more complex phenomena such as the entrapment of democracy if there is no civil and democratic control of the security services, which as will be shown in their work, they very often directly decide on life and death. This especially applies to countries with totalitarian regimes in which any oppositional opinion is sanctioned or, as in the case of Serbia after 2000, in countries where democracy is still young. National security and the security of every individual citizen can be seriously threatened in cases where there is no civilian and democratic control of the security services. The absence of this type of control results in uncontrolled, unconstitutional, and illegal behavior of members of the security services, which is often characterized by the belief that its members, while committing the most serious crimes, are actually protecting their country and order from destruction. This work aims to prove the hypothesis of the need for democratic and civilian control of the security services as the basis of government through a case study of the rebellion of the Special Operations Unit of the State Security Department of the Ministry of Internal Affairs of Serbia, as well as through the case of the murder of Prime Minister Zoran Đinđić, for which members of the former security service were also legally convicted. rights in modern democratic societies.

Keywords: national security, democracy, control of security services, rule of law

1. INTRODUCTION

The former Socialist Federal Republic of Yugoslavia (SFRJ) saw the end of the Cold War full of national tensions thanks to the leaders of the six republics who fed their political egos with inflammatory speeches all for the purpose of staying in power. And so, while the majority of European countries used the end of the Cold War for the general progress and democratization of their societies, in our region this momentum was not even noticed, but something quite the opposite happened. Civil war and general destruction ensued. In the same part of Europe, a paradox occurred, while our neighbors, the Hungarians, Romanians, and Bulgarians, managed to get through the extremely dangerous chapter of the Cold War with minimal violence and to embark on an upward trajectory in terms of economic and social reforms since the collapse of the Warsaw Pact and the Soviet Union. area, the bloodiest conflict on European soil since the end of World War II took place (United Nations,n.d). At the same time, it should be emphasized that the former state was not only part of the non-aligned movement, but also the founder of the same movement, therefore exempted from the political-military tensions between NATO and the Warsaw Pact, which is also emphasized in the current National Security Strategy (National Assembly Republic of Serbia,2019).

In that conflict, the security services of all member republics of the former SFRY played a major role. After the political changes that took place on October 5, 2000, many citizens expected their rapid impact on the functioning of the security services in the Republic of Serbia. First of all, the expectations were towards a change in leadership, way of working, methods and goals, while independent experts focused on democratic and civil control of the work of the security services.

However, according to many authors, until the political changes of 2000, the security services of Serbia had the primary role of protecting the political system and its leaders from any changes(Ejdus, 2010). This thesis is also confirmed by several final verdicts against the top managers of the former State Security Department (RDB) for crimes committed with the aim of physically eliminating political opponents of the then holders of power in the Republic of Serbia, such as Ivan Stambolić, two attempted murders of

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one of the leaders of the opposition, Vuk Drašković and the subsequent murder of Prime Minister Zoran Đinđić, as well as the still-unenforceable decades-long sentence for the murder of journalist and publisher of the anti-regime daily Slavko Ćuruvija(Matić,2022).

However, the changes in the security service, which were supposed to be the backbone of democratic changes, were delayed, so the former head of the RDB, Radomir Marković, remained in that position for almost 4 months(Ekipa TEME,2003). This development of events led to the destruction of documents in the RDB, according to the statement of the person in charge of the investigation (Insajder,2017). The events that followed even after his dismissal showed that the security service is still outside the flow of democratic changes and that the new ruling group does not have complete control over the work of the service. According to the former Minister of Defense of the State Union of Serbia and Montenegro it was normal to expect that in the throes of political changes, a more in-depth study of the security services would be undertaken, especially related to their future role and place in the new socio-political conditions in the country, primarily by opening secret files and shedding light on the work of the services on political crimes, but the reform of the services was slow (Davinić,2014). Two events involving identical actors confirm this hypothesis. Protest of the JSO Special Operations Unit and the assassination of Prime Minister Zoran Đinđić.

2. THE ROLE OF SECURITY SERVICES AND DEMOCRATIC CONTROL OF THEIR WORK

In order to adequately respond to the global security environment, it is necessary to understand the challenges, risks and threats on the one hand, while on the other hand it is necessary to adapt the capacities, abilities and legal framework of the work and operation of the security services. As important, we should add the ability of society to recognize threats, even those that come as a result of the absence of adequate democratic control.

In order to fully understand the role of the security system and its special part such as the security services, it is not possible to understand without knowledge of political power, military power, economic power and the related threats that come from different domains. Each form of the above contains basic interests and values in the totality of an organized society or state. From the point of view of political power, it is reflected in the Constitution and Laws, which derives from the legitimacy that separates the power or force of the state from violence. The order in a society can be disturbed within the framework of the conflict of different social groups and their interests, as well as the existence of external threats. Democracy as a social organization ensures the fair participation of the interests of different social groups in one society, which reduces the level of conflict in society. To a large extent, social groups will resolve their conflicts with democratic methods - the change of government, control of the work by representative bodies, civilian control of armed and security forces, the right to peaceful protests.

The role of the security services in terms of deterring threats to the Republic of Serbia must be seen in the current circumstances. Certain legal and institutional solutions must be subjected to a detailed analysis in order to look at the needs of society and the sources of threats based on an objective assessment. In this paper, we will try to look at contemporary challenges, risks and threats, as well as the consequences of the absence of civil and democratic control over the work of services.

At the center of national security is the state, however nation states are not the only sources and forms of threats to vital national interests and values. The survival of the state and its interests can be threatened by state actors who would act renegade from within due to the absence of adequate civil and democratic control. The first steps towards reform were made after the democratic changes on October 5, 2000. To begin with, the creation of a smaller but more professional armed forces designed to contribute to international peace and security was not entirely synchronized with the predominant threat perception that still prioritizes defense of territorial integrity (Ejdus, 2012).

A political formula like "national interest" suggests a policy direction that can be distinguished from several others that can be presented as alternatives. (Wolfers, 1952). Wolfers sees the national interest as a national security concept, that is, as a policy goal that needs to be reached or achieved. The realization of the "national interest" in post-autocratic regimes is often an insurmountable obstacle to effective civilian and democratic control. The experiences of the FRY remind us that behind the "national interest" the most brutal political murders by the state apparatus, i.e. the security services, can be hidden. National security is a state of unhindered realization, development, enjoyment and optimal protection of national and state values and interests, which is achieved, maintained and improved by the function of citizen security, the national security system and supranational security mechanisms, as well as the absence of (individual,

group and collective) fear of their endangerment, and a collective sense of tranquility, certainty and control over the development of future phenomena and events of importance for the life of society and the state (Đukić, 2016). Security is a function of the state, and national security is both a need and an interest at the same time. If the state realizes its interest in national security, it performs its function, and if it has the ability to perform its function, we come to the beginning of realizing its sovereignty, that is, satisfying national security. Therefore, every citizen as an individual can realize his interests. The above definition supports the empirical confirmation that only states that can protect national security with the associated protection of the individual - societal security are successful states. And a state that is unable to control its national security system or puts it to use against its own citizens effectively loses its sovereignty. We define "failed states" as the condition of "state collapse" - for example, a state in which it can no longer perform its basic security and development functions and has no effective control over it. Security services without effective control are one of the main characteristics of failed states, the most recent examples of which are the military coups in Mali, Burkina Faso, Niger and Wagner rebelion in Russia. Safety is a property of a real social, natural or technical subject (being, creation or thing) manifested as an established, maintained and improved condition and (or) value, which is expressed through the fulfillment of the minimum safety standards inherent to that subject, which enables it to realistically the basis for survival, growth and development regardless of the carriers, forms, time and place of endangerment (Stajić, 2008).

By the term national security, we can mean a set of functionally connected state bodies, local self-government bodies and other organizations, which act in accordance with the legal order of the state and strive to protect the internal and external security of the state, society and citizens (Dragišić ,2009). There is no national security without functionally connected state bodies, which in the case of the security services would represent mutual functioning based on the legal order on the system of subordination and division of power. Arbitrary arrests and liquidations carried out by the security system without the involvement of the judicial branch of government and parliamentary control sooner or later lead to the creation of rogue centers of power. Over time, such centers of power establish parallel renegade structures of government where they can achieve a monopoly on certain areas of social life contrary to the Constitution and laws.

National security requires adaptability. Security services, as the main factors of national security, must have a secure framework and the ability to know what, how and when to defend a society, including threats that may come from them. In order to further define the precise needs of the dimension of control, two approaches are included: vertical accountability and its return to elections and horizontal accountability with the subordination of political power to law. (Keppel, 2023). The degree of democracy of a given society and the strength of the rule of law represent the basis for vertical and horizontal control over the executive part of the security system. Different democratic states have different approaches to civil-democratic control of security services. What they have in common is the result and function of that control. If control ensures the protection of legality, early detection of internal weaknesses and protection of human rights, it can be stated that the political system has control over the institutions of force in its state.

The security services have a very complex task to undertake simultaneous preventive measures that should prevent the manifestation of threats. It is necessary to constantly improve programs and work methods that emphasize prevention with a public-private partnership with the academic community, the non-governmental sector, and international partners. The role of the intelligence-security system is based on defense against traditional threats from state actors.

Under civilian and democratic control, we can introduce control by elected civilians in democratic elections that are set on the basis of legal procedures and criteria. As one of the main indicators of the existence of civilian control, it is taken when a state official has power over decisions concerning missions, organization, employment in military matters (Trinkunas, 1999). As the term suggests, newly established democracies are those recovering from authoritarian or military rule, and the authors go on to emphasize that in these nations, civilian control is generally less secure as the country recovers from years of military or authoritarian rule.(Mukherjee, Pion-Berlin, 2022). Such was the case with the murder of the first democratic prime minister of Serbia, Zoran Đinđić. Security institutions that remained outside of political control, over which no reform was carried out, reached out to directly influence the political life of the country itself. Due to its sensitive nature, the complete management of the security system must be subject to control and supervision. That control can be horizontal in the line of legislative, executive and judicial power. The security system in democratic countries is constantly under scrutiny. The evaluation of the actions of the security services in the majority of cases is determined by the judicial authority through court proceedings. During that procedure, the legality of the actions undertaken is evaluated. What constitute a challenge in terms of civil and democratic control are those actions and actions that are undertaken for which there is no judicial verification of legality. The organization of the conspiracy by the security system

has its indicators in the organization of a series of illegal activities aimed at influencing political processes until the moment of the open manifestation - the assassination of Prime Minister Đinđić. While intelligence services can threaten a regime regardless of its nature, tensions are particularly acute in democracies because this form of government rests on openness, the free flow of information, and unfettered debate. (Jevris, 2007) There is an eternal search for a balance between the activities of the security services, their efficiency and civilian control. Security services, by their function, deal with the detection and prevention of threats that come within the system. For more than 50 years, scientists and researchers have been searching for alternative modalities of mutual control within democratic arrangements, supervision and legitimacy of actions in a democratic system. The separation of powers provides a balance for the purpose of mutual protection when it comes to illegal orders by the holders of power. Democratic states are always in search of maintaining the balance embodied in the formulation of freedom and security. Institutional control mechanisms involve providing direction and guidance for the intelligence agencies, exercised through institutions that range from organic laws and other regulations that empower the civilian leadership to civilian-led organizations with professional staffs (Matei, Halladay, 2019).

Therefore, the settings of civil and democratic control must be made in the context of adopted strategies, theoretical and practical knowledge that constantly intersects and is in positive competition with each other in order to optimally contribute to the realization of national interests and values that we wrote about in the first chapter. The political thinker Niccolò Machiavelli himself, in his epochal work The Ruler, considers intelligence and security activities to be an inseparable part of politics. It is the same today. With the important difference that today's activities are conditioned by the democratic decision-making process and social consensus.

The struggle for control between the intelligence services and the civil authorities does not necessarily have the premonition of a conflict, but a struggle for affection and support for certain means or actions. The aspiration is for new democracies or young democracies to overcome the weaknesses that burden them to develop effective security services, legitimate and under civil-democratic control. The reform of the security services itself must be based on the needs of protecting the national interest and not on the needs of daily politics. There are two approaches in these reforms that are characterized by certain impulses. The impulse to become too ambitious and too fast ("blitzkrieg" tactics) is often difficult to resist, but can be less effective and more dangerous than gradually (using "Fabian" tactics) without abandoning long-term goals (Jervis, 2007).

Authoritarian regimes, like the government of Slobodan Milošević, are able to create internal and external threats. The analysis of the case of the assassination of Prime Minister Đinđić points us to the necessity of an effective, quick, immediate and legal reform of the security services in order to build democratic and free institutions. Any absence of such reform allows the authoritarian system to "hit back". The security culture of members of the security services must also include a democratic system of values, awareness of being subject to control, but also patriotism embodied in the prevention of conspiracies. Building a democratic system of values among service members is a necessary activity in order to strengthen the control mechanisms of society as a whole. Awareness of democracy, freedom and security as a national interest is one of the most important achievements of the Euro-Atlantic Community of States. The process of joining NATO is an effective way to reform former authoritarian systems. The experiences, first of all, of Bulgaria and Romania indicate that the reforms during joining NATO represent the entire transformation of society. Positive examples of membership in NATO have been noted when it comes to North Macedonia, Albania and Montenegro.

3. SPECIAL OPERATIONS UNIT PROTEST AS A FORM OF POLITICAL VIOLENCE

The Special Operations Unit (JSO), an armed formation within the RDB, which included several Mi24 combat helicopters that neither the army nor the police had, as well as dozens of the most modern armored vehicles at the time (Vojinović,2020). Effectively, however, it was under the control of Slobodan Milošević, regardless of the function that he was occupying first as the president of Serbia (1990–1997) and then as the president of SRJ (1997–2000) (Gow, 2002,) It was an armed formation formed by taking over a large number of fighters from the former Serbian Volunteer Guard, formed by Željko Ražnatović Arkan with the blessing of the highest state officials for the needs of warfare outside the territory of Serbia's borders from a single and special volunteer unit known as Knindže, which was formed by Dragan Vasiljković alias Captain Dragan on area of Knin in 1991(Švarm,2006). During that protest, members of this unit blocked part of the highway in Belgrade, demanding the dismissal of part of the service's leadership. The protest on the ground near the Sava Center was led by officer Zvezdan Jovanović, who

a few years later was legally convicted as the assassin of Serbian Prime Minister Zoran Djindjic. The highway blockade lasted from November 9 to 17, 2001. As a result of these pacts with security sector officials and disagreements among the new political elites, friends from the Milošević era such as the Chief of the General Staff Nebojša Pavković, the head of the notorious Secret Service (Department of State Security—RDB) Radomir Marković and JSO Commander Milorad Luković remained in office after regime changes (Ejdus,2020). After his promotion, Bracanović remained in the post of deputy director of the BIA Security Information Agency after RDB was transformed into an independent security agency, until his arrest in the Saber operation. He came to the position of deputy director of BIA from the position of head of the 7th RDB Administration (Janković,2007). Although the Prosecutor's Office for Organized Crime filed criminal charges for this event, which included several persons, the court rejected the allegations of the indictment, referring to the transcripts from the Government of the RS that this protest did not threaten security and that in the case of a rebellion, the Turkish state reacted quite differently, i.e. by the use of force, so this highway blockade cannot be considered a rebellion (Zorić,Cvetković, 2018). In this way, the transcripts became a stronger means of evidence than the report of the Commission of the Government of the Republic of Serbia DT 72 No. 00-002/2003/86 dated 13.8.2003, which states that it was an armed rebellion of this unit against which the criminal charges were filed. called by the representatives of the mother and sister of the murdered Prime Minister Đinđić (Popović,2010).

By protesting without the masks they wore whenever they left their base to protect their identity, JSO members made it clear that they are in fact close to ordinary people, which is the basic characteristic of guerrillas and how they differ from terrorists (Simeunović, 2009). If we look at their official motive for the protest, we also come to the conclusion that they present themselves as a kind of guerilla, that is, an armed formation that protects ordinary people. Namely, their official motive was that they were deceived when engaging in one arrest of persons who were then delivered to the Hague Tribunal. This event was deliberately taken as an occasion because that year the Hague Tribunal was an institution towards which the majority of Serbian citizens had a negative attitude,85 percent (OSCE,2006). Observing how Krstić defines the difference between guerrillas and terrorists, we come to the conclusion that members of the JSO made an essential difference between terrorism and guerrillas because guerrillas represent a legitimate struggle against a foreign occupier (in this case the Hague Tribunal) and these "freedom fighters" differ from terrorists in the higher goal they strive for (civil freedom) and the targets of the attack (state authorities and armed forces), while terrorists are identified by the means they use (violence and fear), most often directed towards civilian targets (Krstić, 2015). The request for the removal of the leadership of the security service at the time clearly shows that the protest was a kind of attack on the highest authorities. The attack was not violent in the formal sense, but bearing in mind the kind of actions this unit had carried out until then and the statements of numerous state officials of that time that there was no armed formation in Serbia that could disarm them, the threat of violence as the background of the protest was very real. After all, violence is considered not only the illegitimate use of physical force but also psychological force (Šeparović, 1984). How else to observe and interpret the blockade of the highway by the most powerful armed formation in the country, with combat vehicles and personal weapons, then as the use of psychological pressure or psychological force. The political segment of the entire protest is also important. Namely, the main demand of the JSO members who protested was of a political nature, namely the replacement of the leadership of the security service and the impact on staffing, as well as the replacement of the Minister of Internal Affairs. The Government of the Republic of Serbia was responsible for appointing the leadership of the security service at that time, as well as for appointing and dismissing the Minister of Internal Affairs, so this protest can also be seen as a form of political violence. Because it was not a protest of factory workers demanding better working conditions, nor of any union in the police, so that it can be considered legitimate. The members of the JSO did not even have demands to improve their working conditions, but they were focused on changing the leadership of the security service, and by appointing their officer as its senior manager (Government Republic of Serbia,2003). In this way, they practically fulfilled Hegel's definition of violence, in which he claims that behind everything there is an unconquered desire for possession(Hegel, G.F.W., 1931). In this case, for possessing the security service and the power that comes from that. Given that their requests were accepted even though the majority of state office bearers were against it, that is, that there were personnel changes in the RDB, we can say that this unit had political power in addition to the armed forces. We find confirmation of this thesis in the interpretation of power, which Simeunović, on the basis of Milosavljević's position, views as a factor in regulating relations in society and as a specific ability to realize a goal, and which he defines as the ability of the bearers of social power to realize their interests through political activity (which the JSO protest certainly was) and goals independent of the will, interests and goals of other social and political entities (in this case the RS Government).

4. THE ASSASSINATION OF THE SERBIAN PRIME MINISTER AS A FORM OF POLITICAL VIOLENCE AND A LEAK OF DEMOCRATIC CONTROL UNDER SECURITY SERVICES

Another much more tragic event that resulted from insufficient democratic and civilian control over the security services was the assassination of Serbian Prime Minister Zoran Đinđić on March 12, 2003 by JSO officer Zvezdan Jovanović, who was part of an organized criminal group (OCG) known as the Zemun clan, which is why legally sentenced to a multi-decade sentence, as was his superior, the former commander of the JSO Milorad Ulemek, who performed that duty with the rank of colonel even after the democratic changes in Serbia (Ministry of Justice,2007). With the rank of colonel, Milorad Ulemek retired and thus waited for the beginning of the trial for the murder of Zoran Đinđić (Fond za humanitarno pravo,2008). In addition to the two of them, the verdict also included former BIA employee Branislav Bezarević, Željko Tojaga, and Saša Pejaković, members of the JSO, as well as several members of the Zemun Clan (Dojčinović,2009).

With this heinous act, in the cooperation of members of the most elite special unit, members of the BIA and the most powerful criminal clan reached its peak, and the next level would have been the taking over of complete power in Serbia, but luckily that did not happen. Although pursued by the police, members of this criminal group managed to kill the only man who saw them enter the building from where shots were fired at the prime minister, as well as to kidnap and kill a protected witness. Starting from the basic definition of assassination, which speaks of the murder of the holder of power, which Prime Minister Đinđić certainly was, assassination is essentially a political murder (Pejanović, Stojanović, 2019). Logic says that the state and its security services are responsible for preventing political murders. If members of those services designated to prevent such events participate in a political murder, the conclusion is that there is no adequate control of the work of the security services.

In the end, from the sociological side, the very act of aggression embodied in the murder of Prime Minister Đinđić can be seen as the starting point of several modern theories about frustration-aggression as a cause of political violence advocated by Berkovic, Dallard, and K. Fajerabend. These theories start from the fact that every act of aggression is preceded by some frustration. In this case, the members of the OCG Zemun clan were frustrated by Prime Minister Đinđić's determination to put an end to their criminal activities, first of all by passing the law introducing protected witnesses, but also by changes in the Serbian MUP, such as the establishment of the Directorate for Combating Organized Crime, UBPOK, while part The JSO who participated in the assassination certainly had information that certain cooperating witnesses would also testify about the political murders they committed even before the assassination of Zoran Đinđić, which, after all, happened in the cases of the murders of Ivan Stambolić and SPO officials on the Ibarska highway.

5. CONCLUSION

If there had been adequate democratic and civilian control of the services, it would have been seen that JSO members are still providing for the retired JSO commander Milorad Ulemek. It would also be seen that the security of the leader of the Zemun Clan, Dušan Spasojević, also includes members of the JSO. The murdered associate witness Zoran Vukojević Vuk was at the same time a member of the Serbian MUP and head of security for Dušan Spasojević. The deputy director of the BIA, Milorad Bracanović, was convicted because he did not report that he had information about the preparation of the murder of Ivan Stambolic. One member of the BIA was convicted because he informed the conspirators of the moment when Prime Minister Djindjic left the residence. Is it necessary to state something else in order to confirm the conclusion that even though political changes took place in Serbia on October 5 and democratically oriented parties came to power, the security services were largely out of democratic and civilian control. It is up to historians to determine the reasons for this, whether the new political elite was unprepared for such a task, did not know how to establish a control system, or whether individuals in charge of controlling the security services thought they were in control of the situation and, like Walter Lippmann, believed that they answer only to their cabinet and not to the voters, i.e. citizens whom Lippmann considered semi-informed observers (Lipman,1922). It remains for us researchers informed by this article to fight for democratic and civilian control of the security services in order to overcome the view that where public opinion dominates that of government there is a morbid dysfunction of power (NGO Article 19,2004). An attitude that is often adopted by those in charge of providing citizens with adequate information about the

activities of the security services.

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MANAGEMENT OF COUNTRYSIDE WALKING TOURISM THROUGH UNDERSTANDING USERS AND THEIR NEEDS

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Abstract: Walking tourism, among the most attractive manners to observe a destination and satisfy the growing demand of visitors for outdoor activities, allows tourists to interact closely with local nature, people, tradition, culture, and heritage. Walking tourism needs low investments and can be developed anywhere. The impacts of greenspace on people's physical and mental health contribute to the accelerated development of this form of tourism. By better understanding users, it is more likely to develop a product or service that works for them. Despite the efforts of urban areas to become greener and more attractive (Callaghan et al., 2021), rural areas have unique and pristine natural resources that cannot be created artificially. In addition, life in the village is still traditional, peaceful, and easy, customs are respected, and the cultural heritage has been preserved from the influence of the modern, high-tech age and global market trends (Štetić & Šimičević, 2017). When developing a nature tourism product, the focal question is related to real user needs. Such as the lack of information about user needs accounts for 35% of total reasons for start-ups' failures (CBInsights, 2021), this logic can also easily apply to tourism destinations. To learn about user needs, the starting point is to research users and their motivations, triggers, and context for using the product or service. Considering the impact of greenspace on people's physical and mental health, countryside walking tourism (CWT), with the village as the pivot of tourist activities, is a rapidly developing form of rural tourism. Properly developed and managed, walking tourism brings social-economic benefits to destinations and gains a significant place in regional sustainable development (Milojković et al., 2023a). CWT, with the village as the pivot of tourist activities, is a rapidly developing form of rural tourism (Milojković et al., 2023b). Understanding users and their needs-based CWT management reduces the risk of expensive failures, ensures timely delivery, sets up and manages a team to design, build, and maintain a product or service, and opens space for innovations. The research purpose is to perceive users of the countryside walking tours and their needs during those tours. Among the general scientific methods, the statistical method and the hypothetico-deductive method were used. The research data were collected using the questionnaire-based survey technique and processed by SPSS. The general results indicated that the management of CWT should target meeting user needs for visiting hidden and original places with a local guide, consuming and buying authentic food and drinks, and raising awareness and building communicative capacities of the local population. The research contribution is to improve the management of rural tourism destinations based on understanding users and their needs for countryside walking tours.

Keywords: management, needs, tourism, village, walking
Field: Social Sciences, and Humanities.

1. INTRODUCTION

A study by Yuen and Jenkins (2020) showed that a 20.5-minute park visit improves life satisfaction and accordingly recommends designing parks so that their attractiveness keeps visitors at least 20 minutes in the park. Like the development of urban walking tourism in cities, there was a need to develop CWT in villages. According to the study of Krešić and Gjurašic (2022, p.323), interest in "slow tourism is growing remarkably and is related to slow travel and food, sustainability, and an immersive travel experience". The offer in the village should be shaped according to the needs of visitors into the tourism product and managed (Cole, 2019) using the concept of cluster development in the area of one or more integrated village destinations (Milojković, 2013; Milojković et al., 2021). Destination's attraction elements, such as villages, climate, natural beauty, water, flora, and fauna, create the natural tourism product (Margaret River Region, 2017; Namazov, 2021; Trišić et al., 2023a). Understanding the competitive environment refers to analysis for understanding a group of destinations servicing tourism products that compete directly with each other (Suarez & Olivia, 2005; Brauns, 2015) and researching tourists and their motivations, triggers, and behavior for using the nature tourism product (Yousaf et al., 2018) are prerequisites for initiating the first classical function of management - planning, that determine destination goals and means for achieving them. Then follows the organization, as another function of management,

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to organize the rural destination to achieve a sustainable competitive advantage (Bešić et al., 2021), which requires resources that are valuable, rare, and irreplaceable and cannot be perfectly copied namely natural resources. Situational analysis determines the need for strategic changes (Straková et al., 2018). According to Porter (1980), two competitive dimensions are the keys to destination-level strategy: (1) The first dimension is a destination's source of competitive advantage through gaining an edge on rivals by keeping costs down or by offering something unique in the market; and (2) destination's scope of operations through a destination's tries to target visitors in general or just a narrow segment of visitors. Also, innovation can be a destination's strategy to stay competitive. A blue ocean strategy refers to creating a new market rather than competing with rivals in an existing market (Kim & Mauborgne, 2004). Therefore, destinations that choose this strategy need to continuously innovate so that it is difficult to imitate them and thus position themselves ahead of the competition. According to the study of Năstase and Vasile (2019, p.1), a cluster as the association for regional economic development, could be a good strategy for destination management organizations providing "consistency for the development policy and strategy, growth the institutional and companies relationship, improve legislation, touristic product development, and diversification, marketing, tourism infrastructure, rise the economic impact of tourism, attract new investors and enhances the human resource development". Regional or local tourism organizations "can be transformed into the tourism cluster if their members are innovative and entrepreneurial, local authorities display low level of bureaucracy and formalization, and the cooperating institutions represent high knowledge sharing inclination" (Kachniewska, 2013, p.52). Since the strategic leadership approach enhances the competitiveness of the tourism industry, for CWT development is recommended the follows: strategic management training for public authority leaders on all levels; establishing a qualified unit in the public administration to follow up and check tourism development indicators; and continual strategic planning (Milojković et al., 2023b). For the third function of management - leadership, the management of communication is crucial (Dimitrovska et al., 2023). According to the study of Čuić Tanković et al. (2023), the following communication skills in tourism are important: written, oral, listening, digital, and non-verbal communication skills (Borisova & Kostov, 2023). Last but not least function of management – control refers to controlled tourism which should be understood as "eco-friendly, people friendly and culture friendly" and it "should not be victims of short-sighted planner" (Thomaskutt & George, p.9). Destination information and management systems in tourism, as integral parts of control, are used to guide visitors and provide information to both visitors and the management of the destination (Denkovska & Dimitrijovska-Jankulovska, 2023). Sustainable rural development and sustainable tourism are possible through the application of a managerial approach to destination development, and thus the establishment and development of CWT through a better understanding of the tourist needs (Trišić et al., 2023b; Miftari, 2023).

To determine the importance of CWT management per the understanding of users and their needs, a basic hypothesis was to direct the CWT management on raising awareness and building the communicative capacities of the local population (H1). The following working hypotheses were set: participating in local events and customs is greater among the male population (H2); consuming and buying authentic food and drinks are the most meaningful for CWT management (H3); making contact with domestic animals is the most popular among users with children (H4); collecting fruits is the most interesting activity for middle-aged adults (aged 36-59) (H5); young adults (aged 25-35) prefer making objects with techniques old crafts of visited area (H6); participating in the preparation of traditional food more important for females than for males (H7); visit hidden and original places with a local guide is most popular among educated people (H8); and live the way of life of the local population housed in authentic households is the most attractive for the young adults (aged 26-35) (H9).

2. MATERIALS AND METHODS

The statistical and the hypothetico-deductive methods were used in the research. According to the Simeoni & De Crescenzo (2019) case, the authors developed a comprehensive questionnaire. It was structured from closed-ended multiple-choice questions. Using academic and social networks, the questionnaire was online disseminated to society. In the first quarter of 2022, 467 questionnaires were collected and used for the research. There were no incorrectly filled questionnaires. The gathered inputs were prepared by SPSS. The non-parametric techniques the Mann-Whitney test and the Kruskal-Wallis H test were applied for the exact evidence of statistically meaningful variances between one side of demographic variables and social psychology variables which refer to the attitude and behavior of users from the other side.

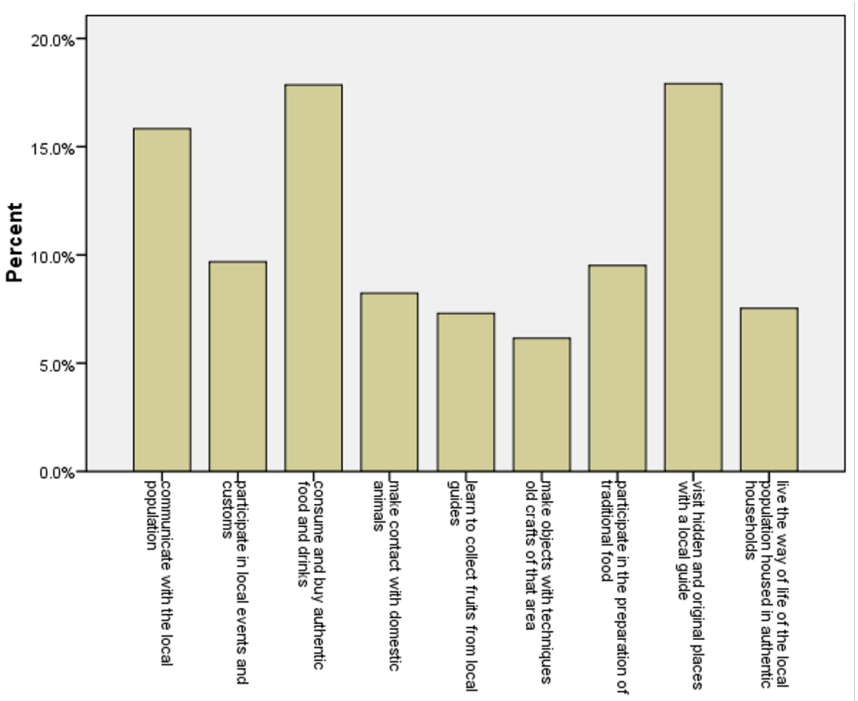
3. RESULTS AND DISCUSSION

A total of 467 respondents participated in the research. Demographic characteristics of the respondents point out that there were more women (66.4%) than men (33.6%). The structure of respondents indicated the following domination: aged from 36 to 55 years (52.9%), married (51.0%), with children (61.0%), university educated (66.4%), employed (69.9%), and respondents who are willing to invest in tourist vacations each year up to EUR 1,000 (72.5%) (Table 1).

Table 1. Demographic Variables of the Respondents

Gender	female (66.4%); male (33.6%)
Age	≤ 25 (17.6%); 26 – 35 (11.6%); 36 – 45 (25.5%); 46 – 55 (27.4%); ≥ 56 (18.0%)
Marital status	single (26.8%); cohabitation (13.1%); married (51.0%); divorced (6.2%); widow/widower (3.0%)
Number of children	0 (39.0%); 1 (21.4%); 2 (30.4%); 3 (8.8%); 4 (0.4%)
Education	without formal education (0.4%); primary education (0.6%); secondary education (19.7%); college (12.8%); university (66.4%)
Work status	student (15.2%); unemployed (6.4%); self-employed (9.9%); employed (60.0%); retired (6.4%); other (2.1%)
Annual personal investment for tourist travel and vacation	<500 EUR (38.5%); 500 – 1,000 EUR (34.0%); >1,000 EUR (27.4%)

Figure 1 The user needs in countryside walking tours



The most frequent need was “visit hidden and original places with a local guide” (N8) supported by 309 (66.2%) respondents followed by needs: “consume and buy authentic food and drinks” (N3) and “communicate with the local population” (N1) supported by 308 (66%) and 273 (58.5%) respondents respecting the order of listing. Furthermore, respondents expressed the following needs: “participate in local events and customs” (N2) 167 (35.8%), “participate in the preparation of traditional food” (N7) 164 (35.1%), “make contact with domestic animals” (N4) 142 (30.4%), “live the way of life of the local population housed in authentic households” (N9) 130 (27.8%), “learn to collect fruits from local guides” (N5) 123 (27%), and “make objects with techniques old crafts of that area” (N6) 106 (22.7%) respondents. The results of descriptive statistics did not confirm hypotheses H1 and H3, but they indicated that the management of CWT should focus first on meeting user needs for visiting hidden and original places with a local guide, as well as on consuming and buying authentic food and drinks, and then on raising awareness and building communicative capacities of the local population.

The research examined the existence of differences in the needs of men and women (Table 2).

Table 2. The results of the Mann-Whitney test statistics by gender

	N1	N2	N3	N4	N5	N6	N7	N8	N9
Mann-Whitney U	23816.5	23134	24207.5	24274	22616.5	22085	21034.5	21560.5	23003
Wilcoxon W	72021.5	35537	36610.5	72479	35019.5	34488	33437.5	33963.5	35406
Z	-.441	-1.05	-.113	-.056	-1.622	-2.251	-2.898	-2.457	-1.245
Asymp. Sig. (2-tailed)	.659	.294	.91	.956	.105	.024	.004	.014	.213

Using the Mann-Whitney U test and Cohen's criteria for interpreting differences (Cohen, 1988), results were obtained that confirmed the existence of a small statistically significant difference for user needs: N6 between males (Md=0, n=157) and females (Md=0, n=310), U=22085, z = -2.251, p = 0.024, r = -0.104; N7 between males (Md=0, n=157) and females (Md=0, n=310), U=21034.5, z = -2.898, p = 0.004 r =-0.134; N8 between males (Md=1, n=157) and females (Md=1, n=310), U=21560.5, z = -2,457, p = 0.014 r = 0.114.

The Mann-Whitney U test results indicated certain small statistically significant differences between males and females respecting their needs related to making objects with techniques and old crafts of that area, participating in the preparation of traditional food, and visiting hidden and original places with a local guide. Hypothesis H2 was not confirmed which means that for both females and males, it was equally important to participate in local events and customs, but for females was slightly more important to make objects with local techniques and old crafts, to participate in the preparation of traditional food confirming the hypothesis H7, and to visit hidden and original places with a local guide. Accordingly, for the efficient and effective management of CWT, it is necessary to respect the different needs of men and women, as well as to develop strategies by the needs of user groups. The management of CWT activities should be developed to satisfy the needs of female users who are more interested than males in using old crafts techniques, preparing traditional food, and visiting hidden and unique localities guided by local guides. This research presented the significant differences in user needs per grouping variables such as age, education, the number of children, and annual personal investment for tourist vacations (Table 3).

Table 3. Kruskal – Wallis test results

	N1	N2	N3	N4	N5	N6	N7	N8	N9
grouping variable: age									
Chi-Square	1,747	2,401	4,527	9,677	1,349	,729	2,322	3,217	9,979
df	4	4	4	4	4	4	4	4	4
Asymp. Sig.	,782	,662	,339	,046	,853	,948	,677	,522	,041
grouping variable: marital status									
Chi-Square	2,355	3,184	8,245	1,630	2,899	6,024	3,262	1,516	3,411
df	4	4	4	4	4	4	4	4	4
Asymp. Sig.	,671	,528	,083	,803	,575	,197	,515	,824	,491
grouping variable: number of children									
Chi-Square	3,49	6,13	4,97	2,26	7,38	1,93	11,07	,95	6,05
df	4	4	4	4	4	4	4	4	4
Asymp. Sig.	,479	,190	,290	,687	,117	,749	,026	,917	,196
grouping variable: education									
Chi-Square	3,353	3,989	3,156	7,288	3,067	3,108	3,007	13,078	3,203
df	4	4	4	4	4	4	4	4	4
Asymp. Sig.	,501	,408	,532	,121	,547	,540	,557	,011	,524
grouping variable: work status									
Chi-Square	2.989	3.437	1.635	8.354	2.513	3.582	6.901	6.375	9.216
df	5	5	5	5	5	5	5	5	5
Asymp. Sig.	,702	,633	,897	,138	,775	,611	,228	,271	,101
grouping variable: annual personal investment for tourist travel and vacation									
Chi-Square	1,479	,873	10,720	1,992	,059	5,566	,627	,460	3,582
df	2	2	2	2	2	2	2	2	2
Asymp. Sig.	,477	,646	,005	,369	,971	,062	,731	,794	,167

The Kruskal-Wallis H Test results indicated statistically significant differences concerning the following activities:

• N9 per the grouping variable "age" (≤25, n=82, 26-35 n=54, 36-45 n=119, 46-55 n=128, ≥56 n=84), c2 (4, n=467)=9.979, p=0.041, Md=0; regarding the mean values of group ranks, N9 was at the highest level in the 26-35 age group, and the lowest level in the 36-45 age group. The in-depth analysis indicated that young adults (aged 26-35) prefer to live the way of life of the local population housed in authentic households, which is the complete opposite of middle-aged adults (aged 36-45). Hypothesis H9 was confirmed.

• N7 per the grouping variable "the number of children" (≥4, n=2; 3, n=41; 2, n=142; 1, n=100; 0, n=182), c2 (4, n=467)=11.07, p=0.026, Md=1; concerning the mean values of grouping variable ranks, N7 was at the lowest level in the 0 number of children group, and the highest level in the ≥4 number of children group. While people with four or more children are very interested in participating in the preparation of traditional food, people without children are least interested in it.

• N8 per the grouping variable "education" (without formal education, n=2; primary education, n=3; secondary education, n=92; college, n=60; university, n=310), c2 (4, n=467)=13.078, p=0.011, Md=1; concerning the mean values of grouping variable ranks, N8 was at the lowest level in the without formal education group, and at the highest level in the college education group. People who have a college degree like visiting hidden or original places with a local guide, while people without formal education are least interested in the mentioned activity. Hypothesis H8 was confirmed

• N3 per the grouping variable "annual personal investment for tourist vacation" (<500 euros, n=189; unemployed, n=30; 500-1000 euro, n=159; >1000 euro, n=128), c2 (2, n=467)=10.720, p=0.005, Md=1; concerning the mean values of grouping variable ranks, N3 was at the lowest level in the <500 euros group, and the highest level in the >1000 euro group. Tourists prefer to invest more than 1,000 euros per year in consuming and buying authentic food and drinks, which is not the case with tourists who are willing to invest up to 500 euros annually. Hypotheses H4, H5, and H6 were not confirmed.

There were no particular differences in needs related to making contact with domestic animals among the group per the number of children, as well as in needs related to collecting fruits and making objects with local techniques and old crafts among the age group.

5. CONCLUSIONS

Defined user needs need to be managed strategically to ensure sustainable development and growth. With this research, user needs are defined and form the basis for planning of the management tourism organizations. While the general results of the research indicate that the management of CWT should target on meeting user needs for visiting hidden and original places with a local guide, consuming and buying authentic food and drinks, and raising awareness and building communicative capacities of the local population, the more specific results designate that for females and males are equally important to participate in local events and customs; for females were slightly more important to create objects by local techniques old crafts, to participate in the preparation of traditional food, and to visit hidden and original places with a local guide; the young adults (aged 26-35) most prefer to live the way of life of the local population housed in authentic households, which is the completely opposite with middle-aged adults (aged 36-45); educated people prefer visiting hidden and original places with a local guide, while people without formal education are least interested in it; there were no particular differences in needs related to making contact with domestic animals among the group per the number of children, as well as in needs related to collecting fruits, and making objects with techniques old crafts of visited area among the group per age. A limitation of the research is the general sample and general rural destination. The authors recommend conducting similar research on specific rural destinations and target groups to obtain specific results based on which the development of a specific tourist destination will be planned, organized, managed, and controlled.

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THE IMPACT OF PERFORMANCE MANAGEMENT PROCESS ON THE ORGANIZATIONAL SUCCESS OF SMEs

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Abstract: Performance management is significant for profit making and implementation of SMEs plans. Performance management approach is very important as a system for development of SMEs results, development of employee results in their work, and for aligning the management of SME and employee results. Managing performance is process for raising organizational results by improving the performance of employee and teams. It is a method of creating better performance from the enterprises, teams and employee by accepting and managing results in the frame of agreed objectives, plans, norms, required skills and competencies. The main purpose is to create a highperformance culture in which employee and teams take responsibility for the continuous increase of business processes and for employee skills and achievements within a framework implemented by effective leadership. Its key aim is to motivate employees on doing the right things by achieving clarity of purpose. The processes of managing performance consist of agreeing objectives and results improvement and individual development plans, implementing the activities needed to achieve the goals and plans, checking progress in achieving the goals and assessing progress and achievements so that action plans can be agreed and prepared. Managing performance is an important part of efficient human resource management which helps enterprises to understand the efficiency of the people who work in them. The outcome of the process of managing results is conditioned by the support and commitment of the SMEs management. Managing performance have to reward individual achievement and development. The process of managing results requires that enterprises management ensure that activities of individuals, deliverables and outcomes are aligned with the enterprises objectives and, consequentially, help the SMEs to achieve advantages that are more competitive. The improvement of results of small and medium enterprises is a crucial part of the process of managing performance. The purpose should be maximizing high performance. In this paper we elaborate the relationship between the process of managing performance and enterprises success in Macedonian SMEs. The sample consists 44 SMEs which take attention to this challenge. Dates in this research were collected with structured survey, and the outcomes were processed with analytical method - SPSS.

Keywords: small and medium enterprises, success, performance management.
Field: Social sciences

1. PERFORMANCE MANAGEMENT PROCESS IN THE SMEs

Performance is about how well something is done, and reward is about how employees should be acknowledge for their work. Managing performance and managing reward are strong connected issues that have significant role in process of accomplishing one of the main objectives of human resource management – to achieve to the growth and improvement of organizational culture with higher performances.

Performance management is a process oriented to achieve goals and it ensures that organizational processes are established to maximize the productivity of workers, teams and SME's. It is a major player in the realization of the organizational strategy by involving the measurement and improvement of the value of the workforce.

Managing performance is a continuous process that includes an endless process of creating objectives and goals, monitoring performance, receiving and giving ongoing feedback and coaching.

The process of performance management includes a list of steps - planning, monitoring and reviewing performance and successful process of managing performance asks overall involvement of workers and management by effective cooperation and consistent goals, that will result with complete and common understanding expectations that are not unreasonable.

Implementing and developing a well-designed process of managing performance has plenty advantages and can benefit both sides, employees and organizations. For workers, a good performance management system raises motivation and confidence, helps improve results, clarifies work duties and tasks, and clarifies superior's expectations. For managers, a good performance management

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process allows them to have control in work and objectives of employees, enable fair and more suitable administrative procedures, enable them to be involve with organizational objectives, help implement organizational change, and improve workers engagement more clearly. And at the end from the angle of the human resources management, an effective performance management process ensures litigation's protection and can also help to reduce the bad behaviour of employees that can implicate so many negative results for enterprises.

2. SETTING SME's OBJECTIVES

One of the primary functions of management is planning. This function involves defining the organization's objectives, establishing effective strategies for achieving those objectives, and developing organizational plans to enable integration and coordination of work activities. Objectives are desired outcomes or targets. They provide basic guidance and direction for employees in the SMEs. Objectives can help employees to recognized where the enterprise procced and also why reaching there is very significant. Effective objective - setting contribute efficient planning, motivate people to work harder and finally, objectives provide a good mechanism for control and evaluation. This means that results can be evaluated in the future in terms of how successfully today's objectives are being achieved.

Many researchers analysed the relationship between performance and planning and most of them have shown positive relationships between them. Generally, formal process of planning is compatible with higher financial results—profits, better return on assets, and so forth.

Managing performance requires managers to ensure that the activities and results of employees are in line with the enterprise's objectives and assist the SMEs to get a new advantage that are more competitive. This process builds relationship of performance of employees and enterprises objectives and contribute the employees' results to the SMEs more explicit.

3. PERFORMANCE PLANNING OF EMPLOYEES IN THE SMALL AND MEDIUM ENTERPRISES

Performance planning of employees is very important part in process of managing performance, which deals with developing and improving employee's results to accomplish overall business objectives. It is a process of identifying an individual's or enterprise's objectives and planning the best ways to accomplish them and it focuses on supporting the growth of workers and helps to develop their career. During employee performance planning, their managers should communicate enterprises objectives and performance objectives to employees. Also, should be provided resources, training and support to employees.

Performance planning is conserned about reviewing outcomes and employee's behavior as well as a plan for enterprises development. The performance challenge should include main responsibilities, specific objectives for each responsibility, and standards of performance. A discussion of employee's behaviour should also include competencies. Finally, the development plan should include explanation of fields to be improved and objectives to be accomplished in each field.

4. IMPROVING PERFORMANCE OF SMES

The improvement of performance of SMEs is a crucial part of the constant process of managing results. The purpose should be to maximize high performance, even though this includes taking steps to address underperformance.

Managing performance is expected to improve business results of SMEs in general by creating a new and better culture of performance in which achieving better performance becomes a organizational orientation by doing everything that is possible to raise results of individuals.

Personal improvement should occur when employees understand what is expected of them, gain feedback on how effective they are, and they agree to conduct development plans build on advantages and help overcome disadvantages. Improvements in performance will be accomplished when managers and members of teams in SMEs work together all over the years in using processes of managing results and strategies for improving performance.

5. ANALYSIS OF THE RELATIONSHIP BETWEEN THE PERFORMANCE MANAGEMENT PROCESS AND THE ORGANIZATIONAL SUCCESS OF SMEs

In this place of the paper, theoretical aspects are checked, with particular interest on the empirical and experiences knowledge about the relationship of several factors from the area of managing performance with the results and growth of small and medium-sized enterprises in the R. N. Macedonia.

Taking into account everything that we mentioned in this paper, about the need for survey, we conducted 84 surveys in different SMEs from the R. N. Macedonia. Surveys were completed anonymously by employees. The analytical method SPSS is used for data analysis. Through the - test and the Pearson coefficient from one side, proves hypothesis in this paper, and from the other side the correlation analysis gives details about the strength of the relationship between performance management process like an independent variable, and SMEs success like a dependent variable.

5.1 HYPOTHESIS TESTING

H1: There is a positive relationship between the performance management process and success of SMEs.

H2: There is a negative relationship between the performance management process and success of SMEs.

Table 1: Theoretical and empirical variable's frequencies: the performance management process (rows) and success of SMEs (columns)

PMP * SSME Crosstabulation

Count

		SSME						
		Desagree	Desagree Somewhat	Undecided	Agree Somewhat	Agree	Strongly Agree	Total
PMP	Strongly desagree	1	0	0	1	0	0	2
	Desagree	0	0	1	1	1	0	3
	Desagree Somewhat	0	0	1	3	0	1	5
	Undecided	0	2	4	7	0	0	13
	Agree Somewhat	0	2	5	3	8	3	21
	Agree	0	0	3	4	11	7	25
	Strongly Agree	0	0	0	2	6	7	15
Total		1	4	14	21	26	18	84

PMP * SSME Crosstabulation

Expected Count

		SSME						
		Desagree	Desagree Somewhat	Undecided	Agree Somewhat	Agree	Strongly Agree	Total
PMP	Strongly desagree	.0	.1	.3	.5	.6	.4	2.0
	Desagree	.0	.1	.5	.8	.9	.6	3.0
	Desagree Somewhat	.1	.2	.8	1.3	1.5	1.1	5.0
	Undecided	.2	.6	2.2	3.3	4.0	2.8	13.0
	Agree Somewhat	.3	1.0	3.5	5.3	6.5	4.5	21.0
	Agree	.3	1.2	4.2	6.3	7.7	5.4	25.0
	Strongly Agree	.2	.7	2.5	3.8	4.6	3.2	15.0
Total		1.0	4.0	14.0	21.0	26.0	18.0	84.0

Picture. 1: Theoretical and empirical variable's frequencies: the performance management process (rows) and success of SMEs (columns)

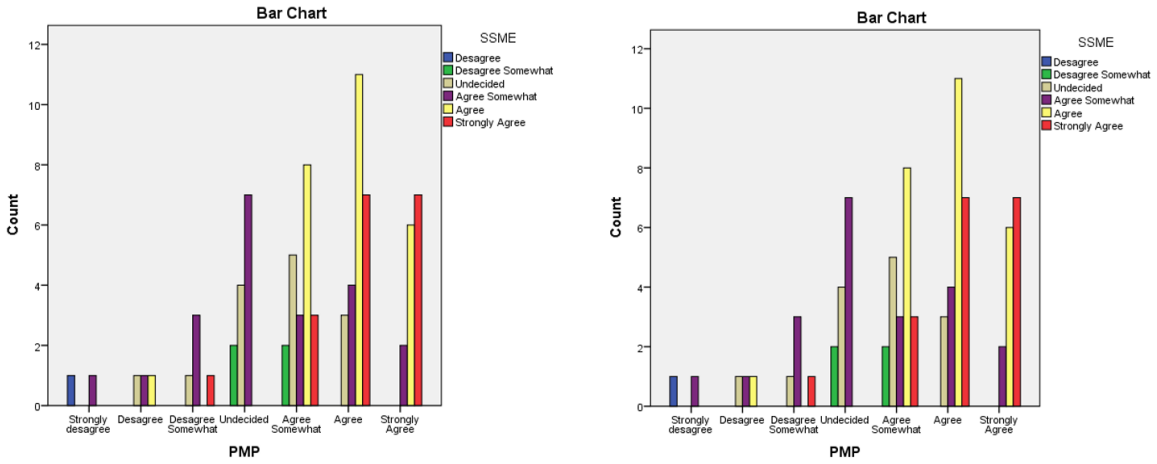

Table 2: Grouped data for set variables

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
PMP * SSME	84	100.0%	0	0.0%	84	100.0%

Table 3: Results obtained from - test

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	80.939[a]	30	.000
Likelihood Ratio	58.060	30	.002
Linear-by-Linear Association	21.248	1	.000
N of Valid Cases	84		

a. 37 cells (88.1%) have expected count less than 5. The minimum expected count is .02.

The obtained value of χ^2 = 80,939

The risk of error of 0.05% and the number of degrees of freedom df = 30 theoretical (critical) value of the test χ^2 is (0.05, 30) = 43,77.

Since (χ^2 =80,939) > (χ^2 = 43.77) hypothesis is confirmed and it can be concluded that there is a positive relationship between the process of managing performance and success of small and medium enterprises in the R. North Macedonia. This is also proved by the data that the risk of error 1-α, ie 0.05 is bigger than the number of the achieved level of risk of error - p = 0,000. Acceptance of first hypothesis rejected the second which claimed that there is a negative relationship between the performance management process and success of small and medium enterprises in the R. North Macedonia. According to Spearman coefficient from correlation analyses we understand how intensive the relationship of performance management process and the success of SMEs in the R. North Macedonia is.

Table 4: Correlation of performance management process and success of small and medium enterprises

Correlations

			PMP	SSME
Spearman's rho	PMP	Correlation Coefficient	1.000	.537**
		Sig. (2-tailed)	.	.000
		N	84	84
	SSME	Correlation Coefficient	.537**	1.000
		Sig. (2-tailed)	.000	.
		N	84	84

**. Correlation is significant at the 0.01 level (2-tailed).

Analyses of this correlation claims that there is a strong relationship of the performance management process and success of small and medium enterprises in the R. North Macedonia.

6. CONCLUSION

Given the importance of performance management as a key activity of human resources management in developed countries, we can see the necessary challenge of its suitable implementation in our SMEs. In analyzed practice, very profitable enterprises in developed countries often provide a lot of energy in creating strategies and programs for treatment of this issue and enhancing managers' awareness of the significance of the performance management process.

SMEs that focus on objectives, this paper suggests are great place to work for employees. They should involve employees in objectives setting and to have appropriate approach to accomplishing them, with the upgraded benefit of improving staff image of the enterprises. Enterprises are putting emphasis on employee performance planning to improve their productivity which can significantly affect the overall performance of the organization. Statistical analysis shows the relationship of the process of managing performance and the success of small and medium enterprises. This suggests that these performance management process practices help enterprises to accomplish and upgrade growth and development.

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EFFECTIVENESS OF OCCUPATIONAL THERAPY FOR PEOPLE WITH SYMPTOMS OF ANXIETY

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Abstract: The main objective of the empirical study is to establish the effect of the application of occupational therapy on residents living in an institutional environment, who often experience anxiety, distress, social isolation, sadness, which are processes that often lead to a decline in physical and psychological functioning. The high prevalence of these stress-related disorders has impeded the ability of a high number of individuals individuals to participate in regular life activities (Fox et al., 2019). The experimental base of the present research is the Home for Adults with Physical Disabilities "Ilho Voivoda", Kyustendil, and the research contingent is 44 adults housed in the Home. The recipients of the social service have a wide range of diseases: multiple sclerosis, spina bifida, muscular dystrophy, limb malformations, cerebral palsy, paraplegia, heart attack, stroke, etc. All of them have preserved mental faculties. A test study was conducted with a personality-based questionnaire, created on the basis of the PAI - Personality Assessment Inventory, intended for the study of adults in order to provide information relevant to clinical diagnoses and screening for psychopathology. For the purpose of the present study, items from the PAI were used, which aim to detect the symptoms and phenomenology of anxiety. The Anxiety scale measures traits commonly associated with the experience of anxiety. Item content includes various characteristics of anxiety, including worry, subjective apprehension, and fear of humiliation, as well as the physical signs of tension and stress. The scale is composed of three subscales corresponding to three main modalities of anxiety: Cognitive, Affective and Physiological. The occupational therapy process was designed to move through multiple cycles of problem identification, followed by solution generation, while the main focus remained on occupation and the human factor in the occupational context (Crouch & Alers, 2014). The results after the occupational therapy are indicative of its significant effectiveness. The improved indicators include: the number of residents with anxiety from 41 (93.2%) before occupational therapy was carried out decreased to 21 (47.7%), i.e. by almost 50%.

In conclusion, according to the results of the present study, it can be assumed that occupational therapy occupies a leading position in rehabilitation therapies in social institutions. It provides an opportunity to get rid of negative emotions such as anxiety, anger, dissatisfaction, disappointment, insult, hostility.

Keywords: social work, anxiety, occupational therapy
Field: social sciences

1.INTRODUCTION

People who tend to experience anxiety in various settings have historically benefited from occupational therapy (Lovegrove et al., 2023). This is also proven by the growing body of literature pointing to the benefits of occupational therapy interventions on adults' mental health (Kirsh et al., 2019). Occupational therapy occupies a leading place in rehabilitation therapies in social institutions in Bulgaria. It is especially important in old people or in the so-called "third" age, in which individuals experience a crisis in terms of change in social status and interruption of employment. This leads to social isolation, a sense of worthlessness, interpersonal conflicts intensify, due to dynamics in emotional instability. Anxiety, depressive states increase and stress resistance decreases. It is here that specialists see the inclusion of occupational therapy, which provides an opportunity to release negative emotions such as anger, anxiety, dissatisfaction, disappointment, insult, hostility. Engagement in everyday life is of importance for the individual's health and well-being (Townsend & Polatajko, 2007).

According to the definition of the American Occupational Therapy Association, it is "a method of therapeutically using everyday activities and occupations by individuals or groups to integrate them into roles and situations in the home, workplace, school, or other systems." Occupational therapy services are designed to support the health and psychosocial functioning of those who are at risk of developing an illness, injury, disorder, disorder, disability, functional impairment, activity and ability limitation (AOTA, 2007). As noted by G. Mekhandzhiyska, "occupational therapy occupies a place in the methodological complex, which directly serves the target scope of interventions in the process of psychosocial rehabilitation, namely that individuals use their stored abilities, maintain them, restore them, as well as expand them and

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enrich their functional possibilities for autonomous life in the community" (Mekhandzhiyska, 2018: 11).

The objective of the empirical study is to establish the effect of the application of occupational therapy on residents living in an institutional environment, who often experience distress, social isolation, sadness, processes that often lead to a decline in physical and psychological functioning.

The experimental base of the present research is the Home for Adults with Physical Disabilities "Ilho Voivoda", Kyustendil, and the research contingent is 44 adults housed in the Home. The distribution of residents by age, gender and education is presented in Table No. 1:

Table № 1. Distribution by age, gender and education level

Age	Resident Count	Gender		Education	
		Female	Male	College	High-school
68-73 y.o.	11	4	7	8	3
74-79 y.o.	22	4	18	9	13
Over 80 y.o.	11	9	2	3	8
All	44	17	27	20	24

The recipients of the social service have a wide range of diseases: multiple sclerosis, spina bifida, muscular dystrophy, limb malformations, cerebral palsy, paraplegia, heart attack, stroke, etc. All of them have preserved mental abilities.

For the implementation of the experiment, occupational therapy sessions were conducted, carefully selected according to the needs, wishes to participate and diseases of the residents. Through the method of open direct observation, some behavioral features were established: emotional reactions, gestures, facial expressions. We understood the needs and desires, interests, mood, what are the possibilities for physical and mental resistance (on which the duration of occupational therapy activities depends). The duration varied from 90 to 120 minutes, four times a month, for one year. The working environment was adapted adequately to the needs of each participant personally.

2. MATERIALS AND METHODS

A test study was conducted with a personality questionnaire created on the basis of the PAI - Personality Assessment Inventory. It is a questionnaire designed for the study of adults to provide information relevant to clinical diagnoses and to screen for psychopathology. In order to complete the questionnaire, the subjects must have reading and comprehension abilities developed at the level of primary education. It is self-administered and aims to obtain information on certain critical clinical scales. The scales contain subscales that facilitate interpretation and cover the full range of clinical constructs. For the purpose of the present study, items from the PAI were used, which aim to detect the symptoms and phenomenology of anxiety. The Anxiety scale measures traits commonly found in the experience of anxiety. Item content includes various characteristics of anxiety, including worry, subjective apprehension, and fear of being humiliated, as well as the physical signs of tension and stress. The scale is composed of three subscales corresponding to three main modalities of anxiety: Cognitive, Affective and Physiological.

Interpretation of results:

♦ between 60 and 69 T-points - indicative of experiencing stress and some worry, sensitivity and emotionality;

♦ 70 or more T-points – significant anxiety and tension is assumed. A person with such a result is tense most of the time and thinks about an expected misfortune. Such people have been described as tight-knit, nervous, timid and dependent. For scores above 70 T-scores, it is highly likely that at least one of the subscales is elevated, and scores on these should be considered to determine the modality in which the anxiety manifests.

♦ 90 or more T-scores (high elevations) - all three subscales may be elevated, indicating a generalized anxiety disorder. Life of research is greatly affected; he/she is unable to cope with even minimal role expectations without feeling overworked Mild stressors often trigger crises. In most such cases, it is a diagnosable anxiety disorder.

3. RESULTS AND DISCUSSION

The data obtained from the questionnaire about the state of the residents before the occupational therapy show that 93.2% of the residents are anxious and tense and most of the time they are thinking about an expected misfortune. 56.9% share strong worries and anxieties about the present. Physical manifestations of tension in the form of somatic complaints are observed in 97.7%. 90.9% share that they feel tired as a result of the stress they experience. 67% of residents have elevations on all three scales. They are so anxious that it prevents them from coping with daily activities - Table #2.

Residents with elevations on the Cognitive Anxiety subscale share strong worries and anxieties about the present; these concerns are expressed to such an extent that they significantly affect attention and concentration. Their acquaintances probably confirm their over-involvement with problems and events beyond their control.

Individuals with high Physiological Anxiety scores tend to experience and express stress in the form of somatic complaints. They show obvious physical signs of tension and stress (sweating palms, hand tremors, irregular heartbeat, rapid breathing).

Subjects with high levels of Affective Anxiety report being highly stressed, having difficulty relaxing and feeling tired as a result of the intense stress they experience.

The majority of the examined have elevations on the Anxiety scale, which form the so-called Configuration I (ie high Cognitive anxiety + high Affective anxiety + high Physiological anxiety). Individuals with high scores on all three subscales worry so much that it prevents them from concentrating and coping with their daily commitments. They worry about things that are apparently unimportant and over which they have no control. Visible motor tension, little opportunity for relaxation, and feelings of fatigue and malaise may be observed as a result of life being perceived as extremely stressful.

Table № 2. Anxiety scale results prior to receiving occupational therapy

Anxiety					
Points		Frequency	%	% Validity	Cumulative %
Valid	65	3	6,8	6,8	6,8
	75	1	2,3	2,3	9,1
	76	1	2,3	2,3	11,4
	77	2	4,5	4,5	15,9
	79	8	18,2	18,2	34,1
	80	10	22,7	22,7	56,8
	81	5	11,4	11,4	68,2
	83	1	2,3	2,3	70,5
	85	5	11,4	11,4	81,8
	88	2	4,5	4,5	86,4
	89	4	9,1	9,1	95,5
	93	2	4,5	4,5	100,0
	Total	44	100,0	100,0	

Cognitive Anxiety					
Points		Frequency	%	% Validity	Cumulative %
Valid	57	3	6,8	6,8	6,8
	63	6	13,6	13,6	20,5
	66	10	22,7	22,7	43,2
	70	5	11,4	11,4	54,5
	73	7	15,9	15,9	70,5
	79	8	18,2	18,2	88,6
	83	1	2,3	2,3	90,9
	86	4	9,1	9,1	100,0
	Total	44	100,0	100,0	

Physiological Anxiety					
Points		Frequency	%	% Validity	Cumulative %
Valid	67	1	2,3	2,3	2,3
	71	9	20,5	20,5	22,7
	74	3	6,8	6,8	29,5
	78	1	2,3	2,3	31,8
	81	5	11,4	11,4	43,2
	85	13	29,5	29,5	72,7
	88	10	22,7	22,7	95,5
	99	2	4,5	4,5	100,0
	Total	44	100,0	100,0	

Affective Anxiety					
Points		Frequency	%	% Validity	Cumulative **%**
Valid	**59**	3	6,8	6,8	6,8
	69	1	2,3	2,3	9,1
	72	9	20,5	20,5	29,5
	75	13	29,5	29,5	59,1
	78	9	20,5	20,5	79,5
	81	3	6,8	6,8	86,4
	85	4	9,1	9,1	95,5
	88	2	4,5	4,5	100,0
	Total	44	100,0	100,0	

The results after the occupational therapy are presented in Table No. 2 and are indicative of its significant effectiveness. Improved metrics include:

The proportion of residents with anxiety from 41 (93.2%) before occupational therapy was reduced to 21 (47.7%), i.e. by almost 50%. No deterioration of the residents' condition was found after completion of the occupational therapy.

Table № 2. Anxiety scale results after receiving occupational therapy

Anxiety					
Points		**Frequency**	**%**	**% Validity**	**Cumulative %**
	48	1	2.3	2.3	2.3
	51	1	2.3	2.3	4.5
	54	1	2.3	2.3	6.8
	55	1	2.3	2.3	9.1
	56	1	2.3	2.3	11.4
	57	8	18.2	18.2	29.5
	59	4	9.1	9.1	38.6
	60	6	13.6	13.6	52.3
	61	7	15.9	15.9	68.2
	63	3	6.8	6.8	75.0
	64	4	9.1	9.1	84.1
	65	3	6.8	6.8	90.9
	67	2	4.5	4.5	95.5
	68	1	2.3	2.3	97.7
	72	1	2.3	2.3	100.0
	Total	44	100.0	100.0	

4. CONCLUSION

The analysis of the results obtained from the conducted occupational therapy gives us the basis for the following conclusion: Occupational therapy leads to a significant improvement in their condition, which speaks of its effectiveness. In accordance with the results of the research, it is permissible to make the following basic recommendations:

1. To create conditions for occupational therapy to be present to a greater extent in the activities of social and health institutions;

2. To prepare more specialists - occupational therapists in the caregiving professions and in clinical practice.

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REVEALING HIDDEN TRENDS: INVESTIGATING PRODUCT SALES PATTERNS WITH CATEGORICAL AND CONTINUOUS PREDICTORS IN A DISTINCTIVE DATASET

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Abstract: This comprehensive research delves deeply into the intricate web of variables that influence product sales performance within e-commerce. At the heart of our study lies a distinctive dataset meticulously curated from data.world.com, a repository that boasts a rich tapestry of 43 columns and 1,573 rows, each offering a snapshot into the diverse array of products available on the esteemed Wish.com platform. It is essential to underscore that this repository, in contrast to traditional datasets, not only comprises product listings but also intricately weaves in product ratings and sales performance metrics, thus conferring a singular perspective that ignites novel avenues for analysis. Our research journey unfurls as we deftly construct a predictive model that unveils the hidden tapestry of correlations and patterns beneath the surface of product success. With a deft interplay of categorical and continuous predictors, we undertake the task of untangling the intricate associations deeply embedded within the dataset's fabric. Here, our ensemble of five categorical variables assumes center stage, each sentinel to fulfill specific prerequisites within a given record. This chorus of categorical variables harmonizes with six numerical features, their collective symphony orchestrated to predict, with remarkable precision, the number of units that will find eager homes. The orchestration of meaningful insights rests firmly in the capable hands of the R programming language, a formidable ally in our endeavor to analyze and assess our treasure trove of data meticulously. Our modeling odyssey reaches its zenith in forming a distilled iteration, where two categorical predictors, their symbiotic interaction, and two continuous predictors merge into a harmonious whole. With the scaffolding of linear regression, we erect a robust mathematical foundation that systematically explores the intricate dance between predictors and the response variable. A symphony of meticulous tests, encompassing individual t-tests and hypothesis evaluations, becomes the crucible in which we forge the significance of our predictors. In this crucible, we lay bare the undeniable sway of certain variables over product sales while others offer glimpses of more muted predictive power. Our discerning gaze extends to the determination of beta coefficients, confidence intervals, and the broader evaluation of model significance, each thread woven intricately into the fabric of our research narrative.

In this journey, our scrutiny takes us through the labyrinthine alleys of an interaction term, and its role is dissected with utmost rigor through the prism of ANOVA and hypothesis testing. The mosaic of emerging statistical evidence compels us towards a reasonable simplification, a decision informed by the realization that its contribution to explanatory power is akin to a fleeting whisper. In summation, our study embarks on a voyage to demystify the intricate choreography that underpins e-commerce product sales. We unpick the skeins of association that weave through the constellation of predictors and sales performance, ultimately furnishing practitioners and researchers with a unique vantage point. Armed with these insights, they traverse the ever-evolving landscape of online retail with an enhanced ability to chart courses, optimize strategies, and make informed decisions that resonate with the symphony of success.

Keywords: E-commerce, product sales, predictive model, categorical predictors, numerical predictors, data analysis.
Field: Business and Economics

1. INTRODUCTION

The introductory section of this paper serves as the foundation upon which our study is built, aiming to articulate the problem under investigation while providing essential contextual information. By elucidating the objectives of our work and offering a backdrop that avoids an exhaustive literature survey or a summarization of outcomes, we lay the groundwork for a comprehensive understanding of the subsequent analysis.

At its core, this study delves into the intricate realm of e-commerce product sales, a domain marked by multifaceted variables that collectively influence the success of products within a dynamic digital marketplace. In this pursuit, we endeavor to decipher the complex interplay of factors that underlie product

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sales performance. This challenge has gained paramount significance for practitioners, researchers, and stakeholders navigating the evolving landscape of online retail.

Central to our exploration is a distinctive dataset sourced from data.world.com, a repository that transcends conventional bounds by encompassing product listings, product ratings, and sales performance metrics. This unique amalgamation of data constitutes a rich tapestry upon which our investigation unfolds, offering insights into the nuanced dimensions of product success that extend beyond previous analyses.

Fundamental to our endeavor is the construction of a predictive model that amalgamates both categorical and continuous predictors. Crafted with meticulous care, this model holds the potential to untangle the intricate threads that contribute to successful product sales. Beyond the customary numerical attributes, we spotlight the often-understated influence wielded by categorical variables, each signifying the satisfaction of specific prerequisites within individual records.

Guided by the prowess of the R programming language, we embark on a journey of data analysis and hypothesis testing. This statistical voyage enables us to discern the significance of individual predictors, navigate the landscape of confidence intervals, and ultimately unveil the relationship between variables and the number of units sold. Our exploration transcends mere observation; it extends to evaluating an interaction term's role within the model, adding a layer of complexity to our analytical framework.

Through a systematic presentation of t-tests, hypothesis assessments, and ANOVA, we weave a narrative that culminates refining our predictive model. This refinement process hinges on identifying meaningful predictors and judiciously streamlining elements that contribute marginally to the model's explanatory power.

This study aims to illuminate the cryptic dynamics of e-commerce product sales, casting light on the intricate relationships that govern success within the digital marketplace. By unraveling these associations, we aspire to provide practitioners and stakeholders with a vantage point that informs strategies, optimizes outcomes, and empowers effective decision-making within the ever-evolving landscape of online retail.

2. MATERIALS AND METHODS

Dataset Selection and Description: Our analysis is grounded in a distinctive dataset obtained from **data.world.com**, a repository that offers a unique amalgamation of product listings, product ratings, and sales performance metrics. This repository's unparalleled content showcases a mosaic of 43 columns and 1,573 rows, a departure from conventional datasets and a rich source of snapshots from the e-commerce platform Wish.com. This enriched data compilation empowers us to venture beyond traditional analyses, uncovering correlations and **patterns underlying product success**.

Variable Elaboration: To contextualize our investigation, we introduce vital variables central to our study. **Five categorical variables** characterize each record in our dataset, each indicating fulfilling a specific requirement (encoded as '1' if satisfied, '0' if not), and **six numerical features** encapsulating critical aspects of product attributes. These variables include price (X_1), units sold (X_2), uses of ad boosts (X_3), product rating (X_4), rating count (X_5), presence of local product badge (X_6), product quality badge (X_7), product variation inventory (X_8), merchant profile picture (X_9), shipping express status (X_{10}), and countries shipped to (X_{11}).

Our research strategy unfolds in two distinctive phases: **predictive modeling and subsequent analysis** (Yao, Y. & Ma, Z., 2023). The predictive model is constructed by intertwining categorical and continuous predictors, harnessing the combined power of these elements to anticipate the number of units sold. We employ the **R programming language** to execute our modeling endeavors and leverage its statistical analysis and hypothesis-testing capabilities.

Model Refinement and Hypothesis Testing: Our modeling journey embarks on a path of refinement, seeking to distill meaningful insights from the complex interplay of variables. Through meticulous testing, including individual t-tests and hypothesis assessments, we unravel the significance of predictors, shedding light on their potential to influence product sales. The pivotal role of an interaction term within our model is meticulously evaluated through analysis of variance (ANOVA) and hypothesis testing.

We construct and state the **full multiple linear regression lines** using two categorical predictors, their interaction, and two continuous predictors: Y - dependent variable is units_sold, presenting the number of sold units, and Xi - independent variables described above (Rifada, M., et al, 2023). We want to predict a future number of sold units based on the given X_i, i=1, 2...11. After analysis, we simplify our model using two continuous predictors, their interaction, and two categorical predictors, as follows: X_1, X_5 (let's label it with X_2 from now), and X_3 (uses_ad_boosts - it has a value one if the seller paid to boost his product within the platform, 0 otherwise; let label it with X_3 from now), X_{10}: shipping_is_express - it has a

value of one if the shipping is express, 0 otherwise; let mark it with X_4 from now).

The mathematical formula of the linear regression can be written as Y=b0+b1X1+b2X2+b3X3+b4X4+ei, where

b_0, b_1, b_2, b_3, b_4 are known as the regression beta coefficients or parameters:

1. b_0 indicates the mean response when Xi = 0, for all i, from 1 to 4.
2. b_i indicates the change in the mean response per unit increase of X_i when X_j are held constant. Here j is from set {1,2,3,4} and $i \neq j$.
3. e_i is the error term (also known as the residual errors), the part of Y that the regression model can explain.

Since we assume that the mean error term is zero, the outcome variable Y can be approximately estimated as follow: $Y = b_0 + b_1X_1+b_2X_2+b_3X_3+b_4X_4$

Also, we include **interaction between two categorical predictors**, which will consist of one more coefficient in our model b5. Therefore, we investigate the multiple regression model:

$Y = b_0 + b_1X_1+b_2X_2+b_3X_3+ b_4X_4 + b_5 X_3 X_4$.

Outcome Significance and Model Evaluation: The significance of the model is appraised through a rigorous interpretation of statistical outputs, including the F-test's p-value and beta coefficients. Notably, a low p-value in the F-test reaffirms the relationship between explanatory variables—price, rating count, and uses of ad boosts—and the response variable, the number of units sold. We delve into interpreting beta coefficients and confidence intervals, contributing to a holistic understanding of the model's implications.

Correlation Analysis and Diagnostic Assessment: Pearson's product-moment correlation coefficient is critical for unveiling associations between variables, specifically focusing on the relationship between rating count and units sold. To ensure the robustness of our analysis, we rigorously assess the assumptions underlying regression models, including the linearity of relationships and the normal distribution of variables.

Visualization and Model Assessment: Our investigation is visually enriched by integrating ggplot2, a powerful R package facilitating data visualization. Employing scatter plots, we illustrate the interdependence between units sold and rating count, enhancing our ability to detect patterns amidst data points. These visualizations complement our model's evaluation, ensuring its relevance and reliability.

The meticulous execution of this experimental protocol, fortified by a rigorous selection of variables, a predictive modeling approach, and comprehensive statistical analyses, paves the way for a nuanced understanding of the factors driving e-commerce product sales. Our systematic methodological framework equips researchers with the tools to reproduce and extend this study's findings, fostering a comprehensive exploration of product success within the dynamic realm of online retail.

3. RESULTS AND DISCUSSIONS

Predictive Model Insights: The predictive model, an integral part of our investigation, unearths significant associations between predictor variables and the response variable, number of units sold (Pardoe, I., 2021). Our model, meticulously constructed using categorical and continuous predictors, demonstrates a remarkable ability to explain the variation in sales performance. We investigate the **multiple regression model**:

$$Y = b_0 + b_1X_1+b_2X_2+b_3X_3+ b_4X_4 + b_5 X_3 X_4. \quad (1)$$

Beta Coefficients and Significance: The analysis of beta coefficients contributes to a nuanced understanding of variable impact. Our results highlight the substantial influence that specific predictors, such as price and rating count, wielded on the number of units sold. These coefficients and confidence intervals provide a robust framework for interpreting the magnitude and direction of predictor effects. Intriguingly, the relationship between the use of ad boosts and sales performance reveals a significant positive impact, further validating the relevance of this variable. When we put a factor variable into a regression, we're allowing a different intercept at every level of the factor. In our example, we're saying that we want to model number of units sold as:

units sold = 799.236−50.007X1+4.246X2+416.033X3+X4−1407.174X3:X4. (2)

Before using this formula to predict future sales, we should make sure that this model is statistically significant, that is: there is a statistically significant relationship between the predictors and the outcome variables, and the model that we built fits the data very well in our hand. Notably, the **F-test** yields compelling evidence of the model's overall significance, with a p-value of $< 2.2e^{-16}$, underscoring the importance of explanatory variables such as price, rating count, uses of ad boosts, and shipping express status. This outcome emphasizes the pivotal role of these variables in driving product sales within the

e-commerce platform.

Interaction Term Evaluation: The assessment of the interaction term, a key component of our model, offers valuable insights into its contribution to predictive power. Through meticulous ANOVA and hypothesis testing, we establish that the interaction term involving the uses of ad boosts and shipping express status does not significantly enhance the explanatory capacity of our model (Namavari, H., 2019). This result prompts us to streamline the model, focusing on more influential predictors.

Once the individual t-test is performed, we concluded if the pairwise differences are significant. First, we checked whether these coefficients significantly differ from zero (using the partial F test). If there was significance, then we would continue by determining **pairwise t-tests.** The model aims to determine whether evaluated Xi, i=1..., 4 (and interaction term) attributes predict the number of units that would be sold. For this purpose, to assess the significance of the interaction term, we used a **hypothesis test** (Hoijtink, H., et al, 2019). Knowing the nature of our variables and if the seller doesn't provide the express shipping and doesn't pay to boost his product within the platform, then **our model become**: units sold=799.2−50.01*(price)+4.246* (rating count).

We are continuing with further investigation on equation (2).

In the realm of statistical analysis, the t-statistic and its corresponding p-value play a pivotal role in determining whether a given predictor holds a statistically significant relationship with the outcome variable, as evidenced by the significance of its beta coefficient. The next step in our analysis was to use the appropriate hypothesis test to **determine if we could drop the interaction term**, equation (1). Upon examination of our findings, the calculated p-value of p=0.7657 exceeds the predetermined threshold of significance (α=0.05), leading to the non-rejection of the null hypothesis (H_0: b_5=0). This suggests that the interaction term, encompassing the interplay between categorical variables uses_ad_boosts and shipping_is_express, **lacks substantial statistical importance**. Consequently, we eliminate this interaction term from our predictive model, recognizing its limited additional explanatory power. This refinement contributes to a more focused and streamlined model, shedding light on the core determinants of e-commerce product sales performance in a dynamic online retail landscape. This underscores the significance of the t-statistic and p-value in deciphering intricate predictor-outcome relationships, guiding us toward a more insightful and concise analytical framework. We are proceeding with equation (3):

units sold = 798.692 − 49.809 * (price) + 4.246 * (rating count) + 413.416 * (uses ad boos) − 706.492 * (shipping is express)

Now we were investigating the possibility of dropping **both continuous predictors at once**. For this purpose, we evaluated the ANOVA table with the full and reduced model (H_0: b_1=b_2=0). Obtained p<0.001 (which is less that 0.05) so we concluded to reject null hypothesis. Therefore, there is sufficient evidence to suggest that continues predictors **are significant predictors** (price and rating count) of number of units sold so we will keep them in our model. So, equation (3) presents our final multiple regression model. To **check for the significant predictors**, we used t-test values obtained with *summary* command from R (H_0:b_i=0, i is from set {1,2,3,4}. Obtained p value in this case was: p=0.06078 which is not less that 0.05, so we fail to reject null hypothesis. Therefore, there is **not sufficient evidence to suggest** that price and shipping is express are predictive of sold units. Contrarily, we have sufficient evidence to reject H0 for other predictors and to keep them in our model. Our final model is:

units sold= 368.583 + 4.247* (rating count) + 443.802* (uses ad boosts). (4)

The intercept (b_0) is 368.583. This value it can be interpreted as the predicted number of sold units for a zero-rating count equal to zero and no use of ad boosts. Knowing that categorical variable uses ad boosts can take only 1 or zero value, if the seller does not pay (uses ad boosts=0) to boost his product within the platform, then our model becomes:

units sold=368.583+4.24*(rating count) (5)

This tells us we can expect the number of the sold units to be about 369, when there is no rating count. Every time the rating count increases by one (unit), we can expect the number of the sold units to be about 4 (4.25).

If the seller does pay (uses ad boosts =1) to boost his product within the platform, then our model becomes:

units sold=812.385+4.247*(rating count), where 812.385=368.583+443.802*1,812.385=368.583+443.802*1, and we have interpretation for the rating count and similar for the intercept part (just different value).

After examining Multiple R-squared (R^2) we got 0.8095 for full and 0.8096 for the final model. Since there is insignificant difference, we can conclude that we **didn't loose on the quality of the model**. Also, since both values are high, this tells us **to not expect significant variation about this estimate model**

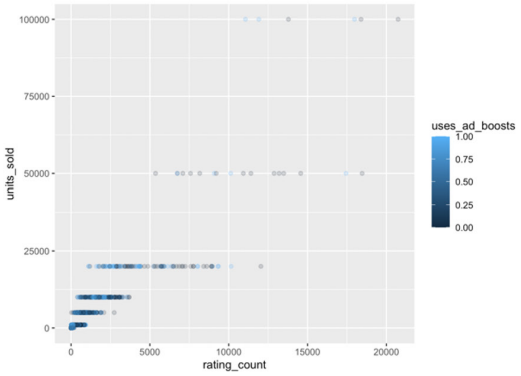
in practice. Therefore, our model is a good predictor.

Diagnostic Evaluation: Diagnostic assessments affirm the soundness of our modeling approach. Scatter plots, integrated through ggplot2, visually depict the relationship between units sold and rating count. Furthermore, examining model assumptions assures our chosen methodology's appropriateness, validating our results' reliability.

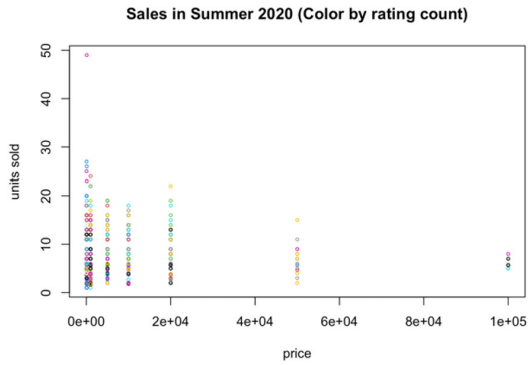
This section encapsulates the culmination of our empirical endeavors, illuminating the complex web of variables influencing e-commerce product sales. Through statistical analyses and meticulous modeling, we uncover compelling associations between predictor variables and sales performance. The discernment of impactful variables and the evaluation of an interaction term contribute to a comprehensive understanding of the factors driving product success within the dynamic landscape of online retail.

We used *ggplot* command to visualize our model. The **Plot 1. suggests that, on average**, when the seller paid to boost his product within the platform (highlighting, better placement), it has a higher number of sold units than if he doesn't do it for any particular value of rating count.

Plot 1: units_sold vs rating_count



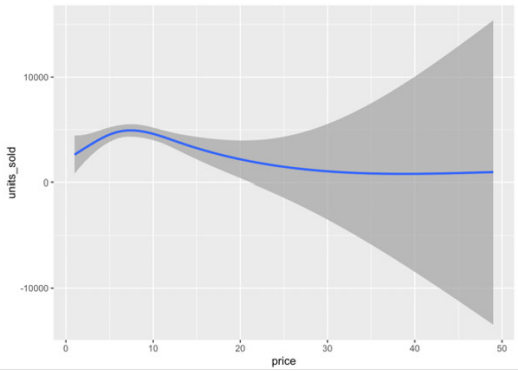
Plot 2. Units_sold vs price



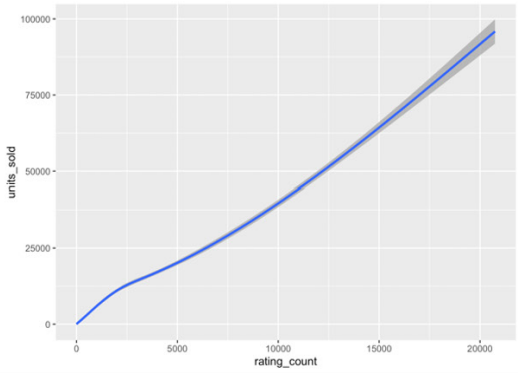
We might therefore want to account for this in our model by having separate intercepts for the levels of uses_ad_boosts. From the Plot 2. we can see that the biggest number of the sold units is present in cheapest products.

Correlation Analysis: Pearson's product-moment correlation coefficient uncovers a strong **positive correlation** (0.8994637) between rating count and units sold, underscoring the pivotal role of customer feedback in driving product success. This finding reinforces the importance of maintaining high product ratings to enhance sales performance. When we want to use the Pearson's product-moment correlation coefficient, we must check if our data satisfied four assumptions. It is obvious that higher rating is correlated with bigger number of the sold products. From the diagram above we can see increasing trend from zero till 50 (approximately), the stability till 80 (approximately), and decreasing trend till to the maximum value on x. Therefore, majority of our obtained graph can be interpreted with a decreasing line.

Plot 3. Check for linearity units_sold vs price



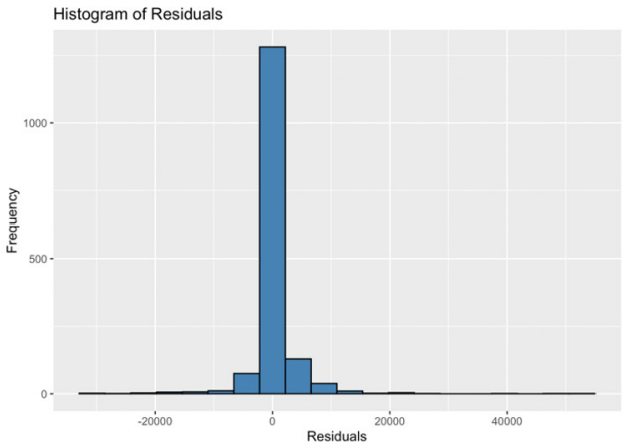
Plot 4. Check for linearity units_sold vs rating_count



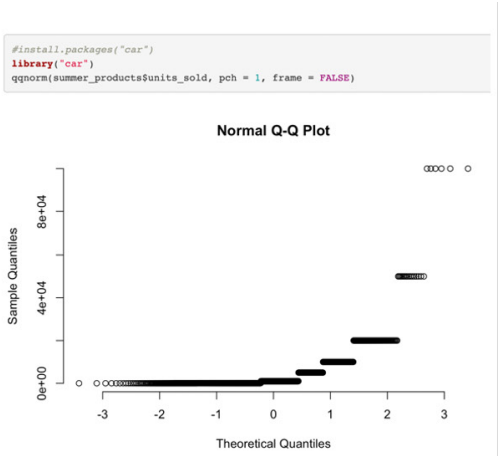
From the price vs sold units plot we can see absence of linearity between those two data and that another data (rating count vs units sold) is approximately linear. This can be problem since linearity is one of the assumptions in linear regression models.

We used *ggplot* command to check for data normality. Histogram looks promising.

Plot 5. Histogram of Residuals and check for data normality

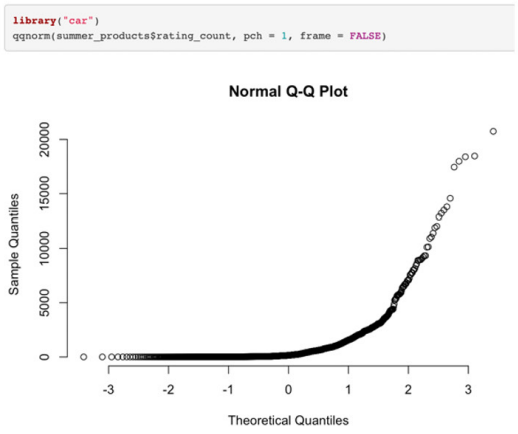


Plot 6. QQ plot for units_sold

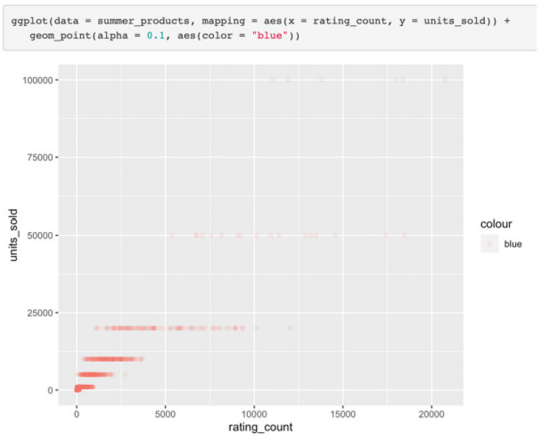


At Plo6. And Plot 7. we look at the units_sold and summer_products data to see what a more typical analysis of linear model diagnostic plots might reveal.

Plot 7. QQ plot for rating_count



Plot 8. Visualization of rating_count and uits_sold



From the obtained QQ plots can be seen that neither the one of the investigated predictors is coming from normally distributed data set. Plot 8. is including geom_point part in our ggplot function. Here, can be seen that a lot of points from our data set are in the interval from zero to 150. This supports our previously found.

4. CONCLUSIONS

In conclusion, our comprehensive investigation into the intricate dynamics of e-commerce product sales has yielded valuable insights with far-reaching implications. By meticulously exploring diverse variables, we have shed light on the factors that significantly influence product success within online retail. Our study harnessed a distinctive dataset from data.world.com, offering a panoramic view of product listings, ratings, and sales performance metrics, affording a unique vantage point for analysis. The predictive model we constructed, underpinned by a blend of categorical and continuous predictors, has unveiled correlations and patterns underlying product sales. This model allows for a nuanced understanding of the associations between various attributes and sales outcomes and provides a means to predict future sales performance with a high degree of accuracy. Our findings emphasize the importance of factors such as price, rating count, and the use of ad boosts in driving product sales. These insights offer valuable guidance to practitioners seeking to optimize strategies and enhance their decision-

making processes in the competitive e-commerce landscape. Furthermore, our study has advanced the methodological frontier by employing robust statistical techniques, including individual t-tests, hypothesis testing, and ANOVA, to assess the significance of predictors and interactions. By rigorously evaluating the role of the interaction term and subsequently opting for its exclusion, we contribute to refining predictive modeling practices in data analysis. The implications of our research reverberate throughout the realm of e-commerce. Practitioners can leverage our findings to tailor their marketing strategies, enhance product placement, and make informed decisions that maximize sales potential. Researchers benefit from an enriched understanding of the complex interplay between predictor variables and product sales, which could lead to the formulation of more sophisticated predictive models and methodologies. Our study stands as a testament to the power of data-driven exploration and analysis in unraveling the underlying mechanisms of e-commerce success. As online retail continues to evolve, the insights garnered from our research provide a solid foundation for navigating the ever-changing landscape and crafting strategies that capitalize on the dynamics of product sales. By bridging the gap between theoretical knowledge and practical application, this study advances the field of e-commerce and data analysis, fostering innovation and informed decision-making.

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THE SENSE OF ALIENATION IN THE NEW LAND: A PALE VIEW OF THE HILLS

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Abstract: One of the key postcolonial themes in the novel is the struggle for identity. Etsuko, the main character, is a Japanese woman who has been living in England for many years. She is caught between two cultures and struggles to reconcile her Japanese heritage with her British identity. Her daughter Niki, on the other hand, is a second-generation immigrant who grew up in England and feels disconnected from her Japanese heritage. Through their stories, Ishiguro explores the complexities of identity and the challenges faced by individuals belonging to multiple cultures. Through their stories, Ishiguro explores the complexities of identity and the challenges faced by individuals belonging to multiple cultures. The novel A Pale View of the Hills by Kazuo Ishiguro explores themes of hybridity and Otherness through the lens of the main character, Etsuko. Hybridity refers to the mixing of different cultures and identities, while otherness refers to the experience of being perceived as different or foreign. Kazuo Ishiguro's work can indeed be seen as representative of a cosmopolitan writer who navigates global themes and perspectives. As a writer who was born in Japan, raised in England, and has lived in various countries, Ishiguro's experiences and background greatly inform his writing. One way in which Ishiguro embodies cosmopolitanism is through his exploration of universal themes that transcend national and cultural boundaries. His novels often delve into themes such as memory, identity, and the human condition, which resonate with readers from different cultural backgrounds. For example, in his acclaimed novel "A Pale View of the Hills," Ishiguro raises ethical questions about cloning and the consequences of scientific advancements, which are relevant to a global audience. Furthermore, Ishiguro's characters often embody a sense of displacement or cultural hybridity, reflecting his own experiences as a global citizen.

Keywords: Otherness, different, hybridity, immigrant.

Field: Humanities

1. INTRODUCTION

The novel A Pale View of the Hills does not depict colonization as Post colonialism originally did. As postcolonial criticism in literature developed, its themes began to include modern problems. Post colonialism can now not only be applied to novels that have vivid Western and Eastern figures, but can also analyze novels that have similar issues of other figures with "Western and Eastern" characteristics and mannerisms.

"A Pale View of the Hills" is a novel by Kazuo Ishiguro that takes place in Japan during a time of significant societal transformation. Set in the early 1980s, the story follows the protagonist, Etsuko, as she reflects on her past and grapples with the changes happening around her.

The novel is structured as a series of memories and conversations between Etsuko and her daughter, Niki. Through these conversations, Etsuko revisits her life in Nagasaki after World War II and her subsequent move to England. As she recounts her experiences, the reader is transported to a Japan that is undergoing rapid modernization and cultural shifts.

The characters in "A Pale View of the Hills" find themselves in a position that is both part of the change and affected by it. Etsuko, as a young woman, navigates the aftermath of the war and the reconstruction period, witnessing the societal and cultural transformations taking place. She embodies the tension between tradition and progress, feeling nostalgic for the past while also recognizing the need to adapt to the present. Etsuko's relationships with others also reflect the changing dynamics in Japanese society. Her interactions with her first husband, Jiro, and their friends reveal the clash between traditional values and the influence of Western ideals. The characters grapple with their own desires and aspirations, often at odds with societal expectations.

Furthermore, the novel explores the theme of generational differences and the impact of change on family dynamics. Etsuko's conversations with her daughter, Niki, provide insight into the shifting values and perspectives of the younger generation. Niki, who grew up in England, embodies the influence of Western culture and challenges her mother's traditional mindset.

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Ishiguro skillfully captures the atmosphere of a society in transition, using subtle and evocative language to convey the nuances of change. The novel's title, "A Pale View of the Hills," suggests a sense of distance and detachment, mirroring Etsuko's perspective as she reflects on her past.

In "A Pale View of the Hills," Ishiguro presents a thought-provoking exploration of a society in flux and the individuals caught in the midst of change. Through Etsuko's narrative, the reader gains insight into the complexities of Japanese society during a transformative period. The novel serves as a reflection on memory, identity, and the impact of societal shifts on personal relationships.

The novel is set in Nagasaki, Japan, and focuses on the lives of two Japanese women, Etsuko and her daughter Niki. Through their stories, Ishiguro highlights the impact of Japan's post-World War II reconstruction and its relationship with the West. The novel also highlights the impact of trauma on individuals and communities. Both Etsuko and Niki suffer from the trauma of the atomic bomb that was dropped on Nagasaki during World War II. Etsuko's memories of the bombing are intertwined with her experiences of post-war reconstruction, which she sees as a form of erasure and cultural assimilation.

Niki, on the other hand, struggles to come to terms with her mother's traumatic past and its impact on their relationship. The novel explores the relationship between Japan and the West after World War II. Post-war reconstruction was heavily influenced by Western ideals and values, and Ishiguro portrays this as a form of cultural imperialism. Etsuko's experiences living in England and her encounters with British culture highlight the ways in which Japan was forced to accept Western cultural norms and values.

One of the key postcolonial themes in the novel is the struggle for identity. Etsuko, the main character, is a Japanese woman who has been living in England for many years. She is caught between two cultures and struggles to reconcile her Japanese heritage with her British identity. Her daughter Niki, on the other hand, is a second-generation immigrant who grew up in England and feels disconnected from her Japanese heritage. Through their stories, Ishiguro explores the complexities of identity and the challenges faced by individuals belonging to multiple cultures.

The novel A Pale View of the Hills by Kazuo Ishiguro explores themes of hybridity and Otherness through the lens of the main character, Etsuko. Hybridity refers to the mixing of different cultures and identities, while otherness refers to the experience of being perceived as different or foreign.

2. THE CONCEPT OF HYBRIDITY

The concept of hybridity is a significant theme in "A Pale View of the Hills" by Kazuo Ishiguro. The novel explores the idea of cultural hybridity through the experiences of its characters, particularly Etsuko and her daughter Niki, who straddle multiple cultural identities. Etsuko, as a Japanese woman who moves to England, embodies the notion of cultural hybridity. She is caught between her Japanese heritage and the influence of Western culture. Her relocation to England represents a physical and cultural displacement, as she navigates the challenges of adapting to a new environment while holding onto her Japanese roots. Etsuko's experiences reflect the complexities of living in a multicultural society and the struggle to reconcile different aspects of one's identity.

Additionally, Etsuko's daughter, Niki, embodies the hybridity of cultural influences. Born and raised in England, Niki is a product of both Japanese and British cultures. Her upbringing in a Western society has shaped her worldview and values, yet she is also connected to her Japanese heritage through her mother. Niki's character exemplifies the blending of different cultural identities and the formation of a hybrid identity.

The novel also explores hybridity through its depiction of intercultural relationships. Etsuko's first husband, Jiro, is a Japanese man who has embraced Western ideals and values. Their relationship reflects the collision of traditional Japanese customs and the influence of Western culture. The tension between Jiro's desire for progress and Etsuko's longing for tradition highlights the complexities of navigating a hybrid cultural landscape.

Ishiguro's portrayal of hybridity in "A Pale View of the Hills" goes beyond the mere clash of cultures. It delves into the internal conflicts and emotional struggles experienced by individuals who embody multiple cultural influences. The characters' interactions and personal journeys reflect the challenges of negotiating multiple identities and the impact of cultural hybridity on their sense of self.

Overall, "A Pale View of the Hills" explores the concept of hybridity through its characters' experiences and the conflicts arising from their multicultural backgrounds. Ishiguro's nuanced portrayal of cultural hybridity offers a deeper understanding of the complexities and tensions that arise when individuals straddle multiple cultural identities.

3. HOMI BABA'S CONCEPT OF THE "THIRD SPACE"

Homi Baba's concept of the "third space" is present in the novel Pale View of the Hills by Kazuo Ishiguro. The third space refers to the space between two cultures, where new identities and cultural forms can emerge.

Etsuko, the novel's protagonist, embodies this concept as she navigates the cultural divide between Japan and England. She has lived in both countries and has adopted elements of both cultures into her identity. However, she feels as though she does not fully belong in any culture and experiences a sense of displacement.

The third space is also present in the character of Sachiko, Etsuko's friend in Japan, she is able to navigate the cultural divide more easily than Etsuko because she has one foot in both cultures.

The third space is also evident in the character of Keiko, Etsuko's daughter-in-law, who grew up in America and feels as though she does not fully belong to either Japanese or American culture. Through Keiko's experiences, the novel explores the complexities of navigating multiple cultural identities and the challenges of finding a sense of belonging in a world that values cultural homogeneity.

Marginalization refers to the process of being pushed to the margins of society, while subaltern refers to a group of people who are socially, economically, and politically marginalized.

In the novel, Etsuko and other characters experience marginalization and subalternity in different ways. Etsuko, as a Japanese woman living in England, experiences marginalization in both Japan and England. She feels like she doesn't fully belong in any culture and is often seen as an outsider. Her experiences of marginalization are shown when she visits her old home in Nagasaki and feels excluded from the community she once belonged to. The character of Sachiko also experiences marginalization due to her mixed identity.

Homi Bhabha's concept of the "Third Space" and in-betweenness can be applied to the novel "A Pale View of the Hills" by Kazuo Ishiguro. Bhabha's concept refers to a space of cultural hybridity, where different cultures and identities intersect, creating a space that is neither wholly one culture nor the other.

In the novel, the character Etsuko embodies this notion of the "Third Space" and in-betweenness. As a Japanese woman living in England, she exists in a liminal space, straddling two cultures and negotiating the complexities of her dual identity. Her experiences and interactions reflect the tensions and conflicts that arise from this in-between space. Etsuko's relocation to England represents a physical displacement, but it also symbolizes a metaphorical displacement. She is caught between her Japanese roots and the influence of Western culture. Her encounters with the British characters in the novel, such as her interactions with her second husband, reveal the clash and negotiation of cultural values and expectations.

Furthermore, Etsuko's daughter, Niki, also embodies the concept of the "Third Space" and in-betweenness. Born and raised in England, Niki's identity is shaped by both her Japanese heritage and her British upbringing. She exists in a space where she is simultaneously connected to and distanced from her Japanese roots.

The novel explores the tensions and complexities that arise from this in-between space. Etsuko and Niki's conversations reflect their negotiation of multiple cultural influences and their struggle to find a sense of belonging. The characters' experiences reflect the challenges of navigating the "Third Space" and the conflicts that arise from cultural hybridity.

By applying Homi Bhabha's concept of the "Third Space" and in-betweenness to "A Pale View of the Hills," we gain a deeper understanding of the characters' experiences and the complexities of their cultural identities. The novel explores the liminal space that exists between cultures and highlights the challenges and conflicts that arise from navigating this in-between space.

As retired Delhi University professor Ravi P. Bhatia writes in his essay "Sameness or Difference/ Otherness-Rethinking the Concept of Identity" despite these differences and similarities, there is the question of identity which can be similar or completely different. . So the concept of truth or otherness largely depends on the question of the identity of the person. In today's complete world, the issue of identity is one of the key factors that can result in conflict and occasional violence.

He says that identity should be considered ideologically despite the genetic and biological sameness of human beings. The identity of the people listed above depends on several factors. In addition to this, a person's or community's historical background and belief systems also play a significant role in shaping identity. They are ingrained in the person themselves and often impossible to change. similarly, political processes and modern technology enable the democratization of most countries in the world. Now there are only a few countries in the world ruled by military dictatorships, ortho-totalitarian regimes.

The postcolonial world is a world of displacement, diaspora, exile - Homi Baba calls it "of the

homeless" (Baba 2004: 31). Such a world, a world of intermediate states, without clear linguistic, national, racial and cultural boundaries, in which migrants play a major role, is at the heart of contemporary literature, including British literature.

4. CONCLUSION

In "A Pale View of the Hills" by Kazuo Ishiguro, the theme of the East versus the West is explored in relation to the notions of inferiority and superiority tied to one's home of origin. The novel delves into the complex dynamics between different cultural backgrounds and the perceptions of power and privilege associated with them. The protagonist, Etsuko, embodies the clash between the East and the West. As a Japanese woman who moves to England, she is confronted with the contrasting values and expectations of both cultures. Etsuko's experiences reflect the inherent power dynamics that exist between the East and the West, with the West often being perceived as superior and the East as inferior.

The novel explores the lingering effects of World War II and the impact it had on Japan's perception of itself in relation to the West. Etsuko and her first husband, Jiro, represent the generation that witnessed the defeat of Japan and the subsequent occupation by Western forces. This historical context contributes to the sense of inferiority that Etsuko and other Japanese characters feel in the face of Western influence. Etsuko's interactions with her second husband, a British man named Ogata, further highlight the power dynamics between the East and the West. Ogata embodies the Western perspective and often asserts his superiority over Etsuko and her cultural background. His condescending attitude and dismissal of Japanese customs and traditions reinforce the notion of Western superiority and Eastern inferiority.

In contrast, Etsuko's daughter, Niki, who was born and raised in England, represents a new generation that is more comfortable navigating between different cultural influences. Niki's character challenges the notion of inherent superiority or inferiority tied to one's home of origin. She embodies a more nuanced understanding of cultural hybridity and rejects the binary opposition between the East and the West.

Overall, "A Pale View of the Hills" explores the East versus West dynamic in relation to the notions of inferiority and superiority associated with one's home of origin. The novel highlights the power dynamics and cultural clashes that arise from these perceptions, while also challenging the notion that one culture is inherently superior or inferior to another.

The theme of postcolonial homelessness, 'in-betweenness' is the narrative, exploring the complex experiences of characters who find themselves caught between different cultural and historical contexts. Ishiguro delves into the psychological and emotional struggles of individuals navigating the space between their native Japanese culture and the influence of Western colonialism.

Etsuko reflects on her experiences during and after World War II, a period marked by Japan's defeat and subsequent occupation by Western powers. Through her memories and interactions with other characters, Ishiguro highlights the tension between traditional Japanese values and the encroaching influence of Western ideals and cultural norms. This is mutually manifested in Etsuko's own identity and the clash between her Japanese heritage and the changing times.

The novel also explores the generational divide and the transmission of cultural values. Etsuko's daughter, Niki, represents the younger generation that is influenced by Western ideas and values, further highlighting the postcolonial interdependence experienced by those who navigate different cultural contexts. The tensions between mother and daughter reflect the struggle to negotiate identity and cultural belonging in a rapidly changing world.

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ANALYSIS OF QUALITY STANDARDS FOR DIDACTIC DESIGN OF TEXTBOOKS USING THE EXAMPLE OF A FABLE IN THIRD GRADE PRIMARY SCHOOL READERS

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Abstract: This paper analyzes quality standards for didactic design of textbooks, using the example of readers for the third grade, published by Klett, before and after curriculum changes resulting from the alteration of legal frameworks defined by the Regulation on the Curriculum for the Third Grade of Primary Education: 5/2019-6, 1/2020-1, 6/2020-1. By means of content analysis, the reader published by Klett and used in teaching until the 2020/21 school year will be analyzed, as well as the reader approved for use in accordance with the new recommendations, serving as a Serbian Language textbook in the Republic of Serbia from the 2020/21 school year.

The analysis of the quality standards for didactic design of textbooks has been carried out according to the general quality standards for textbooks (Ivić et al., 2009) and legislative regulations (Law on Textbooks, Official Gazette RS, Educational Gazette 68/2015, 27/2018–13, and the Regulation on Quality Standards for Textbooks and Guidelines for Their Use, Official Gazette RS, Educational Gazette: 42/2016-11, 45/2018–40), which define the quality framework for textbooks and textbook sets. This analysis is conducted using the example of the fable "The Tortoise and the Hare" by Aesop, which is part of the curriculum. A comparative analysis of the realization of standards within the domain of didactic design will provide insight into the alignment of curriculum requirements and textbooks, both the previous and newly approved ones, using the fable as an example. Additionally, it will examine the encountered qualitative didactic adequacy of the reader as a component of the textbook set.

This paper will highlight possibilities for enhancing the existing didactic-methodological apparatus that accompanies the fable, aiming to expedite the process of educational interpretation of the work.

Keywords: textbook, reader, fable, textbook quality standards, didactic-methodological apparatus, Social Sciences, and Humanities.

1. INTRODUCTION

The textbook is an important factor in the education process – a teaching aid and a cultural product defined by legal frameworks. It is the subject of numerous multidisciplinary research efforts. According to the Law on Textbooks, a "textbook is a fundamental didactically designed teaching aid, in any form or medium, used in educational activities in schools to acquire knowledge, skills, shape attitudes, encourage critical thinking, enhance functional knowledge, and develop intellectual and emotional characteristics of students and learners, whose content is determined by the curriculum and teaching program" (Law on Textbooks, 68/2015, 27/2018-13).

Rajčević and Krujleva (2020) define an elementary school textbook in their Dictionary of Didactic Terms as a "basic, main, and mandatory school book with a specific didactic-methodological apparatus, designed to help the student learn new content, teach them how to learn, and stimulate the development of their independence, significantly contributing to the student's ability for self-education" (Rajčević and Kruj, 2020: 119). On the other hand, Ilić Rajkovićeva and Senić Ružićeva (2016) emphasize that "a textbook is not a homogeneous and uniform entity but a complex composition and combination of textual units" (Ilić Rajkovićeva and Senić Ružićeva, 2016: 563). In order to define the textbook more precisely, it is necessary to determine its "genre characteristics" (Pešić, 2005: 377), that is, the features that each piece of writing must fulfill in order to be accepted as a textbook. According to the author, "the minimal genre requirements that are set for a textbook in terms of educational design are: that the knowledge sample from a specific field is structured as a knowledge system, and that through didactic processing of that content, the learning process is adequately guided and directed" (Pešić, 2005: 377).

Numerous studies in the field of textbook quality standards have enabled a connection with the

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Active Learning project (Ivić et al., 2003), which aimed to shift the focus of the education process from teaching to "learning processes in students" (Ivić et al., 2003), i.e., their engagement during the class. The concept of active learning is strongly embedded in the conception of textbook quality standards, particularly in the D-group standards (D- group of quality standards for didactic design of textbooks), specifically in standards D7–D11. These standards directly relate to assignments, questions, and exercises intended for student activity, as well as the didactic-methodological apparatus of lessons (Perišić, 2022: 87).

The relationship and mutual conditioning between active learning and quality standards for didactic design have been discussed in several studies and numerous scholarly works by researchers and creators of textbook quality standards (Pešikan and Janković, 1998; Pešikan and Antić, 2003; Marinković, 2004; Pešikan and Antić, 2007). Given the rich research experience in our country regarding textbook quality and its enhancement, we have the opportunity to utilize existing resources to improve the overall educational policy, primarily the concepts of creating, printing, and delivering textbooks, as well as scientific evaluation, teacher training for textbook use, and approval of publishers and their textbook proposals.

As observed, these educational policy activities are conditioned by textbook quality standards. The authors of the study "Guide to Good Textbooks – General Quality Standards for Textbooks" (Ivić et al., 2009) emphasize that textbook quality standards are "requirements (norms, criteria, standards) that textbooks, which can be used in schools in Serbia based on a public procedure and defined criteria, should meet" (Ivić et al., 2009: 45).

2. D-GROUP OF QUALITY STANDARDS FOR DIDACTIC DESIGN OF TEXTBOOKS

Quality standards for didactic design of textbooks are the second largest group of standards in terms of quantity and pertain to the didactic scope of textbooks, addressing the conditions that a textbook must fulfill for its content to be organized and adapted to students according to their psychophysical abilities. The didactic form of a textbook pertains to both the structuring of scientific content and the didactic apparatus. To elaborate on the standards concerning assignments, questions, and exercises within a textbook, we have isolated the standards from the D-group that directly determine the didactic-methodological apparatus, its design, and function.

The D-group of quality standards for didactic design of textbooks is one of the groups with the highest number of standards. The number of standards does not indicate a greater significance of these standards compared to others, but it does reflect the complexity of the didactic design of textbooks. This group consists of 13 standards, with the first six related to "didactic presentation of scientific data, meaningful connections in content, effective ways of presenting values in the textbook," while standards D7 to D13 are directly related to the didactic-methodological apparatus and its definition and more precise determination (Perišić, 2022: 89).

In the further part of the paper, we will present an analysis according to the D-group of quality standards for didactic design of textbooks, following Ivić et al., 2009 (D1. Definition of specialized terms; D2. Functional use of iconic expression; D3. Didactic value of examples; D4. Basic meaningful content connections; D5. Sequences of content integration; D6. Successful ways of presenting values in the textbook; D7. Existence of questions, tasks, and assignments in the textbook; D8. Meaningfulness of questions, tasks, and assignments in the textbook; D9. Diversity of questions, tasks, and assignments; D10. Questions, tasks, and assignments and different learning methods in the textbook; D11. Questions, tasks, and assignments for progress monitoring in the textbook; D12. Support for creative thinking and behavior, and D13. Support for the development of critical thinking) using the example of a fable, as a part of the Serbian language curriculum for the third grade of elementary school, within the didactic design of lessons in readers published by Klett, through a comparative analysis.

3. COMPARATIVE ANALYSIS OF DIDACTIC DESIGN OF READERS FOR THE THIRD GRADE OF ELEMENTARY SCHOOL PUBLISHED BY KLETT

The 2020/21 school year was marked by the use of textbooks according to the Regulation on the Curriculum and Teaching for the Third Grade of Elementary Education: 5/2019-6, 1/2020-1, 6/2020-1. Therefore, the subject of our analysis is the didactic-methodological apparatus of the textbooks "Reka reči – Čitanka za treći razred osnovne škole" [Third grade reader] (Žeželj Ralić, 2018) and "Iskrice reči – Čitanka za treći razred osnovne škole" [Third grade reader] (Žeželj, 2020). For the purpose of comparative analysis, we provide the didactic-methodological apparatus of the fable that is present in both textbooks

under analysis (Žeželj Ralić, 2018: 94–95) and (Žeželj, 2020: 54).

It is important to note that the "Čitanka" [The Reader] (2020) has a similar concept to the textbook that was in use until the 2020/21 school year. In the 2018 textbook, the assignments, questions, and exercises were grouped into categories such as "Tvoj svet", [Your World] "Kaži mi, kaži" [Tell Me], "Šta misliš?", [What do you think?], "Zadaci", [Assignments], "Svet književnosti", [World of Literature], "Hajde da stvaramo!", [Let's create together], "Za radoznale" [For the Curious Ones], "Narod je rekao", [The People Have said], and "Rečnik" [Dictionary], the last of which the author notes can be found at the end of the textbook. When looking at the concept of the "Čitanka" (2020), one can observe sections: "Tvoje iskrice" [Your sparks] (The thoughts often spark and illuminate our minds while we think about the world around us. Speak freely about your sparks because they are only yours), followed by "Iskrice znanja" [Sparks of knowledge] (We say that knowledge is never enough. These sparks will lead you into the world of language and literature and help you better understand the work you are reading) and "Iskrice izazova" [Sparks of challenge] (For those who love challenges, additional tasks are offered in the form of various types of rebuses and crosswords). The "Narod je rekao" [People have said] section has been renamed to "Mudro slovo" [Letter of Wisdom]. The new "Čitanka" [Reader] also includes a dictionary at the end. The other sections ("Kaži mi, kaži," "Šta misliš?," and "Hajde da stvaramo!") [Tell Me, What do you think, and Let's create together] are also present in the new third grade textbook.

"The Tortoise and the Hare" by Aesop
"River of Words" - Reader for the Third Grade of Elementary School, 2018.

Tell me
Who are the protagonists of this fable?
Was the tortoise aware of its own qualities? And the hare's?
What did this lead the tortoise to do?
How did the hare evaluate its opponent?
What do we say about such behavior?
How does the fable conclude?

What do you think?
Why did Aesop choose the tortoise and the hare for this fable?
What caused the hare to lose the race?
Due to which qualities did the hare experience failure?
How did the hare feel at the end of the fable?
What does this fable teach us? Read the part that is the moral of the fable.

Assignments
Tell the fable from the tortoise's point of view. Dwell on her thoughts before and during the race. Describe the race from the hare's point of view. Imagine, then tell how the hare felt after losing the race. If you haven't already, watch the cartoon "The Tortoise and the Hare".

Let's create together!
Imagine the situation: a race is a math test. The hare is a student who is talented in mathematics but does not practice, and the tortoise is a girl who has no special inclination towards mathematics, but solves mathematical problems every day. Think about what their results would be. What would you like to be, a tortoise or a hare? Explain why.

The World of Literature
The writer shapes the plot and characters through words. In a comic book, the plot and characters are primarily expressed through images. Text is not mandatory, and if present, it's usually concise and brief.

People have said
"Do not leave for tomorrow everything you can do today."

"Sparks of Words - Reader for the Third Grade of Elementary School, 2020."

Your sparks
What is perseverance?
Tell me
Who are the protagonists of this fable?
Was the tortoise aware of its own qualities? And the hare's?
What did this lead the tortoise to do?
How did the hare evaluate its opponent?
What do we say about such behavior?
How does the fable conclude?
What do you think?
Why did Aesop choose the tortoise and the hare for this fable?
What caused the hare to lose the race?
Due to which qualities did the hare experience failure?
How did the hare feel at the end of the fable?
What does this fable teach us? Read the part that is the moral of the fable.
Let's create together!
Tell the fable from the tortoise's point of view. Dwell on her thoughts before and during the race. Describe the race from the hare's point of view. Imagine, then tell how the hare felt after losing the race. Utilize imperative speech.
Letter of wisdom
Everything you can do today, don't leave for tomorrow.
Happiness follows the brave.
The hardest victory is over oneself.

Sparks of knowledge
"If you have not already, watch the animated movies 'The Tortoise and the Hare' and 'The Cricket and the Ant'."

For the purposes of a more detaiiled comparative analysis of didactic-methodological apparatuses from both Readers, we point out the observed, evident state. The sections 'Tell me' and 'What do you think?' in both textbooks consist of identical questions, instructions, and assignments, while the content of the section Assignment in the Reader (2018) has been renamed to 'Let's Create!' with modification. The assignment from the Reader (2018) 'If you have not already, watch the animated movie 'The Tortoise and the Hare" has been replaced with the assignment 'Use imperative speech,' as can be observed in the didactic-methodological apparatuses presented above. 'Wise Word' is the counterpart to the section 'People Have Said,' while 'Sparkles of Knowledge' contains content that was previously part of the Assignment section. Looking at the above, it becomes evident that substantial changes in the didactic design of the content have not occurred, allowing us to perform an analysis of the didactic-methodological apparatus accompanying the fable 'The Tortoise and the Hare' by Aesop, referring to the textbook 'Sparks of Words - Reader for the Third Grade of Elementary School' (Ralić, 2020)."

Within the lesson, there are no new, unfamiliar terms that need explanation. Looking at the didactic-methodological apparatus from the previously used textbook, a section is observed which is not included in the new one. This refers to the "World of Literature," a section that assumed familiarity with "basic knowledge of language and literature" (Žeželj Ralić, 2018: 6) and aimed to introduce students to the concept of comics and its basic characteristics in the case of the fable under analysis. Since the current textbook does not include this section, we believe that an opportunity to explain unfamiliar terms has been omitted (D1. Definition of specialized terms).

According to D2. Functional Use of Iconic Means of Expression, illustrations must have a clear role and contribute to the process of interpretation. The illustration in the Reader (2018) depicts the fable through four images, while the illustration in the 2020 textbook captures the plot of the fable in a single image. We conclude that both illustrations meet the criteria of technical and artistic arrangement and follow the plot of the work. Based on our observations, the advantage of visual representation lies with the 2018 textbook, as it features more abundant illustrations that enhance the literary-artistic work.

Examples for the analysis of the fable "The Tortoise and the Hare" are diverse, indicating the values of the literary work and expediting the process of educational analysis, as can be observed through the analysis of the sections "Tell me," and "What do you think?" In these sections, the author of the textbook delves into the fable from various angles with diverse instructions and assignments that provide students with support in comprehending the literary-artistic values (D3. Didactic Value of Examples).

As the "What do you think?" section includes an assignment related to the moral of the fable, as well as the "Wise Word," while in "Tell me" section, questions are posed regarding the characteristics of characters and the plot of the fable, we highlight the possibility of forming meaningful connections between the mentioned concepts, acquired in previous and current grades (D4. Fundamental Conceptual Connections).

Upon examining the content of the 2020 textbook, the presence of the "Sparks of Challenges" section becomes apparent, which provides students with a systematic organization of material in an accessible and engaging manner. In contrast, the 2018 Reader includes sections with folk literary works at the end of each thematic section, accompanying the "World of Literature" and "Assignment" sections. While these sections are certainly useful for introducing folk literature, it is necessary to note that their presence does not create conditions for systematic organization, indicating a far better concept in the new textbook (D5. Sequence of Material Integration).

The presentation of values in the textbook is achieved through the valuable messages contained within the fable "The Tortoise and the Hare," representing a unique system of ethical and aesthetic values of the work. The questions, instructions, and assignment through which this value system is presented are rich and diverse, enabling the connection of its values with students' experiences. The didactic-methodological apparatus offers activities through which students can nurture social skills (D6. Effective Ways of Presenting Values in the Textbook).

The presence of practical activities in the textbook indicates that the fable "The Tortoise and the Hare" is accompanied by apparatus as already mentioned (D7. Existence of Questions, Instructions, and Assignments in the Textbook).

Upon examining the questions, instructions, and assignments that accompany the fable "The Tortoise and the Hare" by Aesop, it becomes apparent that there are no meaningless, unrealistic, or ambiguous formulations for student activities (D8. Meaningfulness of Questions, Instructions, and Tasks in the Textbook).

The diversity of practical activities is reflected in the differentiation of levels of difficulty and the number of participants involved in solving them. Through analysis of the didactic-methodological apparatus accompanying the fable in both textbooks, it has been established that there are no questions formulated at different levels of difficulty, nor are there any assignments, questions, or tasks specified for working in pairs or groups (D9. Diversity of Questions, Instructions, and Tasks).

D10. Questions, instructions, and assignments, as well as various learning methods in the textbook, imply a didactic-methodological apparatus that supports learning with understanding ("Tell me"), acquisition of social skills ("What do you think?"), creative learning and practical skills acquisition ("Let's Create Together!"), while questions, instructions, and assignments for cooperative learning are absent.

D11. Questions, instructions, and assignments for assessing progress in learning are an integral part of the didactic-methodological apparatus through the section "What do you think?" ("What does this fable teach us? Read the part that is the moral of the fable"), while the sphere of understanding, analysis, and synthesis is realized through both sections - "Tell me" and "What do you think?", and creative production through "Let's Create Together!".

Within the section related to creativity ("Let's Create Together!"), we notice an assignment that enables creative interpretation of the fable "The Tortoise and the Hare" by Aesop. The task ("Tell the fable from the tortoise's perspective. Focus on its thoughts before the race and during the race. Describe the race from the hare's perspective. Imagine and narrate how the hare felt after losing the race. Use imperative speech.") indicates encouragement of students to create a literary product, with the possibility of developing critical thinking due to independent engagement with the given task. This assignment can also be defined as an "open-ended task that encourages the search for alternative and original paths of solution and stimulates alternative solutions/answers to a given problem" (Ivić et al., 2009: 119), as it provides students with opportunities to individually shape the fable. This implies the realization of D12. Support for Creative Thinking and Behavior, a standard aimed at fostering divergent thinking and behavior.

D13. Support for the development of critical thinking using the example of the fable "The Tortoise and the Hare" by Aesop includes involving students in independent activities that can contribute to the development of critical thinking. Students can develop a critical approach to literary works, for instance, through the work task provided in the "Let's Create Together!" section, as well as the questions in the "What do you think?" section. The title of the section "What do you think?" implies freedom of thought and expression.

4. CONCLUSION

In order to establish valid criteria that a textbook must meet, which includes scientifically organized content tailored to children's needs, knowledge, age, and mental capacities, the textbook should be approached and adjusted according to quality standards. These standards are adopted as national standards and are applied during textbook accreditation in the Republic of Serbia. Quality standards of Group D (Quality Standards for Didactic Design of Textbooks) are the second-largest group of standards and pertain to the primary aspect of textbooks as a genre.

In our case, the literary text under study was the fable present in the third-grade textbooks published by Klett. The analyzed fable was "The Tortoise and the Hare" by Aesop. The analysis unequivocally established that, in the case of the apparatus accompanying the fable, ten standards were fully met, partial realization of standard D10. Questions, Instructions, and Assignments, as well as Different Learning Methods, was present, and there was a complete absence of standards D9. Diversity of questions, tasks, and assignments, and D1. Definition of Specialized Terms. These identified shortcomings relate to the lack of a section for explaining specialized and unfamiliar terms within the reading activities in the textbook that has been in use since the 2020/21 school year. Additionally, there were deficiencies in the diversity of work activities in terms of the number of students solving them and the levels of difficulty.

The relevance of analyzing the above mentioned work tasks, questions, and assignments that accompany the fable lies in presenting the existing qualitative state of the apparatus and the readiness level of the textbook for literature teaching. The aim is to serve future creators of readers, teachers, and students as a starting point for its methodological improvement and high-quality educational purpose.

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LITERATURE AND ETHICS

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Abstract: "Literature is the teacher of ethics" (Temkov). If one assumes that literature reflects life, then it only serves to pedagogically illustrate classic questions: how one should behave towards one's fellow human beings, what virtue and vice are, how conflicts arise and how they are to be solved and which are the highest goods are in life. However, literature itself teaches us much more: it touches delicate issues that no other medium would dare to do. Only literary works can delicately, profoundly and provocative handle questions like love, war, guilt, (un)justice. The modern moral standards would not allow Lolita, Tadzio, or Törleß.

New theories of literature and ethics focus on the reading process because 'literary fiction debates norms and values'. In this paper, the attempt has been made to acknowledge the value of theme diversity in literature in order to broaden the limits of moral dilemmas, but also to discuss the cultural influence, as well as the role of the narrative, author and reader in the comprehension of ethical questions. Bernhard Schlink's "The Reader" and Peter Handke`s "Winter Journey" are only the tip of the iceberg concerning a much broader topic realm.

Keywords: Literature, Ethics, Peter Handke, Bernhard Schlink
Field: Humanities

1. INTRODUCTION

If the literary work is considered through the prism of Immanuel Kant's categorical imperative – as an action necessary in itself, without any connection to any other goal – then the question arises as to how much the literary work itself can fit into the single ethical system of universal ethics. At the same time, I do not associate the literary work with the author and his motives (Roland Barthes established the death of the author a long time ago), nor with the content and the lesson that can be learned from it (which is what ethics in literature is most often associated with). It is about the creation and reading (interpretation) of the text as an objectively necessary action. Can some of the universal principles of ethics be attributed to that action, that is, can it be connected to the values of peace, tolerance, solidarity, cooperation?

2. LITERATURE – CULTURE – ETHICS

A literary work, whether considered as part of national or world literature, represents an important link in the complex chain called culture. Culture can be defined in many ways: as a way of living, but not that living that follows the natural basis of man, but that which is created by people, or as a cumulative layer of knowledge, experiences, beliefs, values, attitudes, opinions, hierarchies, religions, roles, spatial relationships, concepts of the universe, as well as material objects and property acquired by a group of people over generations through individual and group efforts and aspirations. Ethics, on the other hand, is considered the highest reach of culture and points the way to higher goals.

Most of the definitions of culture can also be applied to literature. However, can the same be said about ethics, that is, can the relationship of ethics to culture be compared to that of literature? The text, like the ethics of culture, is about experiencing the world, delving into the world, and penetrating between things. Nevertheless, the creation of a literary work (through its creation or interpretation) is not always guided by the highest ethical (and in general cultural) principles, but very often can be considered as an autonomous element of national (and world) culture and art.

Ethics in literature is usually connected through its thematic, mimetic and representative function, and not through the literary structural, poetic and performative notion. Taken in this way, literature mirrors life because it simply serves the classic questions of pedagogical illustration: how we should treat other people, what the greatest virtues are, how conflicts arise and how they are resolved, and what the highest goals in life should be. Ethics in that case serves as an interpreter of literary questions: whether Hamlet

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should have immediately killed the king, whether Emilia Galotti acted immorally, etc. Literature serves ethics by reflecting the motives and goals of action in the literary work, reflecting them to the reader and society, so that they can form their own judgment. Literature offers models for clarifying the contradictions and diversities of life and represents the desired unity in life.

This is one interpretation of ethics in literature, which is more interested in the "what" in the story and its characters, than in "how" the structure of the narrative is sustained. According to Lyotard, narratives determine the criteria of competence and/or illustrate how they should be applied. They therefore define what has the right to be said and done in a culture, and since the narratives themselves are part of that culture, they are legitimized by the very fact that they do what they do. If the text is considered through the principle of Lyotard's narrative, as well as through the prism of Kant's categorical imperative, literature does not serve ethics, nor does the function of ethics in literature is the interpretation of ethical principles in the work. The narrative has the right to raise new ethical questions, as well as to question established ethical principles. Literary work is that part of culture that deals with the "gray sphere" beyond black and white universal ethical principles.

3. "THE READER": ONE LITERARY EXAMPLE

For example, the novel "The Reader" (Der Vorleser) by Bernhard Schlink from 1995 deals with the difficulty of the German post-war generation in dealing with the Holocaust, that is, it raises the question of how the post-war generation should approach the generation that participated in, or was a witness to the horrors committed in World War II. Through several different situations, two key ethical problems arise: guilt and shame. The durability of trials conducted against war criminals, specifically concentration camp guards, is being questioned, i.e. whether pointing the finger at the guilty relieves the collective shame, or only helps to overcome the suffering due to the shame. Should we try to understand the incomprehensible, can we compare something that is incomparable, or should we simply be dumbfounded with astonishment, shame and guilt – is this the purpose of awareness of the horrors of the annihilation of the Jews? And to what extent can the guilt of the executioner be judged, who does not hate the one whom he hangs, and yet hangs him; not because he is ordered to do so, but because he is doing his job.

The problem of guilt in love is also touched upon: is a man guilty if he falls in love with a criminal. Nevertheless, perhaps the central moral dilemma in the novel revolves around the question of responsibility: if someone deliberately fails, not saving himself because of shame, and we can save him, while revealing what he is ashamed of, will we save him? By which action do we do the other good: by respecting his privacy and preserving his secret, or by saving him from ruin at the expense of his shame?

4. WHAT ABOUT THE AUTHOR? THE CASE OF PETER HANDKE

Again, war and the question of guilt. The Austrian writer Peter Handke, whose literary work is considered one of the most innovative and revolutionary in German literature, in the 90s of the last century, caused a stormy controversy in the world's literary and political public, when he joined the debate regarding the wars in the Balkans. His statements regarding the war and the breakup of Yugoslavia, as well as the publication of his travelogue "A winter trip along the rivers Danube, Sava, Morava and Drina or justice for Serbia" (Eine winterliche Reise zu den Flüssen Donau, Save, Morawa und Drina oder Gerechtigkeit für Serbien) in 1996 in which he stands in defense of Serbia during the war, caused a real scandal and were the subject of fierce critical condemnations. Handke's views shocked the public, because the Serbs were generally considered to be the culprits for all the troubles in the Balkans, and he stood up for them. His sympathy for Serbia finally turned into public and open affection, especially after the NATO bombing of Serbia in the late 1990s. As a result of strong emotions regarding the bloodshed in the Balkans, Handke abandoned his former poetic concept and found himself unwillingly involved in the delicate role of correspondent between a poetic and a political mission.

Handke begins his "Winter Journey" with the following statement:

„Schon lange, nun fast vier Jahre lang, seit dem Ende des Krieges in Ostslawonien, der Zerstörung von Vukovar, seit dem Ausbruch des Krieges in Bosnien-Herzegowina, hatte ich vorgehabt, nach Serbien zu fahren." (Handke 1996: 11)

With this trip, the author wanted to create a picture of the country, the landscape and the people in Serbia with his own eyes, but he realizes that this idea is not at all that simple because the reports in the Western media have already created a certain picture of the reality there. As a result, Peter Handke will approach things in his distinctive and specific way, as a poet. With his travelogue, he wanted to give his

readers a different picture of the Serbian population and their life, to show them the images of the silent, white winter landscape, to let them discover the rivers, nature and his archaic vision of the country. He describes the landscapes through which he travels through emotional discourse (perhaps because he had Slavic origins on his mother's side, as she was a Slovenian from Carinthia), as a reflection of the good in the human race, through a depiction of less developed regions as a contrast to modern industrial ones.

Handke also criticizes the one-sidedness of the portrayal of this region in the Western media and, according to him, it represents "a fabrication of evidence that was needed by the Western European public to justify the attacks on (then) Yugoslavia". The moralist Handke condemns all the atrocities committed by the Serbian military and paramilitary units during the war, but according to the Western European critical public, this was insufficiently clear and represents a kind of relativization of their war crimes. On the contrary, according to Handke's view, this means a one-sided schematization of the perception placed through the mass media, which represents Bosnian Muslims exclusively as victims, and Serbs as criminals, so he advocates a kind of poetic subversion. For Handke, a writer could experience the truth "more fairly" than a journalist. Because of his views, the writer Handke is facing fierce condemnations to this day.

It is interesting that Handke ends his travelogue with a farewell letter to a man in Bosnia, a former partisan, who, like his wife, took his own life after the outbreak of the war:

„Der Verrat, der Zerfall und das Chaos unseres Landes, die schwere Situation, in die unser Volk geworfen ist, der Krieg (serbokroatisch „rat") in Bosnien-Herzegowina, das Ausrotten des serbischen Volkes und meine eigene Krankheit haben mein weiteres Leben sinnlos gemacht, und deswegen habe ich beschlossen, mich zu befreien von der Krankheit, und insbesondere von den Leiden wegen des Untergangs des Landes, um meinen erschöpften Organismus, der das alles nicht mehr aushielt, sich erholen zu lassen." (Handke 1996: 135)

Through this farewell letter, Handke conveys his personal emotional attitude towards the breakup of Yugoslavia (Denkovska, 2023: 37), trying to create sympathy in the (Western European) reader and pointing out the fact that victims of the war were all parties involved.

The publication of Handke's "Winter Journey" provoked the media in a rarely sharp way. Not only the media, but also numerous critics and literary colleagues accused him of writing pro-Serbian manifestos instead of literary works. Handke, on the other hand, in whose late work the emotional discourse prevails, even more emphatically offers a kind of literary paradigm as a strategy to encourage empathy in the reader in order to create, as he himself believes, a different picture in relation to all the parties involved in the wars in the Balkans in the context of the breakup of Yugoslavia. However, apart from the harsh criticism from the world public for such views, he also received some recognition for his attempt in his contemporary travelogues to present a way of perception outside the boundaries of the mainstream. The Nobel Prize for Literature, which was awarded to him in 2019, is both a confirmation of that, but also a hotbed for a new fierce critical condemnation.

The question of the objectivity of the travel writer Handke remains open and debatable. Perhaps, in the travelogue "Travelling Yesterday", with one of his own thoughts, he will lay the foundations of his further political-literary work, when he states:

„Eines weiß ich: Die Welt im Gehen, Schauen, Bedenken, Betrachten, Weitergehen stellt sich anders dar als die Welt in den Zeitungen." (Handke 2005: 470)

The controversy pushes towards the general question of the relationship between aesthetic autonomy and social responsibility, and in particular to the question of the ethical dimension of Handke's work and affect. Under what circumstances is artistic autonomy attested to a literary process, a text, an author, a public appearance, and under what circumstances, on the other hand, is moral quality or public responsibility demanded? Under what conditions is the author directly responsible for the effect of his texts, his statements, his actions? What about the ethical intentions in Handke's opus, how do they relate to the effect created in the texts, and finally how to the actual reception? A well-founded discussion of these questions depends on literary and cultural studies experts.

5. THE TEXT OR THE READER?

Not only should the experts be the judges of the ethical implications. Author aside, there is also the question of who should be responsible for the narrative: the text or the reader? The author and his intentions have long been out of the question, only the reader stands against the text. If the construction of the narrative were completely left to the reader, the text would be completely deconstructed and in a conversation between readers, it would completely lose its structure. However, vice versa, without the

reader, of course, the text cannot exist. This question again enters the deep and multifaceted field of ethics, whose specialty is to articulate the relations between freedom and necessity, desire and imperative. The text is the one that conditions and directs the reader to certain thoughts. However, the reader is free and autonomous and bears the responsibility for his own way of reading.

6. CONCLUSION

The complexity of a literary work spans many scientific disciplines, with ethics at the top. As an autonomous element, the creation of which is necessary in itself, legitimized by the action itself, the narrative itself cannot be attributed by the generally accepted universal ethical rules. A literary work, regardless of whether the emphasis is placed on the text or the reader during its creation, penetrates the subtlety of ethical rules and norms, breaks them down to their smallest details and deconstructs their universality. From whatever aspect it is considered, the literary work is and will always be a great challenge for ethics.

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LEX SPORTIVA AND THE COURT OF ARBITRATION FOR SPORT

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Abstract: This comprehensive analysis explores the profound impact of the Court of Arbitration for Sport (CAS) on the realm of global sports law. Against the backdrop of a remarkable increase in case procedures, this study highlights at least three pivotal functions of CAS.

Firstly, CAS has introduced the application of general legal principles within sports institutions, leading to the formulation of the distinct "principia sportive," which has bolstered legal certainty in the field. Secondly, CAS assumes a vital role in interpreting and implementing sports law, influencing the establishment of binding regulations within sports organizations. Thirdly, CAS's superior status allows it to harmonize the global legal landscape by assuming jurisdiction over disputes involving sports bodies and federations.

Keywords: Sports law, lex sportiva, arbitration, court.
Field: Science

1. THE CONCEPT OF LEX SPORTIVA

In today's legal system, there is a great need for regulating social relationships that are evolving at an incredible pace, which sometimes leads to the emergence of various legal gaps that can undermine the very foundations of the legal order and create legal uncertainty. If we start from the principle that everything within a state must be subordinate to constitutional and legal provisions, then it further means that the new creation of a corpus of legal rules known as "lex sportiva" must be subject to the same. One of the definitions that provides a clear picture of the legal nature of this corpus of rules is as follows: "Sports law is not only international, it is also non-state, which sets it apart from all other forms of law." (Bellof, Demetriou, 1999: 5). Therefore, according to respected professors, sports law represents an area within the realm of international law that is not constructed by states, but rather by other entities and institutions.

Furthermore, to make the explanation even clearer, the dimensions of sports have been so normalized that it has led to the establishment of a global sports law that encompasses a set of legal norms created and implemented by sports governing bodies. (Latty, 2007: 5) This detail doesn't only pertain to the normalized rules by the International Olympic Committee and International Federations, but it also includes hybrid rules created by the World Anti-Doping Agency. (Koster, 2003: 1). Speaking about global sports law, esteemed professors state: "It is a transnational autonomous legal order created by global institutions governing international sports." (Koster, 2003: 1). They also note that "this order arose based on agreements and its imperative-binding force stems from agreements that require us to submit to the authority and jurisdiction of international sports organizations." (Koster, 2003: 2). In any case, lex sportiva represents a legal creation that lacks sufficient legitimacy within the circles of eminent jurists. (Schwab, 2018: 1). It truly lacks legitimacy for several reasons, as outlined by Professor Berdan Schwab. The first reason is the significant lack of participation of legal experts in the creation of lex sportiva. The second reason is the constant harassment of athletes and the denial of their rights, particularly affecting vulnerable players who are often subject to various forms of discrimination. As the third reason, Professor Schwab highlights that lex sportiva evidently lacks alignment and harmony with recognized human rights. (Schwab, 2018: 1). It seems that all the problems this corpus of rules faces and will face stem from the first reason mentioned. We believe this because legal experts are the primary participants in the process of affirming fundamental human rights, and their absence necessarily renders human rights rudimentary.

2. DESTRACTIVE IMPACT ON LEX SPORTIVA

The frequent revelations of undermining athletes' rights and usurping their contractually secured rights by sports governing bodies (SGBs) have instilled significant public mistrust regarding the assurance of legal security (Schwab, 2018: 2-3). Each sport has various types of sports governing bodies actively involved in shaping the direction in which a particular sport will progress. They do so in a straightforward

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manner, influencing various clubs, teams, and associations (Schwab, 2018: 50).

A study from 2014 by the Institute for Human Rights and Business (IHRB) highlighted the contentious aspects of sports governing bodies and criticized their conduct concerning the human and labor rights of professional athletes. Among others, FIFA is cited as a major contributor to creating a situation where unfair treatment occurs without any sanctions or accountability (Amis, 2014: 8). It is also noted that sports governing bodies position themselves as authorities above all else, expecting unquestioning acceptance and compliance with every rule created within their realm, stifling any questioning (Amis, 2014: 4). However, legal experts possess a sixth sense that distinguishes truth from falsehood, justice from injustice. This can be compared to a logical fallacy, specifically argumentum ad auctoritate, in which authority is used as evidence for certain claims, theses, or occurrences. An intriguing observation by Teubner argues that "global world law represents a significant example of spontaneous creation of global rules without state involvement." (Amis, 2014: 6).

This unchecked power of certain groups can lead to the erosion of fundamental rights. The danger of this can be seen in the words of Judge Sir Stephan Sedley, former judge of the Court of Appeal of England and Wales, who stated, "The main concern of rights in relation to the exercise of power is not the content of that power, but who exercises it and on whom it bears" (O'Leary, 2017: 7). The question arises as to why we allow certain groups to be above the law and whether we are aware of it. Otto van Bismarck once said, "Laws are like sausages. It's better not to see them being made." We are aware that sports governing bodies are established through a specific procedure and have a "distinct nature," a sui generis legal nature, but that doesn't make them legally independent. What sports governing bodies often overlook is that athletes are first and foremost human beings who need protection, and only secondarily professional athletes (Fujita, 2013: 4). Despite the significant success of sports law today, its independent existence remains a subject of various debates, and some countries refuse to accept complete independence. For example, the Regional Appellate Court in Frankfurt (Oberlandesgericht) holds the position that: "There is no lex sportiva that is independent of any state law." (Frankfurt Oberlandesgericht, D. Baumann / D.L.V., 2001: 161). Lex sportiva functions hierarchically and has been created, as mentioned earlier, by various legal creators. Among these creators, there is an interesting judicial body established in 1984 that has become a key player in the sports law system: the Court of Arbitration for Sport (CAS). This body has fought and continues to fight to liberate professional athletes from the clutches of different sports associations and federations, aiming to establish a certain degree of legal certainty in global sports law. Over the decades, the number of decisions by this body has grown to the extent that we now have a set of principles and rules strictly related to sports, referred to as lex sportiva (Schwab, 2018: 49). This formulation is not foreign to legal professionals, as we already have creations like lex mercatora and lex electronica.

3. STRUCTURE AND JURIDISCTION OF CAS

This arbitration body was established thanks to the vision of a man named Juan Antonio Samaranch. At that time, he was the President of the International Olympic Committee, with the desire to establish a mechanism strictly focused on sports law. It is noted that the intention was to create a "Supreme Court for Sports Law." However, the initial establishment of this quasi-judicial body faced significant challenges, and the reasons for such a situation are outlined. The first reason was the extremely limited number of cases handled by this body. Initially, the Court issued only three decisions per year, which did not meet the initial enthusiasm and led to overall dissatisfaction among professional athletes who expected more (Lindholm, 2019: 4). This disappointment was justified considering the creators' intentions for the Court to be a "kind of Hague Court in the world of sports" (Lindholm, 2019: 4). Nonetheless, every court needs time to establish an audience, particularly true for arbitration bodies (Lindholm, 2019: 4). Between 1986 and 2000, there were only a few hundred cases. However, from 2000 to 2021, there has been an incredible growth in procedures under the jurisdiction of the Court, with a reported increase of 8,000 distinct sports law cases during that period. The second reason for the slow evolution of this body was that International Federations ignored and boycotted the Court of Arbitration for Sport, and some even had their own judicial structures, rendering legal and judicial assistance in resolving disputes unnecessary. Some of these organizations eventually abandoned their judicial bodies. A third reason was the Court's structural affiliation with the International Olympic Committee, which contributed to creating an image of dependence on this judicial body (Fujita, 2013: 14).

Arbitration, including sports arbitration, represents a means of "peaceful settlement of international disputes by one or more arbitrators. The decision made by an arbitrator or a panel of arbitrators,

constituting an arbitral tribunal, is binding on the parties in the dispute and must be executed, provided that the parties or states voluntarily submit to arbitration" (Ganić, 2017: 369). Arbitration decisions are legally binding judgments, not mere advice or opinions. An arbitrator is a judge chosen by the parties, and they usually only address legal issues, broadly understood. The existence of a factual or legal issue that needs to be decided in accordance with legal principles is necessary (Le Fir, 2010: 279). Thus, arbitration is based on the principle of absolute autonomy of will, although this will becomes dependent when the arbitration clause indicates the arbitrability of a particular dispute. In this sense, the Court of Arbitration for Sport constitutes a permanent arbitration body with the goal of resolving sports-related disputes through arbitration and mediation The Court is structured with two distinct divisions, both located in Lausanne, with branches in New York and Sydney. As previously mentioned, without an arbitration agreement, no arbitration body can establish jurisdiction, as the agreement dictates when and to what extent the court can act. The New York Convention, in Article 2, outlines the foundation for the arbitration agreement, specifying the circumstances in which a party seeks relief from its state court when an existing arbitration agreement exists. The court must refer the party to the agreed arbitration and provides explicit scenarios when the court may proceed, such as the nullity of the arbitration agreement or its incapacity (Varadi, Knežević, Bordaš, Pavić, 2012: 581). The Court consists of at least 150 arbitrators and 50 conciliators. The former are responsible for arbitrating disputes involving one arbitrator or a panel of three arbitrators or more, while the latter mediate between the parties involved (Article C3, Statutes of the Bodies Working for the Settlement of Sports-related Disputes). Despite the possibility of mediation, the main task of this arbitration body is dispute resolution through the Ordinary Arbitration Division and the Appeals Arbitration Division (Article C20, Statutes of the Bodies Working for the Settlement of Sports-related Disputes). The finality of the arbitration decisions by this body and the lack of appeal is based on the principles of res judicata and ne bis in idem (More on the finality of arbitration decisions in: Avramov, Kreća, 2009: 546, Turner, 2005: 10, Article 81 of the Hague Convention of 1907, Article 52 of the ICSID Convention). The Ordinary Arbitration Division comprises chambers tasked with efficiently and successfully resolving all disputes brought before the Court through various structures of the Court's arbitration system (Articles R27-R37 and R38-46 CAS Procedural Rules). The Appeals Arbitration Division handles disputes involving decisions made by federations, associations, or other bodies related to sports. This happens when the organization's statutes prescribe such jurisdiction or when a specific contract mandates it (Articles R47-R59 CAS Procedural Rules).

4. THE IMPACT OF THE COURT

The Court's extensive activities are of significant relevance in the realm of the global sports law, particularly given the surge in procedures in the new millennium, which saw a growth of over 8000 cases. At least three relevant functions can be highlighted: 1) The Court has begun applying general principles of law within sports institutions, leading to the creation of the distinct "principia sportive." The use of legal principles has undeniably elevated legal certainty within the global sports law sphere; 2) Its role is highly esteemed in the interpretation and application of sports law, exerting influence over the establishment of binding rules within sports organizations; 3) The Court plays a pronounced role in harmonizing the global legal framework, attributable to its recognition as a superior court. This superiority is most evident in the Court's jurisdiction to deliberate upon and render decisions on matters involving sports organizations, federations, and similar entities. 4) The Court's resolute stance in purging sports law from the influence of extralegal factors is noteworthy. The first activity we have mentioned is manifest in the arbitration rules for the Olympic Games, stating that the Court shall "adjudicate disputes in accordance with the Olympic Charter, applicable regulations, universally recognized legal principles, and principles of the rule of law, and shall apply what the Court deems appropriate." On several occasions, the Court of Arbitration for Sport has highlighted the interconnectedness between sports governing bodies and state authorities, acknowledging their roles in legal, administrative, and sanctioning realms (CAS 98/2000, AEK Athens & S.K. Slavia Prague v. UEFA, award of 20 August 1999, para. 58). Hence, the Court endeavors to oversee sports institutions by comparing their operations to those of public administration. For instance, in the Pistorius v. IAAF case, the Court endorsed the decisions made by IAAF with the intention of assessing the degree of irregularity and whether the athlete's contested decision was "procedurally unfounded" (CAS 2008/A/1480, para. 56). Undoubtedly, the most significant principle established by the Court is the respect for fundamental human rights, which finds its basis in several decisions rendered by the Court. As exemplified by a decision stating that the Court has "always considered the right to audiatur et altera pars as a recognized legal principle that must be respected even in situations of internal proceedings within

federations. Federations must respect the right of individuals to be heard, as it is a cornerstone of the legal order" (CAS 2001/A/317 A. / Fédération Internationale de Luttes Associées (FILA), 9 July 2001, citing CAS 91/53 G. v/ FEI, award of January 15, 1992, Digest, p. 79, 86). In the early 2004, the Court stated that it "will always have jurisdiction to overturn decisions of any sports federation if the decision is not in accordance with good faith and is not aligned with fundamental human rights" (CAS OG 04/009, H.O.C. & N. Kaklamanakis / I.S.A.F., 2004). From this perspective, the Court of Arbitration for Sport appears as a law creator, holding a supervisory role, as it has contributed to making fundamental human rights and all other guaranteed rights the focal point to which everything must adhere, even powerful sports governing bodies (Lever, 1999: 285). Furthermore, there is a possibility that the Court could establish a new principle that gains legitimacy by incorporating it into the aforementioned concept of "principia sportiva," as these principles are reserved exclusively for the field of sports. For instance, principles like "fair play" or the principle of "strict liability" in doping situations could be incorporated (CAS 98/200 AEK Athens and SK Slavia Prague / Union of European Football Associations (UEFA), 158). What can be deduced from this is that apart from its overarching role in the world of sports law, the Court exhibits its superiority in another way by having the potential to be a creator of new rules in the field of sports law. This is also a demonstration of judge-made law at the international level. Regarding the interpretation of sports law, the Court's role is significantly pronounced, as evidenced by its influence on other sports bodies and larger bodies within the Court. The essence is that no larger body is obligated to follow the actions of another larger body; there is no legal framework for such. However, for the sake of coherence, larger bodies ensure that they do not contradict each other, resembling the World Trade Organization and its dispute resolution body, where though there is no formal stare decisis or precedent, these bodies still strive to follow their jurisprudence (Bhala, 1999: 845). Although we lack formal precedent, it is still taken into account within the larger bodies of the Court of Arbitration for Sport. One could even say that the procedural code has fallen silent regarding precedent, and the essence is that the Court can be guided by its own decisions but also deviate from them without any legal repercussions (Lindholm, 2019: 91). As an example of this situation, we refer to the Webster case, which is characteristic in that the Court ruled that in the event of a unilateral unjustified repudiation of the contract (repudiatory breach) by an athlete, the employer has no legal entitlement to any part of the athlete's market value. However, in the case of Matuzalem, although the Court noted similarities to the Webster case, it ruled that the loss of potential transfer funds can be considered compensable damages (Lindholm, 2019: 91). According to our references, five decisions have explicitly referred to previous judgments and rely on them. The first such decision was made in the Cullwick case in 1997 (Lindholm, 2019: 91). The role of this Court also involves the harmonization of global norms, accomplished by its rules serving as a pinnacle within the intricate legal system composed of multiple levels. However, the fundamental level is the "absolute right of the Court to exercise supervision over facts and law" (Karaquillo, 2008: 33). The Court is also empowered to issue new decisions for the purpose of legal harmonization, which may replace existing decisions or remand the matter to the previous instance (Kohler, Rigozzi, 2005: 30). After considering all the arguments presented, the question arises as to why we should study this arbitral body and its influence. It is cited as a primary reason due to the authority possessed by this arbitral body and its capacity to resolve important sports law matters through arbitration jurisdiction. Another reason is that the Court of Arbitration for Sport is the crowned monarch in the field of sports law, representing the "superior court of international sport" (Lindholm, 2019: 5). A third reason is that the unification of sports law through decisions of this Court will result in fair and equitable legal rules that will be applicable to athletes (Lindholm, 2019: 6).

5. CONCLUSION

In summary, the Court of Arbitration for Sport (CAS) plays a pivotal role in the sports world by providing a neutral and expert platform for resolving disputes. Its consistent adherence to principles of fairness and its influential decisions have a lasting impact on sports governance and law. CAS's existence ensures that the spirit of sportsmanship and integrity remains upheld while offering athletes and organizations a reliable avenue for conflict resolution. By offering a specialized panel of arbitrators and a comprehensive jurisdiction, CAS stands as a crucial mechanism in maintaining a level playing field and upholding the principles of transparency and justice in sports. As sports continue to advance, CAS's significance in shaping sports law and fostering trust among stakeholders remains undeniable. As sports continue to evolve and grow in complexity, CAS remains at the forefront of resolving conflicts and maintaining the integrity of sports competitions. Its ongoing commitment to fairness, impartiality, and expertise ensures that athletes and stakeholders have a reliable avenue for resolving disputes while

upholding the values that underpin the spirit of sportsmanship. In essence, the Court of Arbitration for Sport serves as a beacon of equity in the dynamic arena of sports law, fostering a climate of trust and accountability for all those involved.

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MULTI-WORD PREPOSITIONAL EXPRESSIONS OF THE TYPE PREPOSITION V, NOUN, PREPOSITION K IN TECHNICAL TEXTS OF SLOVAK NATIONAL CORPUS

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Abstract: The article deals with multi-word prepositional expressions in technical texts of Slovak National Corpus of the type: preposition v + noun + preposition k. Data are collected from the subcorpus prim-10.0-public-prf that comprises texts of the popular scientific style, scientific articles, studies, encyclopaedias. It is expected that the highest frequency of multi-word prepositional expressions would be in this subcorpus of technical texts because of informing; announcing new information, results; introducing new approaches and discussing. From the frequency list of multi-word prepositional expressions of the above mentioned patterns, 15 expressions were identified to fulfill criteria for multi-word prepositions, i.e. vo vzťahu k(u), v protiklade k(u), v prístupe k(u), v pomere k(u), v opozícii k(u), v kontraste k(u), v smere k(u), v relácii k, v kontrapozícii k, v protipóle k, v kontrapunkte k, v protismere k, v súvzťažnosti k, v nepomere k, v súvislosti k. The expressions were classified and analysed according to three groups using lexico-semantic approach, i.e. neutral relationship, comparing relationship and opposite relationship. Development of terminology on multi-word prepositional expressions in the Slovak morphology is included.

Keywords: preposition, multi-word prepositional expression, Slovak National Corpus
Field: Social Sciences and Humanities

1. INTRODUCTION

Motivation for writing the article on multi-word prepositional expressions was the English morphology. i.e. classification of prepositions according to the structure. Prepositions are divided into simple (one-word prepositions, e.g in) and complex (multi-word prepositions, e.g. in according to). Complex three-word prepositions consist of simple preposition + noun + simple preposition of the type: for: in exchange for, in return for; of: by means of, in case of, in front of, in spite of, on grounds of (Biber. D. et al. 1999). Prepositions are words that in connection with cases express circumstances, e.g. place, time, manner, reason and other relations. The meaning of prepositions on their own is general, abstract. They express only relationships between the sentences elements. They are called grammatical or functional words (Pauliny, E. 1981). Prepositions are words that in connection with the indirect cases of nouns, pronouns and numerals express relations of circumstance, object and attribution. (Dvonč, L. et al. 1966).

2. THEORETICAL BACKGROUND

2.1. Classification and terminology of prepositions in the Slovak morphology

Pauliny et al. (p.305, 1968) divided prepositions according to their origin into primary and secondary. In the Slovak language, primary prepositions are used in word formation in the function of prefixes, e.g.: vy-skúšať, na-variť, do-písať, etc. Primary (vlastné, primárne, prvotné) prepositions sa used only as prepositions in the prepositional structures. Secondary prepositions, e.g. mimo, blízko, miesto are prepositional cases or adverbs by origin, that are used as prepositions in the prepositional structures. According to the context they can function as adverbs or nouns. Oravec (1967) describes multi-word prepostions (MWPs) as secondary prepositions from the prepositional cases (druhotné predložky z predložkových pádov), e.g. v podobe, na úkor, na konto, etc. The term viacslovné predložky (multi-word prepositions) is not established in the Slovak morphology. Vaňko in Dolník (2010, p.301) mentions that primary preposition k is a part of prepositional expressions vo vzťahu k, v pomere k, v relácii k, v protiklade k denoting reference especially in the technical texts.

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Dvonč et al. (1966, s.621) state that the role of secondary prepositions can be substituted by other word classes: a) structures (tvary) i.e. plain or prepositional cases of nouns, e.g. vďaka, vzdor, ohľadom, následkom, vinou, v záujme, za cieľom; b) structures from the structures of nouns and primary prepositions, e.g. vzhľadom na, so zreteľom na, bez ohľadu na, na rozdiel od; c) absolute non-finite verb participles (on its own or in connection with the primary prepositions), e.g. začínajúc, končiac, počítajúc do toho, nevynímajúc, nepozerajúc na, odhliadnuc od. The authors of the Morphology of the Slovak language in 1966 state that such multi-word prepositional structures exist but they are not defined as prepositions. Other word classes, examples a, b, c are considered and defined in the Czech morphology as multi-word prepositions. They belong to the word class of prepositions. (Čermák, 1996, Blatná, 2006). Certain MWPs are recorded in Slovník súčasného slovenského jazyka (SSSJ, 2006, p.424) e.g. s cieľom is defined as a preposition followed by infinitive.e.g. s cieľom poskytnúť pomoc. It is recorded under the noun, the entry cieľ.

The term complex prepositions and the term secondary complex expressions with prepositional validity (druhotné zložené výrazy s predložkovou platnosťou) is applied in the connection of prepositionalization of prepositional cases. Dvonč et al. (1966, s.671) stated that prepositional cases become complex preposition when the meaning of the primary preposition faded away or its meaning is unclear. Then noun expresses the same as the preposition or when the preposition gets new shade of meaning. Complex prepositions express mainly derived adverbial relations (reference, means, manner, effect, reason, concession), e.g. vzhľadom na, s ohľadom na, so zreteľom na, v porovnaní s, vo vzťahu, etc. Basic adverbial relations. i.e. place and time are not expressed by complex prepositions so much.

Complex prepositions represent a fixed combination of words. Not all combinations of words are considered to be fixed. (Hudcovičová, 2020).

2.2. Meaning, multi-word character as a feature of phrasemes

Primary prepositions have general meaning. They can express several meanings, depending on the case they are connected with and other features, e.g preceding verb, noun, adjective. Hudcovičová (2009) found out that the Slovak dependent preposition na can have eleven English prepositional counterparts.e.g. na - to, of, at, on, for, into, onto, with, against, in, about). Each preposition has a basic meaning that can be more general or specific. Additional meanings induce from the basic meaning. The specific meaning of prepositions depends on the words, they are connected with, from their grammatical and semantic nature of the words (Dvonč et al., 1966, s.307). Šimková (2006) mentions that two-word and other multi-word prepositions are lemmatized in the Slovak National corpus as the connection of preposition or prepositions and the noun in accordance with structural-morphological principle.

Multi-word prepositions show typical features of multi-word expressions known from phraseology. In the English phraseology, complex prepositions belong to so–called grammatical collocations. Hudcovičová (2007) analysed Slovak preposition z and their English prepositional equivalences in the context of the sentence. She postulated that typical patterns of verbs and prepositions are expected because of the transitive character of the verbs that precede the prepositional phrase. Occurrence of the preposition is not random but expected and depends on the character of the preceding verb.

Grammatical collocations of the type verb + preposition of or to were analysed by Hudcovičová (2017). These typical fixed expressions contain one lexical word and one functional word. The analysis brought interesting results and confirm that certain semantic groups of verbs are connected with a certain semantic type of prepositions. The meaning of the preposition is close to the meaning of the verb with which it collocates. The fixed expresssions of the type, e.g. functional word +grammatical word: verb + preposition, adjective + preposition, preposition + noun, preposition +noun+preposition share the features of phraseological units in a different degree, e.g. multi-word character, fixedness, ready-made character, conventionality, functional unity, etc.

Petkevič (2020, p.52) see relationship between multi-word prepositions and collocations of the grammatical character. Complex prepositions show the so-called statistical idiomaticity, which means that these expresssions are usually not semantically idiomatic but have an above-average frequency and restricted collocability. Banášová (2022, p.88) analysed prepositional multi-word expresssions of the type out of the question. She states that prepositional multi-word expressions have a character of lexicalized minimal phraseological unit.

In the theory by F. Čermák prepositional expressions of the type na konto, bok po boku, s cieľom are considered as the multi-word expresssions (frazémy) and compiled in dictionaries. (Čermák et al., 2009, p. 495). Jarošová (2007, p.81) stated that the status of synsemantic multi-word structures, e. g. multi-word prepositions, conjunctions, interjections is unclear. (Dvonč et al.,1966, p. 667) states that prepositionalization of the meaning of the word or the multi-word expression means that the word or the

multi-word expression loses independence of the meaning, it does not function as a sentence element and behaves as a functional (grammatical) word.

Dependence of the meaning (významová nesamostatnosť) in the multi-word prepositional expressions is remarkable by the following features:

1. Secondary cases of the personal pronouns in the 3rd person following the multi-word prepositional expressions begins with ň that is typical for primary prepositions, e.g. následkom neho, pomocou nej

2. Relative pronouns follow the multi-word prepositional expressions that is typical for primary prepositions, e.g. následkom ktorého, pomocou ktorej, prostredníctvom ktorých, vďaka ktorému, zvonku ktorého ...

3. When the multi-word prepositional expressions represent one complex, the premodifier of the head (the head represents a noun in the structure) cannot be inserted, e.g. v podmienkach, v oblasti.

4. In the multi-word prepositional expressions noun cannost be substituted by their synonyms, e.g. v dôsledku, v záujme.

5. In the multi-word prepositional expression a basic preposition cannot be substituted by other prepositions or the case of the noun by other cases.

Blatná (2006, p.12) uses the term multi-word prepositions (MWP) and define them as follows:

1. MWP fullfils functional criteria for syntagmatic status
2. Fixedness, i.e. the sufficient frequency
3. Occurrence of at least one, maximum two simple prepositions in the structure of MWP.
4. In the case of MWP, the premodifier or postmodifier of the head (the head represents an abstract noun in the structure) cannot be inserted
5. Necessity of the valency, MWP precedes the noun in a specific case or nominalized structure.
6. Restricted possibility of abstract noun pluralization
7. The Identitical simple preposition cannot be used twice in the initial as well as final position.

Frequency dictionary of the Czech language contains only MWP with the ratio between the frequency of the lemma of the abstract noun and the number of occurrences of MWP as one complex reach over 50%. Čermák (1996b, p.38) introduces 7 structural types of MWP: 1a prep S abstract, e.g. z hlediska;1b pred S abstract, e.g. prep v souvislosti s; 2 Vf prep nehledě na; 3 ADV prep spolu s; 4 Sc prep vzhledem k; 5 S prep S tváří v tvář; 6 izolované co do, až na; 7 cizí à la. Schillová (2012, p. 428) analysed Czech complex prepositions of the type adverb + preposition, type 3 in above-mentioned classification. She postulated that in the top ten most frequent combinations, there are two expressions that are already considered as complex prepositions in linguistic literature. These are spolu s (together with) (rank 2) and společně s (jointly with) (rank 7).

Subject of our analysis are multi-word prepositional expressions of the type 1b: simple preposition v + abstract noun + simple preposition k, e.g. vo vzťahu k. Number of occurences of the preposition v in the Slovak National Corpus, version 10.0 is 36 811 949. Number of occurences of the preposition k in the Slovak National Corpus is 4 626 729. The subcorpus prim-10.0-public-prf was selected because it was expected that the occurrence of multi-word prepositional expressions would be the highest in this type of subcorpus. It contains professional texts on scientific literature, articles, journals, university textbooks, popular science, special interest magazines, primary and high school textbooks, encyclopedia, alphabetically arranged works manuals, operating instructions, recipes, etc. Oravec (1962, p. 262) states that certain new prepositions (vzhľadom na, vo vzťahu k, etc.) are frequent in the academic style while other are still rare. The typical features of academic style is to describe things in relations, i.e. relations that are more abstract, more complicated or more precise in comparison with using primary or secondary prepositions. That is the reason why the frequency of prepositions describing relationship is increasing.

3. RESEARCH

In the subcorpus prim-10.0-public-prf the research on multi-word prepsotional expression of the type prep v + noun + prep k has been carried out via query [lemma="v"] [tag="S.*"] [lemma="k"]. The frequency list of the multi-word prepositional expressions was analysed item by item. The list contains 1 556 prepositional multi-word expresssions. Some examples were repetitive and represented only different orthographic forms, e.g. capital letter in the initial preposition, a vocalised form vo, ku, capitalized complete multi-word prepositional expressions in the headings were listed separately. Criterion for defining the pattern as an independent (to a certain degree) multi-word prepositional expressions was the fact that in the case of MWP, the premodifier or postmodifier of the head (the head represents an abstract noun in the structure) cannot be inserted. It means that the pattern represents one complex recognizable from

the preceding and following patterns with the clear first constituent in the pattern, i.e. simple preposition v, and the clear final constituent, i.e. simple preposition k. There is really a tight relationship between all their constituents. The following multi-word prepositional expressions were selected manually and were further analysed, i.e. vo vzťahu k(u), v protiklade k(u), v prístupe k(u), v pomere k(u), v opozícii k(u), v kontraste k(u), v smere k(u), v relácii k, v kontrapozícii k, v protipóle k, v kontrapunkte k, v protismere k, v súvzťažnosti k, v nepomere k, v súvislosti k.

Fig 1 Frequency list of MWP of the type prep v + noun + prep k

MWP	Frequency MWP	abstract noun frequency	ARF	Blatná
1. vo vzťahu k(u)	17 166	158 633	63 129	ve vztahu k
2. v protiklade k(u)	908	8 182	3 046	v protikladu k
3. v prístupe k(u)	671	56 087	22 421	0
4. v pomere k(u)	520	28 252	11 437	v poměru k
5. v opozícii k(u)	295	5 514	1 817	0
6. v kontraste k(u)	141	4 822	1 879	v kontrastu k
7. v smere k(u)	74	47 882	22 689	ve směru k
8. v relácii k	49	6 172	1 839	0
9. v kontrapozícii k	8	103	38	0
10. v protipóle k	5	1010	501	0
11. v kontrapunkte k	5	468	42	0
12. v protismere k	4	135	70	0
13. v súvzťažnosti k	3	419	161	0
14. v nepomere k	3	431	231	0
15. v súvislosti k	2	50 213	23 353	0

0 indicates that Blatná did not mention Czech MWP counterparts in her study. 15 MWPs were identified in the research, i.e. vo vzťahu k(u)- in relation to , v protiklade k(u)- in contradiction to; v prístupe k(u) - in the attitude towards; v pomere k(u) - in ratio towards; v opozícii k(u) - in the opposition towards; v kontraste k(u) – in contrast to; v smere k(u) - in direction towards; v relácii k(u) – in relation towards; v kontrapozícii k(u)- in anteposition towards; v protipóle k(u)- in opposition towards; v kontrapunkte k(u)- in opposition towards; v protismere k(u)- in anteposition towards; v súvzťažnosti k(u) – in correlation to; v nepomere k(u) - in disproportion towards; and v súvislosti k(u) - in relation to. According to the frequency of the MWP the most frequent is definitely vo vzťahu k – in relation to with the value 17 166. In the range of frequency 1000 - 500 the following MWPs were included: v protiklade- in contradiction to; v prístupe - in the attitude towards, v pomere k – in ratio towards. In the range of frequency 500 – 100 the MWPs v opozícii k - in the opposition towards, v kontraste k - in contrast to were detected. In the range of frequency 100- 50 only one MWP fell into this group, i.e. v relácii k - in relation towards. The last 7 MWPs fall into the range of frequency 10 - 2, e.g. v kontrapozícii k - in anteposition towards, v protipóle k - in opposition towards, v kontrapunkte k - in opposition towards, v protismere k - in anteposition towards, v súvzťažnosti k - in correlation to, v nepomere k - in disproportion towards, v súvislosti k - in relation to.

1. V postoji k- in the attitude towards, v prístupe k - in the attitude towards indicate neutral relationship. V smere k(u) - in direction towards can fall into this semantic group only in the meaning in relation to, e.g.

Jeho nejednoznačnosť sa ďalej prejavuje v postoji ku skutočnosti. His ambiguity is further manifested in his attitude towards reality. (SNK)

2. MWPs v protiklade k - in contradiction to; v kontraste k - in contrast to, v opozícii k - in opposition towards; v kontrapunkte k - in opposition towards; v kontradikcii k – in contradiction towards; v kontrapozícii k - in anteposition towards; v protipóle k- in anteposition towards; v protismere k - in anteposition towards, v nepomere k - in disproportion towards represent similar meaning. They indicate relationship of opposition, e.g.

Situácia sa vyvíja v protiklade ku koncepcii zákona o verejnoprospešnej činnosti. The situation is developing in opposition to the concept of the Act on Public Benefit Activities. V našom prípade sa jedná o princípy severoatlantického modelu mediálneho systému v kontrapunkte k severo-stredoeurópskemu modelu médií. In our case, it is about the principles of the North Atlantic model of the media system in counterpoint to the North-Central European model of the media. (SNK)

3. MWPs vo vzťahu k – in relation to; v pomere k - in ratio towards, v relácii k - in relation towards; v súvzťažnosti k - in correlation to indicate comparing relationship, e.g.

Úlohou modelov je reprezentovať realitu a poskytovať určitú predikciu vo vzťahu k správaniu spotrebiteľov. The role of models is to represent reality and provide a certain prediction in relation to consumer behavior. Štiavnické pohorie je v pomere k podobným výškam všetkých slovenských pohorí najteplejšie. The Štiavnica Mountains are the warmest in relation to similar heights of all Slovak mountains. (SNK)

4. CONCLUSION

Terminology varies and is not unified when describing MWPs in the Slovak linguistics. Dvonč et. al. (1966) state that secondary prepositions can be substituted by other word classes: structures (tvary) i.e. plain or prepositional cases of nouns, e.g. v záujme, za cieľom; structures from the structures of nouns and primary prepositions, e.g. vzhľadom na; absolute non-finite verb participles (on its own or in connection with the primary prepositions), e.g. nepozerajúc na, odhliadnuc od. Above-mentioned other word classes can represent multi-word prepositions when they have character of the functional words described by Dvonč (1966) or Blatná (2006). Dvonč et al. use another term complex prepositions (zložené predložky) and the term secondary complex expressions with prepositional validity (druhotné zložené výrazy s predložkovou platnosťou). Vaňko in Dolník (2010) describes them as prepositional expressions vo vzťahu k, v pomere k, v relácii k, v protiklade k.

Selected MWPs with the pattern prep v + noun + prep k express relationship, i.e. neutral, e.g. V postoji k, v prístupe k; comparing relationship is fignificant in the examples vo vzťahu, v pomere k, v relácii k, v súvzťažnosti; the relationship of opposition is expressed by e.g. v protiklade k, v kontraste k, v opozícii k, v kontrapunkte k. Certain MWP can occupy even initial position in the sentence. Some of them can help to express relations not only within the sentence as it is in the case of simple prepositions. They are able to link ideas within two sentences in sequence, e.g v protiklade k in the sentence b. a) Vďaka tomu sa jeho postoj odlišuje od tradičných teórií prirodzeného zákona, ktoré tvrdia, že svedomie je vrodené poznanie morálnych princípov. b) V protiklade k tomu Locke tvrdí, že svedomie je domnienka o správnosti alebo nesprávnosti vlastných činov a takéto domnienky možno získať učením a zo zvyku. (SNK). The most frequent MWP is vo vzťahu k with the value 17 166. In the range of frequency 1000 - 500 the following MWPs were included: v protiklade, v prístupe, v pomere k. Frequency scale 500 – 100 is represented by v opozícii k, v kontraste k. Frequency 100 - 50 contains only MWP v relácii k. The last 7 MWPs fall into frequency scale 10 - 2, e.g. v kontrapozícii k, v protipóle k, v kontrapunkte k, v protismere k, v súvzťažnosti k, v nepomere k, v súvislosti k.

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THE EUROPEAN UNION'S ENLARGEMENT POLICY CHANGES IN THE LAST DECADE – A SUCCESSFUL INTERNATIONAL PRACTICE OR DYSFUNCTIONAL TRANSFORMATION?

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Abstract: Since 2004, the European Union's (EU) transformation and integration potential has been evident and limited. An unusual pattern of perceived threats and challenges precluded the EU's enlargement. One country from the Western Balkans' (WB) fold was found suitable over the last ten years to join the EU. The rest of the WB are still queuing in front of the gates of the EU family. The purpose of this paper is to assess how recent changes in the international arena, including suffering on Ukraine's soil and providing candidate status for Ukraine at the same time, affected the EU "red lines" in the enlargement process, together with the lessons learned from the considerable enlargement in 2004. Does the EU enlargement policy as primarily part of the EU foreign policy still have the effect of a "screwdriver," or has it eventually become a "hammer" of hard power and force by hitting suddenly foreign policy problems that look like nails (Kagan, 2003), as it seems in Ukraine's example? Did the Lisbon Treaty bring profound transformation to enlargement policy, and is it still one of the EU's successful stories? This article aims to answer these questions. The assessment method is based on the International practice theory approach and Christian Bueger's and Frank Gadinger's definition and determinants of practice known as the Commitments of International Practice Theory (relying on elements of practice defined by Emanuel Adler and Vincent Pouliot). This approach judges whether or not the EU is a global actor that fulfills all inquiries of creating international practice from the enlargement policy. Based on the results, it is confirmed that the EU is a worldwide actor surviving in times of global transformations and that the enlargement policy is a valuable international practice. However, changes in the conditionality policy in the EU accession process could lead to several scenarios, and one of them is the loss of interest in some of the candidate countries, which could cause perceiving the enlargement policy as a dysfunctional transformation in the future.

Keywords: EU, enlargement, foreign policy, theory of practice, conditionality.
Field: Social sciences.

1. INTRODUCTION

The issue investigated is dedicated to the enlargement policy of the EU, defined as "the process whereby states join the European Union after they have fulfilled a set of political and economic conditions." As stated, "The accession criteria, or Copenhagen criteria (named after the 1993 Copenhagen European Council meeting which defined them), are the essential conditions all candidate countries must satisfy to become an EU member state. These are political criteria: stability of institutions guaranteeing democracy, the rule of law, human rights, and respect for and protection of minorities; economic criteria: a functioning market economy and the capacity to cope with competition and market forces; administrative and institutional capacity to effectively implement the EU acquis (body of common rights) and ability to take on the obligations of EU membership (European Commission, 1993). Even though the Lisbon Treaty did not change the mentioned enlargement policy criteria, it altered the diplomacy of the EU and institutional system together with a way to perform EU foreign policy towards third countries. Those changes consist of new institutions mirrored in the European External Action Service, High Representative for Foreign Affairs and Security Policy, and Delegations of the EU, formerly presenting the Commission of the EU only and now EU as a single entity and unique international legal subject (Đurčević Cucić, 2021). The Treaty of Lisbon came into force in December 2009. Since then, only Croatia has implemented the required conditions of becoming one more democracy in the company of the EU members. Once the country fulfills all highlighted criteria and all EU member states approve it unanimously, it becomes part of the EU. However, the practice and present situation in the EU shows us that in the last ten years, the candidates have yet to express enough willingness and readiness, according to the EU, to be valuable members. The last country that joined the EU family was, as previously mentioned, Croatia in 2013. As of August 2023,

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the number of candidate countries remains as follows: Montenegro, Serbia, Türkiye, North Macedonia, Albania, Ukraine, Moldova, and Bosnia and Herzegovina. Considering the European Council conclusions (2022), the potential and preparedness of all mentioned countries are not high on the Copenhagen criteria ladder. It may seem that enlargement policy since the Lisbon Treaty has been tripped over somewhere between the intention of resolving the international crisis by granting candidate status (Ukraine), constant regional issues, and lack of progress in reforms that involve introducing a new methodology approach in 2020 (Western Balkans) or having specific political differences and discrepancies with leaders (Turkey). Alternatively, the crucial reason for cautionary behavior resembling "who should be in and who should stay out" is no less critical than "red lines" and lessons learned from previous enlargements.

This paper aims to assess if the EU enlargement policy has the effect of a „screwdriver"or if it holds the „hammer" regarding new memberships. The presumption of this research goes both ways, and the International practice theory approach is essential in evaluating these ways to define the EU's position as a diplomatic actor who can produce valuable international practice. The lack of membership in the last decade and the change in policy and attitude toward candidates are essential indicators for a better understanding of EU behavior.

2. MATERIALS AND METHODS

Using the International Practice Theory (IPT) approach is, at the same time, complex but challenging when it comes to this specific topic. This part of the paper aims to provide sufficient details on whether the EU fulfills the criteria stated in Bueger's and Gadinger's framework of how some behaviors and actions become practices. Their explained commitments to IPT rely primarily on Pouliot's and Adler's turn in international practice theory. Hence, the hypothesis is that the EU is a global game-changer due to its capability to produce and provide solid and valuable international practice embodied in the EU enlargement policy.

Adler and Pouliot (2011, p.4) wrote, „Practices are socially meaningful patterns of action which, in being performed more or less competently, simultaneously embody, act out, and possibly reify background knowledge and discourse in and on the material world." When it comes to "international practices" Adler and Pouliot (2011a, p.7) denote "socially organized activities that pertain to world politics, broadly construed." Their fundamental claim is that to recognize any action as a prosperous practice, it has to include the following elements: first, practices are performances or processes of doing something; Second, practice tends to be patterned and exhibits certain regularities over time and space; Third, practice is more or less competent in a socially meaningful and recognizable way; Fourth, practice rests on background knowledge, which it embodies, enacts, and reifies all at once; Fifth, practice weaves together the discursive and material worlds (Adler&Pouliot, 2011, pp.6–7). Starting from this point of view, Bueger and Gadinger elaborate on specific commitments of IPT that will be used to examine EU enlargement policy as one particular international practice. The comparison with the international G8 annual summits elaborated by Adler and Pouliot is an excellent example of how EU enlargement policy could be perceived as a practice. They confirmed that these meetings of state officials constitute an international practice as they conform to the five dimensions they laid out (stated above).

As Bueger and Gadinger (2018, p.27) noted, the first commitment of the IPT is "practice theories emphasize process over stasis, foregrounding the procedural dimension of practice, and positing that any process requires activity." Even though it is stated that EU enlargement is primarily a "policy" created by the EU institutions and decision-makers, it should be clear that this policy is turned into an "enlargement process" known in worldwide discourse. This process is a constant, structured, organized, and step-by-step implemented activity that became a practice since the first enlargement in 1973 with Ireland, Denmark, and the United Kingdom. Compared to the G8 summits from Adler and Pouliot's analysis (2011, p.7), "First, G8 summits are performances; they consist of a number of actions and processes that unfold in real-time, from the welcoming ceremony to the joint press conference through the official photography. Second, these performances are patterned from one year to the next." Bearing this in mind, the EU enlargement process is also a performance that consists of several actions and processes that happen in real-time, such as annual meetings of the Stabilization and Association Committee, Stabilization and Association Council, as well as different Sub-committees established by the Stabilization and Association Agreement (SAA) that all countries need to sign prior of becoming a "candidate" (as an example of EU and candidate country negotiations documents please see: Council of the European Union, 2008; for Republic of Serbia available at: https://www.mei.gov.rs/eng/documents/negotiations-with-the-eu/ ; for the EU documents and evaluations of Serbia position, available at: https://www.mei.gov.rs/eng/documents/

eu-documents/; for the EU documents and assessment of the WB countries: https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/enhanced-eu-engagement-western-balkans_en; for the EU documents and evaluations of other candidates: https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy_en). When it comes to these official setups, they are well known as the organized and structured performance of meetings with high-level officials from both sides (the EU and candidate countries). The welcoming ceremony and the joint press conference are part of these performances, and a "family photo" at the end.

The second commitment refers to the distinct perspective on the knowledge that practice theories offer. Friedrichs and Kratochwil (2009) added that practice theorists situate knowledge in practice and, in that way, develop a unified account of knowing and doing. As Shotter (1993, p.7) affirmed, "connecting practice, acting and knowing, implies understanding knowledge as "knowing from within." Such a conception of knowledge is, according to practice theorists, beyond the conventional definition of "knowing that" and "knowing how" since it is more comprehensive and broader even than the background knowledge (explained by Adler and Pouliot). As Bueger and Gadinger defined (2018, p.28), knowledge, its application, and creation cannot be separated from action: "It would be wrong to see the concept of practice as merely a synonym for action." In practice, the actor, his beliefs and values, resources, and external environment are integrated "in one activity system, in which social, individual and material aspects are interdependent" (Hajer and Wagenaar 2003, p.20 as cited in Bueger and Gadinger 2018, p.28). Compared with the G8 summitry, Adler and Pouliot (2011, pp.7-8) highlighted, "Participating state officials generally exhibit a variable degree of competence as they attend the summit. Fourth, much of the performance rests on a form of background knowledge that is bound up in practice. For instance, there is a particular and skillful way for state officials to subtly take a little distance from the consensus forged for the official communique ". The assumption is that the EU enlargement process refers to different "types" of knowledge needed for the proper and quality policy implementation to reach the most democratic countries to become part of the community. Those different types of knowledge are created based on the "background knowledge" and the competence of officials included in the enlargement process. The mentioned Copenhagen criteria indicate how some country is well prepared or advanced in the preparation process for accession to the EU. In that assessment process, officials representing the EU "generally exhibit a variable degree of competence" as they are appointed for the mission of enlargement, which should be similar to the opposite side eager to join the EU. Therefore, it could be affirmed that this specific process connects "knowing, acting and practice," using collected knowledge to enlarge EU borders and influence successfully.

Thirdly, practice theories consider knowing and acquiring knowledge by learning as inherently collective processes. Members of a distinct group learn and internalize practices as "rules of the game" primarily through interaction. Practices as "repeated interactional patterns" achieve temporary stability because "the need to engage one another forces people to return to common structures" (Swidler, 2001, p.85). On this matter in terms of Theory of practice approaches, Etienne Wenger (1998, 2000) and Theodore Schatzki (2001, 2002, 2003) pointed out the Community of Practice Approach (CPA) as a vital social theoretical account. However, Adler (2005) introduced this approach in International relations and made it valuable. "Two ideas are central in CPA: firstly, that learning is a core mechanism of practice by which knowing and doing become related, and secondly, that practice is organized in community structures" (Bueger&Gadinger, 2018, p.52). As for the EU enlargement process, the assumption is that learning processes exist "within" the EU structure first to recognize and comprehend how the enlargement process works. Second, this learning process and interaction occurs within one community structure: the EU family (member states). Third, the learning process and creating knowledge become practice once the EU family commences sharing with others outside the circle, which are, in this regard, third countries. Fourth, third countries become candidates once they accept learning and knowledge as part of their obligations and reality. Finally, this reality becomes a practice organized in one shared community structure immediately when the EU and candidate countries officially start the negotiation on accession and last until the candidate switches to a member state. However, the practice continues with another candidate until it reaches its full potential. Therefore, the hypothesis that EU enlargement policy is an international practice on this matter is evident, bearing in mind that the EU is establishing "rules of the game" to start interacting with countries outside the border (more on the EU as a community of practice in Bicchi, 2011).

Fourthly, practice theorists contend that practices have materiality: bodies are the primary carriers of practices but are not the only ones. Material artifacts or technologies can also fulfill this function. To stress the impact of objects, things, and artifacts on social life is not to add the element of materiality merely; it is an attempt to give non-humans a more precise role in the ontologies of the world (Bueger&Gadinger, 2018, p.28). Comparing the G8 summits, it is said, "Fifth and finally, G8 summits are ideational and material.

Participants spend a lot of time publicly and privately talking about their meetings to represent preferences and policies. To do so, they use various materials – conference rooms, ceremonial artifacts, the Internet, note exchanges with sherpas, etc." (Adler&Pouliot, 2011, pp.7-8). It is the same with the enlargement process and meetings arranged in advance annually (SAA Committee or Sub-committees). "Material" and "non-human" are used at all those meetings since participants insist on using technology, paper, and conference rooms, and in the years of the COVID-19 pandemic, technology contributed essentially by using platforms such as WEBEX, ZOOM, or MS Teams. This helped to continue different practices, and EU enlargement activities since meetings were not canceled due to the closure of borders and travel restrictions but organized through secure online platforms such as WEBEX. According to the five elements of practice defined by Adler and Pouliot and compared to the G8 summitry, the EU enlargement policy is said to be approved as an international practice. The additional commitments of IPT that Bueger and Gadinger singled out add value to this assessment.

Fifthly, social order is understood as multiplicity. Instead of assuming universal or global wholes, the assumption is that there are always multiple and overlapping orders (Schatzki, 2002, p.87). There is never a single reality, but always multiple ones. "This does not imply chaos, limitless plurality, or an atomized understanding of order; orderliness is an achievement. It requires work and emerges from routines and repetitiveness in "situated accomplishments" of actors" (Lynch, 2001, p.131). "As such, order is always shifting and emergent; the assumption is that actors are reflexive and establish social orders through mutual accounts. Practices have a dual role, both creating order through accountability and serving to alter the "structure" by the innovativeness of reflexive agents" (Bueger&Gadinger, 2018, pp.28-29). On this matter, it is easy to explore the differences between the enlargement practice of the EU, bearing in mind that every "enlargement wave" since the establishment of the EU (European Communities before) was different in policies, conditions, requirements and real-time issues. As a result, the enlargement process is not entirely universal. On the contrary, there are always multiple and overlapping orders and different orders depending on the candidate in the negotiation process. The specific order exists, the ladder of criteria that must be fulfilled to climb to the top. However, every enlargement brought new lessons learned, conditions, and "red lines" to be drawn for the future candidates so that the EU remains a valuable organization. In that regard, what was brought as an issue with the enlargement to the Eastern European countries in 2004 and 2007 became a "red line" for the countries waiting in the line, such as those of Western Balkans. In conclusion, only one country in the last decade became a new member state, and a process is still ongoing for multiple countries to perform various orders and create different realities.

"Sixthly, practice theories embrace a performative understanding of the world; the world depends on practice." (Bueger&Gadinger, 2018, p.29). Regarding this claim, different ways of performing the EU practices influence the world. Whether it is the health crisis such as the COVID-19 pandemic or the security crisis in Ukraine, the contribution of EU performance is immensely accepted, and the EU response is always awaited. Therefore, world politics could not be perceived as complete without the EU practices. Furthermore, "this "world of becoming" is the product of ongoing establishment, re-enactment, and maintenance of relations between actors, objects, and material artifacts. The concept of enactment turns the focus away from the idea that objects or structures have assumed a fixed, stable identity and that closure is achieved at some point. Enactment stresses the genuine openness of any construction process. Construction is never complete; objects, structures, or norms, therefore, exist primarily in practice. They are real because they are part of practices and are enacted in them. Practice is not a substance; it is continuously emergent and dependent on performances." (Bueger&Gadinger, 2018, p.29). The concept of enactment is closely connected to the idea of the EU since all politics on paper are enacted and put into practice, and enlargement policy as well. Therefore, whenever a new approach is adopted, it can exist only if it is implemented. Whenever amendments and iterations in terms of the enlargement procedures are introduced, they will be applied to the candidate countries' negotiation framework and negotiated with the officials, which means that this process is open and becomes a practice. An example is the new methodology for accessing the WB initiated in 2020 as a credible perspective (European Commission, 2020).

"Seventhly, practice theorists give primacy to the empirical and call for a readjustment of the relation between theory and practice. Practice theory is best understood as a methodological orientation in which concepts provide starting points, allow one to problematize, and ask empirical questions." (Bueger&Gadinger, 2018, p.29). The EU enlargement policy here is assumed to be an international practice, neither a theory nor a methodology dedicated to this theory. However, based on everything written and the author's personal experience*, all the EU policies, especially enlargement, prioritize the action

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and the empirical orientation. Moreover, the enlargement policy strictly focuses on empirical evidence and data submitted directly from the candidate countries through official channels. Every official meeting dedicated to the SAA process considers providing contributions of "what has been done in the previous period from the last meeting." The assessment is based on the information provided, and evaluation occurs afterward. An example is a Country report (previously called Progress Report) that the European Commission periodically prepares for each candidate and potential candidate (Reports dedicated to the Western Balkans available at: https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/strategy-and-reports_en).

3. RESULTS AND DISCUSSIONS

According to the arguments elaborated in the previous chapter of this paper, it could be concluded that EU enlargement policy became an essential international practice that influenced not just European borders but also world politics. However, if it is stated that the EU enlargement policy became widely known international practice, it is not understandable why there have been no new members since 2013. Schatzki explained that every practice insists on change. However, he highlighted that constant doing must not be equated with change. He distinguishes between minor adjustments and major ruptures in practice (Schatzki, 2002, p.234). Both could be the case with the enlargement practice. It is already mentioned that EU enlargement policy has been constantly under moderation depending on the region/country that intends to join. These moderations or minor adjustments in the conditions are the results of different factors. One of the reasons for "minor" moderations in enlargement practice is in the course of the EU policy prioritization. The world economic crisis of 2008 affected all markets, including the EU common market. Therefore, the funds and means dedicated to the enlargement process and investment plans toward new membership were questioned and postponed. Secondly, in 2009, the Lisbon Treaty came into force with new institutional changes, structure, and re-organization that should help position the EU as an important diplomatic agent in the international arena. Consequently, in 2011, the EU became the first regional organization to gain "enhanced observer status" at the General Assembly of the United Nations, enabling the EU to improve its position within the UN and develop its game-changer role in the multilateral framework (United Nations General Assembly, 2011; Panke, 2014; Đurčević Cucić, 2022). In this period, the EU was focused on its multilateral diplomacy; even though the enlargement policy was not blocked or stopped, it was not one of the primary interests. Nevertheless, in 2013, the last country that joined the EU family was Croatia. After this, the enlargement practice slowed for a decade, and the EU conditionality approach toward candidates remained but moderately changed direction. For instance, the new European Commission (EC) appointed six main priorities in 2019, and the enlargement policy was not defined as any of them for five years. This moment could become "the one" when the practice changed from "minor adjustment" to a "major rupture as the moment in which practice fully breaks down" (Bueger&Gadinger, 2014, pp. 63-64). Based on what was previously described and elaborated, it is not a solid argument to claim that the EU enlargement practice came across a "major rupture" and that it collapsed completely. The EU's behavior toward candidates is more cautious due to the lessons learned from previous enlargement and not because of the Lisbon Treaty changes or EC priorities. As claimed, every enlargement brought something new to the EU depending on the candidates; every process is additionally moderated but based on the conditions established at the beginning. The "red lines" the EU had drawn before every accession are based on experience. Therefore, after the accession of Croatia, for instance, it was clear that territorial disputes raised during the negotiation process with Slovenia could not be part of any future negotiations. In terms of the WB, numerous issues are raised. Starting in each country with a lack of democracy and rule of law, high corruption and organized crime rate, political instability, war crimes issues, and lack of media freedom trends. Additionally, the issues between candidates and potential candidates from the Western Balkans are hard to solve easily (even in ten years), as seen in the example of the Belgrade-Pristina dialogue. Moreover, disputes exist between candidates and member states (Croatia and Serbia on war crimes and minority rights, Hungary and Serbia on minority rights, Romania and Serbia on religious freedoms and minority rights, etc.). Only in the case of Serbia, numerous obstacles to becoming an EU member state show that it is not sufficiently prepared for that role. These obstacles are clearly defined in chapters dedicated to Judiciary and fundamental rights, and Justice, Freedom, and Security, which is why the EU periodically publishes an overview of Serbia's progress in the so-called "Rule of Law non-paper regarding chapters 23 and 24 for Serbia" (available at: https://www.mei.gov.rs/eng/documents/eu-documents/). Therefore, the "red lines" jotted down by the EU regarding

from 2013 until 2019 on the Republic of Serbia's accession to the EU. Information in the text is based on the practical knowledge and experience gained during this post.

the enlargement process in the last decade are not the product of the major rupture and collapse of the enlargement practice but of the previous experiences. That said, it must be noted that certain discrepancies and changes in the EU enlargement conditionality rulebook exist regarding Ukraine's candidate position and preparation for accession to the EU. In this matter, it could be said that the EU preferably acted as a "hammer" and not as a "screwdriver" as in the WB scenario. It means that the EU became a "hammer of hard power and force" in the case of Ukraine since the crisis raised from the Russian invasion exploded as a "foreign policy problem that looks like nails," contrary to Kagan's argument (2003), that the EU is avoiding being a hammer in foreign policy problems. The EU intends to act as a savior of the world and European order and to intrude from all spheres into Ukraine's politics and actions like a hammer that strongly hit the nail, intending to resolve the crisis. The other way is the EU approach toward the Western Balkans accession, where its behavior is comparable to the screwdriver that "slowly but surely works deeply into the enlargement partner's "wood" through consistent pressure" (Kagan, 2003).

4. CONCLUSION

The success of the EU enlargement process as an international practice is evident. The EU's contribution to the international arena is unbearable since this regional organization overstepped the boundaries of regular regional organizations. Improvements in politics and the scale of development reached in different spheres must be highlighted when the EU position is questioned. Regarding enlargement policy, the EU defined an entirely new way of assessing and influencing countries to become better if they want to join. Unquestionably, the EU enlargement policy is one unique practice that could contribute to the Theory of practice as an asset and extraordinary example. As for future memberships to the EU, it will be hard for all current candidates to reach the level raised by the EU and overcome the red lines already positioned in the rules of the game. One of the possible scenarios might be if the EU decided to amend the scheme of the high criteria for security reasons and primarily to defend its borders. This would be a political decision of being a hammer and not a screwdriver in foreign policy, like in the case of Ukraine. As a result, all candidates quickly become members. The other scenario is to leave the enlargement process to lag while dealing with significant global issues by supporting the UN, NATO, OSCE, and other organizations and being globally positioned as an essential game-changer. In this case, the EU would be a screwdriver in the enlargement policy, and all candidates would be pressured to continue fulfilling the conditions slowly. Third, constantly changing directions in the EU conditions for the accession might lead to further pessimism and loss of interest in being part of the EU family after numerous years of trying (case of the WB countries comparing to Ukraine as a fast climber to the accession ladder). This scenario could bring the EU to a state of "dysfunctional transformation" of practice that goes wrong, and WB turns to other international players. However, at the moment, the EU is perceived as a successful global actor whose role in the world order is irreplaceable, not dysfunctional, bearing in mind the scope of its activities that reaches different continents and not just European countries.

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INTERNATIONAL FINANCIAL SYSTEM AND CAPITAL MARKETS: A BRIEF OVERVIEW

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Abstract: The purpose of this paper is to summarize the most important points that describe the international financial system as the framework that governs financial flows from movements of capital, goods and services. The international financial system encompasses financial markets and everything and everybody ranging from central banks to individual investors, with every possible variation of financial intermediary in the middle. Through analysis of source literature and contemporary body of research, the paper provides historical context of the evolution of the financial system, going from fixed to floating rates, and ultimately ending with managed floats. Moreover, it provides a synopsis how the system is working out exchange rates, and how it facilitates trade, investment, and financing, both short-term in the money markets or long-term in the capital markets. In this last iteration of the system, despite plentiful examples of financial crisis that have happened over the decades, most notably the Great Recession of 2008 and the Covid-19 pandemic induced crises, all financial markets have seen growth in volumes of trades and profits over the long-run. However, humanity is now faced with exceptionally tense geopolitical realignments and shifts in economic might among the economies that follow the USA. Before the US-China trade war, China was galloping toward reaching the top spot while Russia was banking heavily on Europe's thirst for fossil fuels. What form will the international financial system ultimately take is uncertain, but worth pondering nonetheless. As long as the system remains rules-based in its essence, reforms are welcome.

Keywords: financial system, exchange rates, capital markets, debt.
Field: Social Sciences, and Humanities.

1. INTRODUCTION

The International Financial System today is a mosaic of different rules, conventions and institutions that govern financial flows and interactions between various nations, individuals and corporations, who are participating in the global economy. It is the framework that determines the exchange rates which direct the route taken by capital, goods and services, in search for new markets, higher returns or safer investment environments. The system is made of central and commercial banks, various financial institutions and intermediaries, currency markets, stock and bond markets, etc. Throughout history, there have been ups and downs in the degree of financial integration between countries and regions, going from high financial integration (globalization) to low, and then back to high again. The benefits of increased financial integration like efficient (re)allocation of capital or risk sharing are many, but so are the dangers of financial contagion and other negative spillovers from an increasingly intertwined world economy (Allen and Gale, 2000; Burks et al., 2021).

Even though (international) trade and commerce have been taking place since tribal times and much can be said about their evolution in complexity over time, for the sake of brevity and relevance, this chapter will examine the latest four major periods of the development of the international financial system. Starting with the **Classic Gold Standard** period (1870s-WWI), which was characterized by a guarantee of governments that currency will be convertible into gold at a fixed price (fixed exchange rate). During this period, one in every two pounds sterling of British capital invested abroad was directed towards developing (low-income) countries (Schularick, 2006), banking crises seldom coincided with currency crises (Bordo et al., 2001), and financial globalization was increasing due to low legislative barriers on movements of capital. With the onset of WWI countries suspended buying and selling gold at the previously agreed value in order to cope with the economic pressures that would arise from the war effort, thus bringing this incarnation of the financial system to an end. The **Interwar Period** (1914-1945), was a time of confusion and great skepticism toward foreign trade, with high import tariffs and other protectionist measures, during which "many countries suffered from hyperinflation" (Levi, 2005, p515). Some countries tried to readopt the gold standard to fight inflation but were not successful in reintroducing the system globally because

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other countries used competitive devaluations and capital controls to boost their economies. In this era nations learned that they can return to growth and stabilize their economies in the long-run only if they act collectively in establishing a rules-based system that will govern international finance.

Therefore, near the end of WWII, the great powers embarked on remaking the international order including the international financial system. The adoption of the **Bretton Woods'** Articles of Agreement in 1944 ushered in a period that stabilized global trade and capital flows by pegging the US dollar to gold, and other major currencies to the US dollar. This was a period of fixed exchange rates and intense capital controls, as well as, the birth of the International Monetary Fund (IMF), a multilateral organization which was envisioned to collect and allocate reserves on a global level in order to promote international monetary cooperation, enable growth of foreign trade, promote exchange rate stability, create a system of international payments, and keep a hefty reserve base that can be loaned out to countries who are in need to stabilize their economies in times of Balance of Payments (BoP) deficits that cannot be tamed with domestic reserves alone. The original mission of the IMF was narrower than today's, and macroeconomic in nature, with a goal to provide long-term financial system stability. However, the IMF has evolved greatly since its inception and has now added responsibilities like conducting financial research, providing policy advice to governments and central banks along with technical assistance and training, and loans funds to fight poverty and even climate change. The IMF created its own reserve asset called Special Drawing Rights (SDR), which is an interest earning asset with a value derived from a basket of five major currencies, whose interest rate impacts the rate at which the IMF loans funds to its members.

The Bretton Woods (fixed rate) system came to an end because the rest of the world had accumulated more gold reserves than the United States whose currency, the USD, was the sole one with a value fixed to gold. The increasing surpluses in developing nations' balance sheets contributed to the expansion of their gold reserves and appreciation of their currencies. Moreover, the French were the main skeptics on the future value of the US dollar and started exchanging their US dollar reserves for gold throughout the 1960s. This, along with other factors, led to a massive increase in the price of gold and tipped the pressure to devalue the US dollar, unpegging it from gold forever more, starting in 1971. Apart from a few dictatorial regimes that might still exist, this can be considered as the end of a period of intense government involvement in controlling exchange rates.

The final stage in the development of the international financial system is the one we are all witnesses to. Exchange rates are mostly allowed to fluctuate based on core market principles like supply and demand. Balance of payment deficits and surpluses are balanced (financed or reallocated) in accord with the latest best-practices and complex analytical research. In theory, the market forces alone are supposed to control and set exchange rates between currencies, but in practice this is not always the case. Central Banks in many countries engage in what is being called a **managed** or **"dirty float,"** a practice utilized by governments to keep their currencies within projected levels, usually within a few percent on both sides of the nominal value, by purchasing and selling reserve currency on the market, therefore impacting the supply and demand of the domestic currency in order to stabilize the exchange rate. This system of **cooperative intervention** reflected the need for greater coordination between nations in managing the float of their currencies partly because of the ever-increasing US deficits that were financed by bond sales in creditor nations like Germany and Japan causing ever increasing demand for USD while pushing down the values of local currencies, but also because of the very prominent role private capital flows started playing on the world scene.

Ultimately, it is important to differentiate between the International Financial System (IFS) and the International Monetary System (IMS). The introductory text above concentrated on the IFS mainly because it "lies at the heart of the global credit creation and allocation process" and IMS falls within its purview, (Fosler, 2011, p1). IMS is mostly related to international payments and reserves, overseeing liquidity issues in servicing current account obligations, usually when there is "too little" of a particular currency which is "concentrated in wrong places." This geographic "mismatch in supply of liquidity" requires policy responses that are usually limited to central bank actions, whereas IFS problems and crises are much wider in scope and are often precursors of major system wide interventions and reforms. In the eyes of the IMS, money is just a unit of account and is not interest bearing. Money is used to facilitate exchange of goods and services and "calibrate values of exchange of financial assets," which are themselves interest bearing.

2. DETERMINATION OF EXCHANGE RATES

On a most general level, exchange rates are determined by the balance between supply and demand of any particular currency on the foreign exchange markets. However, this fact does not say much about what influences the supply and demand in the first place. Therefore, theories have arisen to explain the movements of the supply and demand curves of currencies. One such theory is **Purchasing Power Parity** (PPP), and its integral part known as The Law of One Price, which states that if a frictionless global market exists, the price of identical assets or goods would be equal everywhere, if converted to a common currency at spot rate. Absent transportation, transaction costs and legislative barriers, whatever price differences might exist in different locations will be leveled off by arbitrage until an equilibrium is reached. In reality however, differentials in prices do exist and they can be accounted for by transportation costs, local taxes, import tariffs, and other frictions. The Law of One Price is what connects "exchange rates and commodity prices," while the PPP represents a long-run connection "between inflation and exchange rates," (Levi, 2005, p143). **Absolute PPP** states that a spot exchange rate can be determined as a ratio of cost of an identical bundle of goods in two currencies. In other words, if a price of a basket of goods in the UK costs 4 GBP, and an identical basket of goods costs 6 USD in the USA, the exchange rate would be calculated as 4GBP/6USD, or 1GBP=1.5USD. This kind of calculation rests on the relationship between product prices and exchange rates. However, in money market context, PPP implies that investment yields and borrowing costs, no matter the denominating currency, would be the same everywhere if balanced by exchange rates. According to **Relative PPP**, which is PPP followed over time with inflation rates taken into account (accounting for price levels), the principle shows that the currency of the country with lower inflation will appreciate vis-a-vis the one from the country with higher inflation. And it is important to underline that an appreciating domestic currency allows for a higher standard of living and increased consumption from imports, while adversely affecting the volume of exports.

Other movements of exchange rates can be understood through analysis of **The Balance of Payments** (BoP), which is an account of all inflows and outflows of payments of a particular country. It serves as a record of the supply and demand for that currency and is composed of three major segments, **current account**, capital account and financial account. The current account, which lists purchases and sales of goods and services, along with net investment income and unilateral transfers, can either have a positive or a negative balance, or surplus and deficit. Surpluses mean increase in central bank reserves and push the currency up, while deficits (especially persistent ones) push the currency value down and increase foreign debt which is used to finance the deficit. At times when current account deficits are out of control, a country might attempt to lower the value of its currency to encourage exports, but "this strategy is not always successful" (Madura, 2010, p50). Notable factor that influences the size of exports are prices of domestic producers compared to prices of their foreign competitors, and those with higher production efficiency (productivity) tend to have their local currency appreciate. Appreciation of domestic currency occurs also if foreign real incomes rise faster than domestic real incomes, which means that foreigners can afford to import more, resulting in demand for local currency in the exporter country. The **capital account** reflects a country's long-term and short-term capital investments. It is a ledger of investment inflows and outflows, with particular interest in accounting for Foreign Direct Investment (FDI, usually at or above 10% stake) and other Portfolio Investments. A negative balance in this account is not necessarily a bad thing, because if invested wisely, a capital outflow today is a prerequisite for receivables in the future. This is just one example of the interplay between different accounts in BoP, and how one might influence another. The inverse relationship between the current and capital account implies that they have to balance each other out. If imports are greater than exports and a current account deficit occurs, to finance that deficit a country might export financial assets by selling bonds to foreigners which is noted as a capital account inflow. While the current account reflects inflows and outflows due to trade in goods and services, investment income and unilateral transfers, the capital account depicts the net investment position of a country by tallying up its capital flows (financial assets and liabilities). It is important to note that despite its face value appeal, running constant surpluses in the current account is not the best option to pursue because it means that a country is not consuming as much from imports as they can, and is similar to saving constantly by buying very little and living below one's means. Therefore, it is best for a country to aim to alternate between short-term surpluses and deficits. It is curious that only the USA seems to be exempt from this rule. Triffin (1990, p85), supplies a dated yet relevant reference on this issue and locates the enormity and persistence of US external deficits in the "disproportion of military expenses" between the US and the rest of the world. He also warns that should US deficits be eliminated, there would be a "world-wide depression" unless other large economies unleash such an expansionist policy which is able to rival the one previously taken by the US.

3. INTERNATIONAL MONEY AND CAPITAL MARKETS

Financial markets are there to facilitate efficient allocation of risk and resources according to previously agreed rules and principles. Since governments often need to finance budget deficits and companies often need funds to support operations, both of them are no strangers to borrowing in the short-term. This market where investors and borrowers meet to arrange **short-term financing** (less than one year) is called the **money market**. It became popular in the second half of the 20th century when US companies started depositing US dollars in European banks, who then lent out those dollars to corporations and entities who engaged in international trade and needed dollars to settle payments. This kind of deposits of USD in European and banks on other continents are known as **Eurodollars**, and the market **Eurocurrency market**. Along the same line, **petrodollars** are dollars received from oil trade and deposited outside the USA. These deposits are often recycled through commercial banks and given out as loans, in many cases back to those countries who imported oil in the first place and had previously supplied the funds that they end up borrowing. The source of the Latin America Debt Crisis of the 1980s can directly be linked to excessive petrodollar recycling. Still, the international money market provides an option for investors to put their surpluses in currencies from countries that have low political risk, higher relative return rates, and local currencies that are expected to appreciate. Though returns in money market investments are lower than investments in long-term debt, due to the short-term nature of financing provided, the money market exhibits high liquidity and efficiency.

Capital markets are places where long-term capital is supplied by investors and debt is taken on by borrowers. Even though the end result is to raise funds, to do that, bond markets issue debt securities while stock markets issue equity securities. Investors in the bond market become lenders, they receive regular periodic interest payments (coupon payments), and expect a full repayment of the principal at some specified date of maturity, while investors in the stock market, who supply equity to publicly listed companies, become one of many co-owners of that particular company. They sometimes receive dividends, but there are no guarantees that the stock will rise in value so the investors could make money in the future by reselling it. Therefore, the stock market is considered riskier than the bond market. This is reflected in the expected rates of return, with the bond market offering much lower, but almost riskless, yields over periods of 10, 20, or even 30 years for some mortgage-backed securities and US treasury bonds. Another notable difference between the stock and bond markets is that governments can raise capital by issuing bonds but they cannot issue stocks.

The **primary market** is the place where debt is initially issued and bonds are sold directly from borrowers to lenders. Those lenders can either hold their bonds to maturity while enjoying regular coupon payments at specified intervals, or they can sell the bonds on the **secondary market** where all debt securities are priced according to market rules and circumstances. For example, since bond coupon rates are fixed for long periods of time, if a change in the official interest rate occurs, the price of those bonds that already have a locked interest rate will sell at premium on the secondary market if the central bank rate falls, or sell at a discount if the official rate increases, like now, when the central banks are fighting inflation. If the central bank rate goes higher than it was before, new bond issues will have higher coupon rates than those issued previously. Market forces then work out the discount needed for the lower yielding bonds to be sold in a higher yielding market.

International bond markets provide cheaper financing to borrowers and innumerable opportunities for investors to diversify portfolios. Borrowers do not need to rely on domestic savings alone when they can raise funds from institutions and private investors with surpluses from different countries. In general, bonds are much easier to price than stocks, because their price depends on ratings from major credit rating agencies. How objective those large credit rating agencies are is a paper on its own, but their ratings impose real constraints on how high or low bond yields can be. Stock prices, on the other hand, are much more slippery to pinpoint and require individual company analysis to be performed by a qualified and experienced person or institution. Otherwise, if devoid of due diligence, investing in stocks amounts to little more than placing bets in a casino.

The rise of the international capital markets has been largely influenced by the deregulation that happened during the Reagan administration in the USA and Prime Minister Thatcher's government in the UK back in the 1980s. Lax capital controls along with the ever-increasing strife for profits led to larger integration of the world financial system. Levi (2005, p10) states that from the 1970-2000s, US investment abroad rose by ten times, while foreign investment in the USA rose "almost twenty times." This globalization of capital flows brought all the benefits associated with improved liquidity, risk diversification and accessibility, but it also exposed a much larger sample of the world's individual economies to the risks associated with said liquidity, risk diversification and accessibility. Financial integration allowed for both

positive and negative spillovers to become more mobile. The need to manage risk provided a framework for large and sudden capital outflows which might threaten the economic stability of a nation. Accessibility, on the other hand, provided an option to take on more debt that can be serviced during a downturn, and so on. What deregulation and integration did to the world capital markets practically amounts to removing the controls on the movement of crisis.

Obstfeld and Taylor (2004) find "great unevenness in outcomes regarding both risks and rewards of capital market integration." Even though numbers show that much of the rise in volumes of capital flows is due to investment from one rich country into another rich country, "most financial crises afflict developing countries, with costs for everyone." Despite the risks, capital markets are very efficient in allocation of capital from those with surpluses to those in need. It must be noted that vast regulatory differences exist in different countries ranging from complex reporting requirements to capital controls. Some countries are more shareholder centric, while others are centered on stakeholders. Common law countries, such as USA and UK, provide high protections for creditors and shareholders, while civil law countries, like France, offer less protection. In the USA for example, according to US Securities and Exchange Commission, in case of bankruptcy, bond holders have "priority over shareholders in claims on the company's assets." In France however, creditor rights are lowest, and that impacts the development of capital markets there adversely. de Haan et al., (2020, p14) state that for a financial system to function properly, regulation is needed to "protect property rights and enforce contracts," to "ensure soundness" of the system by mediating information asymmetries and "promote competition" (p38). They go on to claim that even though financial systems can be differentiated as bank-based financial systems, present in countries where banks are predominant source of funding, and market-based financial systems where funding is generally raised in the markets, they prefer the "law of finance" view, according to which, it is more beneficial to judge countries by the efficiency of their legal systems in supporting financial transactions rather than by how funds are predominantly raised. This is especially true now since banks have moved on from their traditional roles of taking deposit and giving out loans, toward "fee generating activities" like "securitization of loans" and "risk management products,"(p30). Conversely, authors like Fecht, Huang and Martin (2005) propose a model that predicts that bank-based economies should grow slower than market-oriented ones. This could be a result of the dominance of unsophisticated investors that are present more in bank-based economies in which investors use banks to invest in their name, thus immunizing themselves against information asymmetries. According to Fecht et al., (2005, p29), "in countries with flexible legal systems," growth is more notable if they have "market-based financial systems compared to bank-based systems." Equally, the authors find that bank-based systems "provide households with more efficient risk sharing" (Fecht et al., 2005, p30). It is also important to mention that market frictions such as regulation, logistics costs, taxes, and so on play a major role in market efficiency and fund allocation. To that end, Pellegrino et al, (2020), find that frictions are to blame for "persistent misallocation of capital across countries."

4. DISCUSSION

Capital mobility is the trademark of this last variant of financial globalization and is responsible for many positive and negative spillovers as well. With increased availability of funding, increased indebtedness becomes a problem, and with relaxed capital controls, capital flight becomes an issue worth pondering as well. Alves and Toporowski (2019, p6) find that when deregulation started, "external debt accumulation was mainly through the public sector," while since the 1990s, and especially after 2000, "the private sector gradually began to borrow…at a rapid pace." This impacts policy considerations in the way BoP deficits are approached, ranging from those who reflect Lawson's doctrine in that current account deficits that originate in the private sector are "not cause for policy intervention,"(p3) to those who see clearly that current account deficits are correlated with crisis and must be addressed.

Obstfeld, Shambaugh, and Taylor (2004) seek to enrich policy deliberations by charting the course of history of what has become known as the '**macroeconomic trilemma**,' by examining "the constraints financial globalization places on macroeconomic policies." The trilemma refers to the impossibility of implementing more than two of the three possible objectives a country could have in controlling its economy, like being able to stabilize exchange rates, enjoy capital mobility, and have sovereign monetary policy. The United States has opted to leave their exchange rate to float freely while implementing their own monetary policy (which affects the whole world economy in one way or another) and having high capital mobility, which is associated with growth and investment. On the other hand, smaller economies which often peg their currencies to the US dollar, or the Euro, are practically importing the monetary policy of the issuer of

the currency they are pegged to, thus effectively foregoing the ability to set their own. Since interest rates in both places have to mirror each other, the smaller economy must adjust to the larger one. The tradeoff smaller economies get from the peg is exchange rate stability. Obstfeld, Shambaugh, and Taylor (2004) find that during the classical gold standard period characterized by "pegs without capital controls" (p6) there was "rapid transmission of interest rate shocks" (p4). These shocks were later mediated by capital controls during the Bretton Woods period, but have since become prominent again for fixed rate regimes in this latest iteration of the financial system.

In this new economic environment, in order to attract investment, some countries have engaged in what can be described as tax competition, which has huge implications on welfare of the citizenry of those countries. However, there exists a "paradox" in international finance which is difficult to rationalize, and that is the existence of tax heavens, which are often under the umbrella of a high tax nations (Britain for example). Tax heavens are the dark corners of the international financial system that need to be the focal point of future tax policy considerations on a global level. Only certain type of economists find value in their existence, while the vast majority of people cannot even understand how the financial system can have such a bug in its programming that allows for hiding of assets and ill-gotten gains in order to obscure ownership or avoid taxation. And it is in taxation that a silent crisis has been brewing for some time, the crisis of welfare decline. Outflow of capital is one of the main culprits for this since capital tends to move from places with higher taxes towards places with lower taxes. Welfare, or government assistance to those in need, is heavily dependent on taxation, and taxes, in general, are levies on labor and capital. If they are lowered for capital in order to attract investment, to avoid welfare decline, they must be increased on labor. But, that would in turn make labor uncompetitive compared to other countries and a risk would arise (as globalization has shown already) that production would flee areas with high labor costs (wages plus taxes) for places with lower costs. Outsourcing of jobs lowers the overall productivity of the nation; however, not all jobs are under the same threat, which mostly affects lower-skilled labor, or the exact segment of society that relies most on the declining welfare. Outlawing tax heavens would therefore go a long way towards plugging the welfare holes present in most countries today, especially the poorer nations where corruption is the main detriment to progress, development and the standard of living. But this is a very lofty goal to achieve. Conversely, what can be done is avoid the trap of tax competition between nations for it only leads to the bottom of welfare. It falls in the domain of domestic governance, dependent merely on domestic politicians, granted they are able to see farther than the next election cycle. Perhaps they would be more inclined to act if they accept the validity of Comelli's (2021) claims that the "more generous a country is towards its youth, by providing them an opportunity to plan ahead, they will go to be less risk-averse toward taking on [household] debt," therefore save for the future by investing in long-term assets such as homes and family run businesses.

5. CONCLUSIONS

The international financial system encompasses financial markets and everything and everybody ranging from central banks to individual investors, with every possible variation of a financial intermediary in the middle. Therefore, the IFS can be considered as the 'blood stream' of international trade and investment. It allows for risk sharing and diversification to reduce financing costs, while the over-the-counter nature of many of its markets allows for the public to complement institutional investment and therefore improve the liquidity of the system as a whole. And most importantly perhaps, the international financial system, and the international currency exchange market in particular, is responsible for determining exchange rates between currencies which makes global trade and capital flows possible in the first place. Supply and demand rule the domains of exchange rates and yields on debt securities. They influence monetary policy and spot rates in the interbank market. Furthermore, the balance of payments, is a ledger of payments between domestic entities (or persons) and foreign ones, over a period of time. When tallied up, these entries show deficits or surpluses in certain aspects (accounts). The current account balances imports, exports, investment income and unilateral transfers, and depicts the country's trade balance. The capital account, on the other hand, records movement of capital and points out the country's international investment position. Finally, the financial account shows the state of borrowing.

In historical context, the macroeconomic pendulum seems to be swinging between high and low capital controls, globalization and de-globalization, expansionism and protectionism. When rates were fixed during the classical gold standard, capital flowed freely and large economies invested in developing ones. However, in the last half century these flows have reverted from rich-to-poorer nations to rich-to-rich nations. In the same period (since the 1970s), the world's largest economy the USA went from being a

net creditor nation to net debtor nation due to their persistent trade deficits which are funded by the rest of the world. This is mostly because the USA has very low savings rates, and partly because it is cheaper for them that way.

Whatever the future might hold, one thing is probably for certain. There are large shifts in economic might among the economies that follow the USA. Before the US-China trade war was initiated by the Trump Administration, and later embraced by the Biden Administration, China was galloping toward reaching the top spot. Their stride might have been hampered by various restrictions imposed by the West on sales of high-tech products, but nations are more durable than any administration and quite stubborn in their intentions, and therefore nobody really knows where the international financial system will go and how it will precisely evolve.

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PROFESSIONAL DEVELOPMENT OF TEACHERS IN AN INCLUSIVE SCHOOL-PREFERENCES, PARTICIPATION AND EXPERIENCE WITH DIFFERENT FORMS OF PROFESSIONAL TRAINING

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Abstract: The current reform processes of modern school systems have been going on for decades with the aim of implementing inclusive education. Accordingly, modern pedeutological research in recent decades has focused on the study and modeling of the system of professional development of teachers. A professional development teacher represents a long-term and consistent process of developing teacher awareness of what he does, why he does it, but also identifies mechanisms by which he can improve his work and himself personally (Hargreaves & Fullan, 1992; Day, 1999; Kostović, 2003). In this continuous process of development, from primary education and throughout the working life, professional development is a way through which teachers improve their work, progress and expand their roles in the modern school. Professional development in work is seen as a complex, continuous process of acquisition, enrichment and systematic adoption of new knowledge, skills and necessities necessary for the realization of increasingly complex teaching roles. The aim of this paper is to look at the dominant characteristics of professional development (teacher preferences, diversity and representation of certain forms of professional development) from the perspective of teachers themselves. The sample consists of 265 primary school teachers in the Republic of Serbia, Vojvodina province. A questionnaire was constructed for the needs of the research. The results of research on the parameter of participation and experience with numerous forms of professional development show that most teachers have experience with each of the forms of professional development defined by the Rulebook on Continuing Professional Development and Advancement as Teachers, Educators and Professional Associates in the Republic of Serbia (Sl. Glasnik RS, No. 48/2018). The ranking of the prevalence of forms of professional development of teachers in the sample shows that the most common forms are: participation in current school projects and seminars. In assessing the usefulness of certain forms of professional development, all forms are generally highly rated. Teachers, however, find it somewhat more useful to take forms of training with a dominant practical dimension: consultation, exchange of experience or solving current problems with colleagues; attendance at demonstration classes of colleagues and professional and study visits to schools. The final part of the paper emphasizes the importance of the obtained results in the context of contributing to a more purposeful and efficient system of professional development of teachers, its adaptation and revision according to the needs of teachers and achieving quality education for all children.

Keywords: inclusive school, professional development of teachers, modalities of professional development
Field: Social sciences and Humanities

1. INTRODUCION

In the school and social context, a kind of social and professional engagement is expected from the "inclusive teacher", so in this light socio-culturally oriented authors advocate the teacher's agency as a concept through which the teacher's readiness to implement inclusive education could be understood (Pantić, 2017; Li & Ruppar, 2020; Priestley & Drew, 2019). Through the prism of inclusive education, some authors (Li & Ruppar, 2020) describe teacher agency as a temporally and socioculturally situated and mediated process of social engagement that has five key aspects: ideology, identity, reflexivity, competencies and teacher autonomy. Teacher reflexivity, constant research and re-examination of one's own practice in order to jointly promote the profession and the development of the institution, is presented as an imperative in a large number of current relevant documents (Key principles of a Quality Framework for Early Childhood Education and Care, 2014; Council Recommendation on Key Competences for LifeLong Learning, 2018). One of the key elements in most serious and promising educational reforms is the professional development of teachers, and society is finally recognizing that teachers are the most important agents of change in these reforms. This dual role of teachers in educational reforms - both

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subjects and objects of change - makes the field of teacher professional development a growing and challenging area, and in light of this, it has attracted much attention from researchers in recent years. If effective introduction of changes is a priority in the school, then the entire team must be initiated towards identifying the needs for changes, pressures and resistance that will occur in relation to changes, planning strategies for introducing changes, the content of changes and the implementation process in each member's own and work collective. It can be said that we are talking about the macro-context of changes and micro-factors (institutional and personal factors related to changes). In the context of the mentioned changes, demands for changes in the approach to education and teacher training are taking shape. In addition, since the quality of the school is an imperative for reforms in education, it is also necessary through the education policy, as well as the improvement of specific conditions in schools, to enable teachers to develop professionally, learn and improve (Tančić, 2022).

For members of educational authorities and bearers of changes in educational practice, data on difficulties and obstacles at different levels of functioning of the inclusion implementation system were expected at the beginning of its implementation (Đermanov et al., 2012). However, the authors note (Tančić, 2022; Hebib et al., 2019) that although inclusion has been at the center of international education policy for three decades and represents a key reform ambition, inclusive education is still accompanied by certain doubts, uncertainty and conflicting opinions. On the one hand, there is strong support for inclusion and the achievement of the social goals of upbringing and education, with an extremely positive attitude of the participants of educational activities, and on the other hand, there are increasingly frequent counter arguments of the opponents of inclusive education that the regular schooling system is not adequately prepared for the implementation of inclusion. and it is very difficult to achieve. As a result, tensions inevitably arise within and between the three levels of the system: at the macro level of the functioning of the educational system, at the level of the school as an organization and at the level of the individual (Đermanov et al, 2012; Michailakis&Reich, 2009). In addition to what has been said, it is an interesting and significant observation by some authors that the sensitization of teachers, as well as the development of professional skills, is actually the result of teaching in an inclusive environment (Begeny&Martens, 2007; Waldron&McLeskey, 2010).

The effectiveness and quality of inclusive education is subject to evaluation in different ways. The results of the research thus show that the development of a positive attitude of teachers towards students who need additional support and inclusive education is largely contributed by adequate training and professional and organizational support, which teachers receive at the school and educational system level (Arnaiz-Sánchez, 2023; Hebib et al., 2019; Lambe & Bones, 2007; Tait & Purdie, 2000). Therefore, in order to achieve better effects of inclusive education, teachers need to be additionally empowered, through the organization of more diverse professional development programs.

2. MATERIALS AND METHODS

The aim of the research was to examine the preferences, experience and teachers' assessment of the usefulness of the most frequent forms of professional development. In the structure of the sample, there are 204 (77%) female respondents and 53 (20%) male respondents, aged from 25 to 62 years (AS = 44.94; SD = 9.07) and work experience from 0.42 to 40 years (AS = 16.88 ; SD = 9.76). Although it can be seen from the given data that the sample is unbalanced in terms of the gender and age structure of the respondents, it well represents the population of teachers employed in primary education in the Republic of Serbia. The data on the level of education of teachers show that the sample is quite homogeneous according to this characteristic, which is expected, since the minimum level of education for teachers in schools is regulated by legal regulations (it is higher education - basic academic studies (48.3%), according to the previously valid programs and educational nomenclature, that is, master's degree studies, as their equivalent, according to the current educational legislation (42.3%).

The presented results are part of a wider research. The two-stage convenience sample consists of 265 primary school teachers in the Republic of Serbia, province of Vojvodina. The results presented are part of a wider research conducted on a deliberate sample of ten elementary schools, from the territory of the city of Novi Sad, province of Vojvodina. The schools in the sample were selected based on the criteria of a high level of achievement of inclusiveness standards, external evaluation reports, and selected. Within the selected schools, the choice of respondents in the sample is random and consists of 265 classroom teachers and subject classes. Final research which was carried out in the period March-June 2019, was preceded by a preliminary one, in operation comprehensibility and content validity checks items in the questionnaire, assessment of metric characteristics and reliability of constructed scales.

3. RESULTS AND DISCUSSIONS

The variable professional development of teachers is operationalized through indicators: frequency of teacher participation, type of professional development and evaluation of the usefulness of different forms of professional development of teachers. Based on the data in Table 1, it can be seen that the frequency of teacher participation by individual forms of professional development ranges from min. 56% to 85%, which shows that most teachers have experience with each of the mentioned forms of professional development.

Table 1. Forms of professional development of teachers according to frequency of attendance and assessment of their usefulness

Types and forms of professional development	*f* (%)	*Utility assessment AS (SD)*
Attending the trial classes of colleagues	207 (78,1)	2,43 (0,58)
Seminars	220 (83,0)	2,34 (0,55)
Participation in current school projects	226 (85,3)	2,27 (0,62)
Attendance and participation in professional panels, conferences, congresses	186 (70,2)	2,27 (0,57)
Attendance and participation in teacher forums or other types of horizontal learning	162 (61,1)	2,26 (0,57)
Professional and study visits to schools	142 (55,5)	2,41 (0,62)
Monitoring of pedagogical and professional literature	178 (67,2)	2,35 (0,58)
Consultations, exchange of experience or solving current problems with colleagues	208 (78,5)	2,65 (0,50)

Note: The usefulness rating is rated on a scale of 1 to 3.

The ranking of the distribution of forms of professional development of teachers in the sample shows that the most widespread forms are: participation in current school projects (85.3%) and seminars (83%). Second in rank are attendance at colleagues' trial classes (78.1%), consultations and exchange of experience or solving current problems with colleagues (78.5) and attendance and participation in expert panels, conferences, congresses (70.2%). The least widespread forms, in the sample of our respondents, are following pedagogical and professional literature (67.2%), attendance and participation in teachers' forums or other types of horizontal learning (61.1%), and professional and study visits to schools (55.5%). Based on the obtained data, we can conclude that of all forms of professional development of teachers, school projects and seminars are the most represented. We assume that it is so because the school projects are organized by the school or other institutions and organizations, as well as seminars, which is why the entrepreneurship of the teacher is not of crucial importance. In addition, activating colleagues and participating in projects or seminars can stimulate other teachers. Consultations, exchange of experiences or solving current problems with colleagues is a slightly less common form of teacher professional development, but also common. This information has a logical sequence, if we take into account the data we obtained through the survey, which confirm that the teachers who participated in our research have an open relationship with their colleagues and are ready for cooperation. Attending the trial classes of colleagues is also one of the ways of professional development of teachers that is represented to a greater extent. A slightly smaller percentage of teachers declared that they often attend and participate in professional forums, conferences and congresses. Like projects and seminars, these training methods are organized by the school or some other institution, which is why teachers can have external motivation. It is interesting to note that following pedagogical and professional literature is not such a popular way of professional training for teachers. Attendance and participation in teachers' forums or other forms is also not as common a way of teacher training. The least common form of teacher training is professional and study visits to schools. It follows that teachers are more open to cooperation with colleagues in the school where they work compared to colleagues from other schools. We assume that this is preceded by better relationships with colleagues who exude trust.

In assessing the usefulness of certain forms of professional development on a scale of 1-3; categories (1) "not useful", (2) "useful", (3) "very useful", all forms are generally rated high (min. value AS=2.26). However, teachers consider forms with a dominant praxeological dimension somewhat more useful (TALIS, 2013; Korać, 2020): consultations, exchange of experience or solving current problems

with colleagues (AS= 2.65, SD= 0.50); attendance at colleagues' trial classes (AS= 2.43, SD= 0.58); and professional and study visits to schools (AS= 2.41, SD= 0.63). Seminars and monitoring of pedagogical and professional literature are positioned in second place, in terms of usefulness, while they are relatively least valued: participation in school projects, debates, congresses and teachers' forums. On the comparative display of both indicators (Graph 1), it can be seen that (participation in school projects), the form of training in which respondents predominantly participate, is considered the least useful.

Table 2. Programs that teachers attended most often

Program name (K1-K4)	N	(%)
Authority - that difficult word	26	5.0
Digital classroom	26	5.0
Digital competences of teachers	25	4.8
E classroom	25	4.8
Inclusion	**70**	**13.4**
Outcomes-oriented teaching	28	5.3
Evaluation in function of further development and advancement of students	**35**	**6.7**
Support for child development	**46**	**8.8**

Seminars as the dominant form of teacher training (frequency ranking) were more fully examined in the research, in order to identify the preferences and areas of competence in which teachers were most often trained. Through an open-ended question, teachers were asked to list the programs they participated in during the last two years. Based on the production of teachers' answers, it can be concluded that of the 50 programs that the teachers mentioned, those programs cover all normatively defined competence areas (K1-K4). Among the programs most frequently attended by teachers (Table 3), three programs stand out thematically: Inclusion (13.4%), Support for children's development (8.8%) and Assessment for the further development and advancement of students (6.7%).

Table 3. Programs in the area of support for student personality development and communication and cooperation

Programs (K3, K4)	N	(%)
That every child learns easily	3	.6
A gifted student at school	13	2.5
IOP	6	1.1
Building good relationships as a prevention factor	2	.4
Inklusion	70	13.4
Outcomes-oriented teaching	28	5.3
Montessori program at school	17	3.2
Emotional intelligence	11	2.1
Violence	17	3.2
Learning difficulties	4	.8
Developing social skills at school	9	1.7
Support for child development	46	8.8
Summary	**226**	**43.1**

According to the fact that the competence of the teacher is a prerequisite for successful work with students who need additional support in learning, it is necessary to develop the awareness of the importance of different competencies aimed at the field of inclusive education among the teachers of class and subject classes, but also to provide them with a quality offer of professional programs in with the aim of more adequate preparation for working with students and improving inclusive practice (Matović & Spasenović, 2016). By listening and meeting the needs of those who implement inclusive education, spreading successful inclusive practices and providing continuous support, better readiness of teachers to act in accordance with the requirements of an inclusive approach to education is ensured (Milošević & Maksimović, 2022). It is known that the diversity of professional training program offerings is the result of efforts made by society and the educational system to strengthen teacher competencies and knowledge, which were not sufficiently developed during initial education. However, only participation in various forms of professional development, although necessary, is not a sufficient condition to develop the necessary competencies. New knowledge and skills, which teachers know from experience, cannot be easily or simply transformed and applied in specific school conditions (Tančić, 2022).

4. CONCLUSION

Teacher training is a fundamental element in responding to the new educational challenges posed by the present 21st-century society, since it is one of the key factors in improving the professional competence of every teacher, as it contributes to the development of equitable and quality education (UNESCO, 2017). Both in society and increasingly in classrooms characterized by pluralism, which are heterogeneous, ensuring quality responses of the educational system implies respect for differences between students at multiple levels and aspects. Teacher training is one of the main elements by which the inclusion of all students in the classroom can be established and made a reality and can thus encourage the development of truly inclusive educational centers (Friesen & Cunning, 2020). In the light of promoting fair and quality education, we need teachers trained and sensitized to the concept of inclusive education. The lack of adequate initial teacher education is one of the main obstacles to inclusion, as confirmed by research (Arnaiz-Sánchez, 2023). At the same time, the role of educational authorities and administration in creating and improving programs that enable theoretical-practical training, applied in the context of educational systems and immediate practice, should be analyzed in more detail. There is a need to review the existing teacher training model. This requires abandoning the deficit model and future research should consider inclusion as an essential value in training plans and reflective practice (Arnaiz-Sánchez, 2023). For all these reasons, the system of initial education of future teachers must be reviewed by the educational authorities, with the aim of materializing the fourth goal of the 2030 Agenda for Sustainable Development, which reads “Guarantee inclusive, equitable and quality education and promote lifelong learning opportunities for all” (UNESCO, 2017). The obtained research results contribute to a more purposeful and efficient system of professional training of teachers, its adjustment and revision according to the needs of teachers and the realization of quality education for all children and reflective practices.

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BASIC PARADIGMS OF IMPLEMENTATION OF MASS MEDIA IN EDUCATION

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Abstract: The current development of science has influenced technology to reach all segments of life. Namely, the media plays a big role in human development. At the very mention of mass media, we mean a whole treasury of technologies that transmit information and send certain messages. Classical mass media include: print (books, newspapers, posters, leaflets, comics), film, television and media of new information and communication technologies. Multimedia content animates children so much that they spend most of their time with the Internet and television, which confirms their enormous influence on shaping their lives.Although it covers all age groups, scientists are most interested in the impact of mass communication tools on children. Most of them believe that the means of mass communication are dangerous for children, that they leave a deep mark, because children are more prone to be blinded by negative influences. The expansion in the development of the media triggers new dilemmas, which are related to the impact on young people, which depends above all on the content which is plasira, and then and types of media, can be positive, and also negative.

However, knowing that films, television, the Internet or the press are the fastest means of influencing children and even the elderly, we cannot view the mass media only as a possibility of negative action, but how to achieve positive, cultural and educational influences on the media with the same intensity. children's attitudes and behavior. The modern way of teaching is most effective by using a wide range of teaching tools that motivate students to learn the teaching material. From the point of view of Gogo, the competence of teachers is also necessary for their implementation in teaching with the aim of meeting educational needs.

The intention of the work is to train students for the rational application and adoption of appropriate educational content through means of mass communication.

Keywords: media, educational influence, teaching aids, competence, implementation.
Field: Social and humanistic sciences

1. INTRODUCTION

Every day, information is distributed through the means of mass communication that portrays our situation in the world. In this way, a picture is formed in our head that dictates the way of thinking, the way of dressing, the way of acting, the way of living.

One of the main roles of the mass media is the transmission of mass culture. This is achieved through television and the Internet, which influence people's opinions in an incredible way and are crucial for the formation of value systems, and their peak action is reflected on the most sensitive category, namely children. Many sociologists believe that everything that fills a child's time has an educational effect on him, affects the development of his personality, and audio-visual means are called "parallel school" (Zindović-Vukadinović, 2000: 119). Today:,, new media have become part of children's everyday life and as such set an imperative for their use in educational practice in a way that supports children's learning and development (Mijajlović, D., & Todosijević, M. 2021:97).

The very term media is of Latin origin, derived from the word medius, which means middle or between. In general, media can be a material means through which something can be broadcast or sent. In communication, media are means by which various contents and messages can be broadcast, sent or received. The media represent a set of instruments that act as mediators in communication between people (Jurčić, 2017).

Mass communication includes institutions and techniques. Institutions provide information to a wide audience and it is necessary that they are under the supervision of the authorities so that the contents that are placed are useful, informative and that people form the right opinion. McLuhan defines the medium as a "message", and every medium contains another medium. The media differ from each other in the strength of their influence on the audience, so we have radio that has surpassed newspapers, we have television that has surpassed radio and the Internet that has surpassed television. None of these media

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have been forgotten or neglected, and each is useful in its own way, while television still remains the most popular and influential (McLuhan, 2008).

Seen from today's point of view, newspapers represent the first medium of mass communication, which includes books, comics, posters, etc. They represent consumer goods and are intended mainly for the urban part of society. There is disagreement between countries about the date of origin of newspapers, and they have in common that they define them as letters imprinted on paper with the aim of spreading information and advertisements. The book is the first medium among all mentioned media. Regardless of the fact that she is not as popular as before, what is characteristic of her is the exclusivity and specialness of the moment when we hang out with her intimately.

Today, we also encounter an electronic book, which is at the same time a negation of the book as a medium, because only the letter is retained in it, and everything else is an electronic equivalent. The book is a medium that can never and will never be surpassed. Therefore, the book cannot be replaced by any digital tool from today, it can only be neglected due to the laziness and lack of curiosity of individuals.

2. THE IMPACT OF TELEVISION AND THE INTERNET IN EDUCATION

The name television is derived from the Greek word tele- far and the Latin verb video, videre-to see, to watch, which would mean to look at a distance. This name, mentioned in the distant 1900s, has remained established and unchanged, although it is not literally correct, because in addition to the placement of the image, there is also the transmission of the word. In the 1950s, television became the main medium for informing the masses, and in the 1960s it became the most popular in the USA, from where its popularity spread to all other countries. With the advancement of technology, it is possible to store different content on DVD, on various discs, and later on, smart television appeared, then Internet television, which means that today no household can be imagined without it. Carpenter (1991:2019) says that "television is a little box with a bunch of people who have to live!". Research conducted during this period proved that "transmitting educational instructions via television is equally effective as learning in a traditional classroom environment, in which the teacher is in direct contact with the students" (LINKgroup, 2012:89).

The Internet is a global network that has the fastest flow of information. It is a connection of computer networks from all over the world. With the emergence of this medium, a change in people's lifestyle occurred, which would mean that the emergence of each new medium also represents the emergence of a new human consciousness. With its help, today billions of computers are connected, which operate in a non-hierarchical manner. It is not only a product of some political processes, but penetrates into all pores of society, including trade, business, education, entertainment, and education. The first network was created in 1983. The Internet as a large network is made up of countless small networks that do not have censorship and is accessible to anyone, anywhere in the world. The life of today's man cannot be imagined without the Internet, which has become so established and has become closer to him than the nearest. How much and how it will be consumed depends on many factors. There is no doubt that its importance is great because only the transmission of data over long distances testifies to it (see Joseph Turow, 2012). The Internet in education has provided every student with a lot of positive aspects. Taking tests online is much more efficient than in schools because it saves time, the student gets immediate feedback on points, reduces costs and what is most important is self-evaluation, mutual evaluation, summative and formative evaluation. When it comes to self-evaluation, it means that the student himself evaluates his abilities and work. In mutual evaluation, we have students evaluate each other's work. In the case of summative, we have an evaluation at the end of the semester, and in the case of formative, evaluation during schooling in order to have an insight into the work. The special importance of using the Internet in the educational process is reflected in the work with gifted students. Only through multimedia resources, teachers have the ability to adjust the difficulty of tasks to students, to introduce new technologies and to evaluate the work of each gifted student individually. This is possible with the help of interactive tests that provide automatic evaluation.

The presence of modern information technology in the educational process arose: because there was a desire for teamwork between students and teachers, because the position of the student in the modern school has changed in relation to his position in the traditional one, when he was an object in teaching, and therefore team and the role of the teacher today when he is not only a lecturer but also an organizer, animator, actor, partner in pedagogical communication, an expert in his field.

3. THE IMPORTANCE OF MASSMEDIA IN EDUCATION

There are many opinions and discussions about the influence of the media on people. Those discussions are divided into scientific and common sense. In scientific discussions, there is no agreement whether the influence of the media is negative or positive. Among the authors, there are those who believe that television content is useful for children. While, opposite to them, there are those who believe that television has a negative character and that it harms children and society as a whole, that it creates from an active person an individual incapable of thinking abstractly and understanding concepts in a realistic way and not just reading pictures. media can educate, entertain, feel, media content also affects physiological reactions, causing: joy, sadness, fear, heart palpitations, secretion of adrenaline, especially in children. Throughout the history of the media, many questions have been asked regarding the influence of the media on adults and children, and many studies have shown that it is a "slippery terrain" and have come to the conclusion that only the effects can be divided into short-term and long-term ones (Jurčić, 2017). Therefore, all forms of media (speech, letter, telephone, radio, television) according to Marshall McLuhan enable the extension of the human being and human capacities, increasing the speed and scale of communication and moving the limits that a person can reach. Radio and telephone are extensions of the sense of hearing, television is an extension of sight and hearing (more in McLuhan, 2008)

The speed of technology development has also increased the development of students' interest and desire to learn. What was interesting in the past is not now, appetites have grown and students demand much more from teachers. The teacher is an indispensable factor and will always be so, regardless of the development of technology, but in addition to the living word, student animation is also necessary. Today, this is achieved with the help of various media, using computers, Power Point presentations, and, as the most popular, the Internet. The Internet has also enabled distance learning, which has many more advantages compared to traditional school.

Considering the development of technology, many countries have come to the conclusion that they should find all the positive aspects that are found in media content, and this would mean hiring experts for insight into the content and training teachers for media literacy. The task of scientists would be to analyze the content of movies, video games, various national television shows and how children participate in these programs, accessibility to pornographic content on the Internet and pedophilia, the way adults and children use media and how they value content on television, etc. In this way, children would be protected from potential negative consequences (Marić-Jurišin, Marković, 2011).

We have witnessed that during the pandemic caused by the Covid 19 virus, the only solution for teaching was online teaching, for which the Internet was necessary. The main advantage of the Internet is that it enables unhindered communication between teachers and students even though they are located in distant, different locations. Like any type of teaching, this one also requires the teacher's methodical literacy because there is no face-to-face communication here. In order to achieve and fulfill the goals that the institution seeks, it is necessary to train teachers for the use of the Internet in teaching. Only through additional education will teachers learn what opportunities the internet provides, what useful information it is, how to send material via e-mail and how to evaluate student results.

The presence of modern information technology in the educational process arose: because there was a desire for teamwork between students and teachers, because the position of the student in the modern school has changed compared to his position in the traditional one, when he was an object in teaching, and therefore team and the role of the teacher today when he is not only a lecturer but also an organizer, animator, actor, partner in pedagogical communication, an expert in his field. In our country, the Law on the Basics of the Education and Training System (2009) supports the use of media in the educational process as part of the very goal of education, as part of information literacy and the possession of skills for the application of technologies in educational work. The very application of mass communication means imposes the need for reliable uses listed by the teacher. Therefore, the teacher is expected to have skills in finding information via the Internet and dexterity in handling digital resources. That is, "Knowledge in this area would be: knowledge of all the specifics of mass communications, knowledge of global media, the connection between traditional and contemporary work in schools as well as the connections that connect them, observing the media in a global and narrow sense, as well as knowledge of multimedia literacy: creation of media content, analysis, evaluation, approach and critical attitude towards media content(Prušević-Sadović 2019:29).

In modern society, organization and systematicity are the keys to success. Modern society, among other things, is characterized by rapid changes and sudden upheavals, a large number of collaborators and the availability of all information. If we are not well organized, work suffers and success is absent. The teacher must always be ready to find an adequate solution in emergency situations. In this way,

he motivates students by his example to successfully organize their time (Živković, 2022:60). Modern teaching requires the teacher to be intelligent and a wise organizer and implementer of teaching activities, a researcher, to know his students well and to be their intellectual leader (Halilović, 2020: 49). In fact, for the educational process to be successful and high-quality: the teacher is expected to be an expert in his field, to follow, know and use new technology and to have a good pedagogical background in order to know how to implement it in the educational process (Kucina- Softić, 2020:18). In short, the mass media represent an important instrument for improving the education process by marketing educational content.

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THE IMPORTANCE OF OUTDOOR LEARNING AT EARLY AGES

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Abstract: The idea of learning outside the classroom, i.e. learning outdoors, is not at all new and recent. The beginnings of outdoor learning can be found in the works of pedagogical classics (Russo, Froebel, Pestalozzi, Montessori) at the end of the 18th and the beginning of the 19th century, but also by Serbian pedagogues, primarily Sreten Adžić, the first headmaster of the Serbian Royal Men's Teacher's School in Jagodina (1897), although they teach intuitively different skills, children's play and stay outdoor is as old as human civilization. It wasn't until the late eighteenth century that children began to be seen as individuals in their own right; previously they were regarded by society as miniature adults .. In the paper, we analyze the advantages and importance of outdoor learning for children at an early age and present the results of the students survey - future preschool teachers of the Faculty of Education of the University of Kragujevac, who, for the first time within their formal education, had the opportunity to, both theoretically and practically, become familiar with the basic principles of forest pedagogy and outdoor learning. 43 students of the final year of academic studies in the department for teacher in preschool institutions filled out the survey anonymously on a five-point Likert-type scale. The results show that students' prior knowledge - future preschool teachers about forest pedagogy and outdoor learning is rather modest, that most respondents have positive opinion about working with children in nature and considers such work interesting, useful, but difficult and demanding. Future preschool teachers believe that the benefits of working with children in nature are great, starting with motor development, through physical and mental health, to the development of ecological awareness and a positive attitude towards nature as a whole. Significant number of respondents are of the opinion that by attending the proffesional meeting and workshop "Šumagogija (šuma meaning forest + pedagogy) - forest pedagogy from idea to realization" significantly increased their professional competence by visiting the forest playground in the Botanical Garden in Kragujevac and openly expresses the view that, if given the opportunity, they would accept a job in the forest kindergartens. For these reasons it is necessary that forest pedagogy and methodological specifics of outdoor learning become an integral part of compulsory subjects at the basic studies of future preschool teachers, to systematically carry out professional development of people who work with children of early ages and to enable teachers who are already employed in preschool institutions to attended seminars, round tables, gatherings and teacher trainings that have as their theme work with children in nature, in the forest, and outdoors.

Keywords: outdoor learning, children of early age, students, atitudes.
Field: Humanities sciences

1. INTRODUCTION

The rapid development of technology and the pace of life means that, regardless of age, it is increasing day by day sedentary lifestyle and stay in closed rooms. Children and young people spend most of their time in front of the screen -TVs, computers, tablets, iPods that allow them to indirectly learn about plants, animals, phenomena and processes that they have never seen in reality, but the problem is that in this way they are deprived of staying in nature, in the clean air and direct study and research of its immediate environment. Stay indoors, institutionally upbringing and distance from nature can have immeasurable negative consequences on the overall development of the personality, especially children of early ages. For all-round personality development indoors and outdoors, children need a range of multi-sensory experiences as they taste, touch, listen, smell and observe their environment. The outdoors is a real thing important part of children's world and being outdoors sparks children's curiosity into their natural environment and promotes a love of nature. The natural environment today, when the technologization of educational practice tends to reduce individuals to users of artificial imputations, it is not only a space for performing various activities, but an entity that has a transmission role to, in the context of sustainable development, develop responsibility for young generations preserving nature and improving people's lives. There is increasing concern in most western societies that children are lacking connection with nature and outdoor play that has healthy learning and developmental benefits (Bento & Dias 2017). For these reasons, learning In nature and About nature is today an indispensable part of the modern

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educational process.

Ideas about the need and importance of moving the learning process outside the walls of schools (and later kindergartens) we notice at the end of the 18th and the beginning of the 19th century in the works of pedagogical classics (Russo, Froebel, Pestalozzi, Montessori). According to Rousseau, the best we can offer our children is an upbringing full of freedom, possibilities to follow their curiosity and opportunities to explore and make their own experiences. He said that nature has meant it strengthen the child's body and make it grow. To counteract it is a deadly sin: »Don't force a child to sit still when it wants to walk or to walk when it wants to sit still. They need to be allowed to jump, run and yell as much as they do want. Their constitution strives to be strong and demands movement«. Fröbel claimed that education is like a natural process; that the child is an organic whole which develops through creative self-activity according to nature laws. Similar to him, Pestalozzi thought that learning outdoors with and through nature is fundamental importance for children's development and their future life.

There has been increasing recognition of the value of outdoor learning, primarily in the Scandinavian countries (Denmark, Norway), and then in Germany, Austria, Switzerland, England. Positive experiences of these countries and the need to carry out Ecologization of education was recognized at the end of the 19th century by important workers in the creation of education politics and in Serbian society. Unencumbered by foreign examples, external authorities and "the need of copying other people's experiences to our specific reality" (Trifunović, 2018: 52), in the Male Teacher's School in Jagodina since 1898, starts implementation of the authentic solution of the so-called Field classrooms. Showing understanding the need for reform, modernization of the educational system and the direction of changes in developed schools and educational institutions systems of western societies, the headmaster of the new Teacher's School in Jagodina, Sreten Adžić, in the ornamental garden of Male Teacher's School is formed by a new, hygienic-pedagogical type of classroom and a new way of working that implies an authentic educational practice - teaching in a free, open natural environment. Field classrooms exemplified a project of an innovative and prestigious model of ecologically arranged school space, which has had not only educational but also pedagogical, ethical, social, ecological and aesthetic function. They required a high level of knowledge in botany, medicine, pedagogy and other sciences; knowledge of the necessary practical skills, effort and perseverance of the teaching staff in order to achieve benefits for children and youth - future teachers, both in the field of health promotion, i.e. bodily and spiritual (mental) development, as well as in the field of intellectual development not only of students but also of preschool teachers and teacher. "On the trail of deep knowledge about man's primordial connection with nature and realizing the dangers of emergence of alienation from it, Adžić visionarily anticipated a completely new teaching model, which met the highest health, pedagogical and environmental requirements of quality education, and not only of the that time but certainly of the present and future" (Petrović, 2018: 62).

Even today, after a full 120 years, in the same area where Adžić in built an ornamental garden with field classrooms and an instructive agricultural property within the area of 9ha for student exercises in 1903, students of the Faculty of Pedagogical Sciences of the University of Kragujevac are being educated for future preschool and primary teachers. During their four-year academic studies, unfortunately, they do not have a single study subject related to outdoor learning, and even less have the opportunity to directly participate in similar practice with children. With the aim of examining their views on the importance of early-age children learning outdoors, we first encouraged them to attend the teacher training and workshop"Shumagogy - forest pedagogy from idea to realization", and then visit to the forest playground of the preschool institution "Vrabac" in Kragujevac.

2. MATERIALS AND METHODS

The research examined student attitudes - future preschool teachers about the importance of organizing pedagogical and educational work with early ages outdoor, ambient learning and the forest pedagogy. Research was carried out during the spring semester of 2023. Descriptive scientific-research method and surveying technique were used, and a convenient, intentional sample consisted of 43 students in the final year of basic academic studies majoring in early childhood education. Respondents filled out the survey questionnaire after attending the aforementioned teacher training and visiting the forest playground. A questionnaire of 10 questions/statements, based on the questionnaires of ZUOV intended for participants of professional training seminars (the national Institute established to monitor, ensure and improve the quality and development of the education and upbringing system and performs developmental, advisory, research and other similar tasks in preschool, primary and secondary education and upbringing), was filled out anonymously by the respondents and, by circling the appropriate numbers

on a 5-point Likert-type scale, expressed their degree of agreement with the stated statements. Data processing included critical, quantitative and qualitative analysis of data collected through surveys, application of descriptive statistics procedures, calculation of percentages and frequencies.

3. RESULTS

At the end of March 2023, the students - respondents had the opportunity to learn from the teachers and school support staff of the preschool institution "Vrabac" from Kragujevac what forest pedagogy is, how forest kindergartens function, how to effectively apply forest pedagogy and what are the benefits of forest pedagogy practice . The organizers of the professional meeting accredited by ZUOV, presented their experiences gained within the framework of the ERASMUS+ project "Kindergarten under the canopy - development and implementation of forest pedagogy curricula in kindergartens" (Erasmus + Programme | Key action 2: Small Strategic Partnerships | Agreement number : KA210-SCH-70C6A7D3) which was implemented from October 1st, 2021 until 31st of October 2022. The partners were PU "Vrabac" from Kragujevac, Serbia and Vrtec Beltinci from Slovenia. The aim was to create opportunity for students to acquire basic knowledge about learning About nature In nature and to point out the possibility of implementation of this practice, which has been applied in across the globe for years, in our kindergartens. Furthermore to emphasize the importance of early childhood outdoor education, returning to nature, developing environmental awareness and raising generations that will protect and preserve their environment. In the second phase of the research, at the end of May 2023, students were able to see concrete examples of games and activities that could be organized with children in the forest during a full-day stay in the "Forest Playground" of the Botanical Garden. During the workshop and interaction with the children of the "Vrabac" kindergarten, students discovered that games and activities could be easily organized in theb yard, parks, nature; how to engage and encourage children and that resources are everywhere in nature and can be made from recycled materials with minimal investment. Out of a total of 43 surveyed students, 36 of them (83.7%) attended proffesional meeting "Shumagogy - forest pedagogy from idea to realization", while 32 of them (74.4%) visited the Botanical Garden in Kragujevac and the "Forest Playground". After returning from Kragujevac, all students anonymously filled out a survey, and the data we collected are as follows: the majority of students (67%) declared that their prior knowledge of forest pedagogy before attending the panel (expert meeting) was very modest (on a scale from 1 to 7, the average was 2.8); all respondents were of the opinion that going to the "Forest Playground" had a positive effect on their opinion about the importance of working with children in nature (average score 6.6); the majority of students had a positive opinion when it comes to the statement that children's stay in forest playgrounds and kindergartens affects their physical and mental health - 73% of respondents opted for a rating of 1- a lot (this is a control statement where the positive answer was on the lowest level of the Likert scale). Also, the majority of students agree with the statement that the importance of staying and learning in nature for children's motor development is great - 38 of them (88.3%) circled the highest number on the scale (7). 33 (76.7%) students believed that the impact of staying and learning in nature on children's attitude towards nature and their environmental awareness is great. Still we should remember the fact that not all respondents attended the professional meeting nor all respondents visited Forest playground. What is important is that there were no negative opinions and grades for some of the aforementioned statements - students did not round grade lower than 3, except for the statement that was a control. Between the answers "none" and "enormous", which referred to the advantages and benefits of applying forest pedagogy in working with children of early ages, the majority of students opted for positive answers - the average grade was 6.3. Somewhat less positive answers (average 5.1) were given when it comes to the influence of attending the professional meeting and workshop on the increase of students' professional competencies. It is quite expected that students whose prior knowledge of outdoor learning and forest pedagogy, before the research, was too modest, will be reserved and unsure in their answers about the theoretical and practical knowledge they acquired during the professional meeting and workshop. The mentioned activities did influence the positive opinion of the students about this way of working with children, but in order to acquire and increase professional competences, more theoretical training, lectures and exercises, as well as practical, direct work with children in natural environments are certainly needed. Games, activities and work with children in nature are considered interesting (grade 2.7), useful (2, 3), difficult and demanding (grade 4, 1) by students on a scale of 1 - 7 (again control statement); but most of them (28 or 65.1%) are of the opinion that, if they had the opportunity, they would accept a job in a forest kindergarten. The fact that 35 respondents (81.3%) believe that professional gatherings of this and similar content should be organized regularly (grade 5.8) shows that the overall

impressions of the students are positive, that the content and direct work with children in nature motivated them and interested in becoming more and more fully educated about this topic and showing the desire, will and readiness to increase their professional competences in this field. Their need for professional training on this topic indicates a desire to expand their theoretical knowledge and gain more experience in order to be safer, more successful and more efficient in this segment of work with children.

4. DISCUSSIONS

Although a relatively new pedagogical discipline, forest pedagogy is increasingly popular in many countries throughout Europe and the world, especially in more developed countries where people are aware of the benefits of nature and its positive effects on the overall, versatile development of children. Children's stay in nature, outdoors and outdoor learning means that a certain group of children, of the same or different age, spends a certain amount of time (in some countries it is daily, in some one day a week, and in some for a few hours) in one of the natural ecosystem - forest, meadow, park, riverside... In order to get acquainted with the basic characteristics of outdoor learning and natural-based education, the students, in addition to the theoretical data obtained at the professional meeting, had the opportunity to directly see how children can sing around the fire , to learn using and making tools, to build dens, to dig in the mud, to identify bugs with magnifying glasses or retreat to the tent for reading and puzzles. The children played, explored, and had complete freedom in their choice of activities, and the teachers supported them, supervised and motivated them for further activities, followed their interests and deepened them with new skills and knowledge. "The learning is play-based and, as far as possible, child-initiated and child-led" (Michek, Nováková & Menclová, 2015: 739).

The idea, first implemented in Denmark by Ella Flatau, that children play and learn in the forest, spread very quickly, so that today, there are thousands of these programs operating under various names (e.g., "nature preschools," "forest kindergartens ," "bush kindies," "udeskole") in the Scandinavian countries, Germany, the UK, Australia, New Zealand, the USA and many Asian countries (Sobel, 2016; Michek, Nováková & Menclová, 2015; Dabaja & Uysal, 2022). The student-respondents did not have the opportunity to acquire this basic knowledge about the origin and beginnings of the development of forest pedagogy during their formal education at the university, because in their curriculum study programs (subjects) that relate to or include these contents do not exist. Hence, their attitudes and assessment that their prior knowledge, before attending the professional meeting on forest pedagogy, was very modest, and reduced to information they came to incidentally and spontaneously through the media, the press, and the Internet.

The attitudes and opinions of respondents about the advantages and benefits of applying forest pedagogy in working with children of early ages were influenced by the presentations of the lecturers during the professional , but much more by the experience gained during workshop and direct work with children in the forest playground. Most of them were of the opinion that the advantages and benefits of outdoor learning are great, but the personal qualities and skills of preschool teachers - "perseverance, persistence, and patience" Boileau & Dabaja, 2020: 15) are very important in overcoming obstacles when implementing such a way of working. Benefits were found in various areas of child development: cognitive function, motor coordination and balance, connectedness to nature, and health and well-being outcomes (Sella at al., 2021). Although χ^2ey spent only a few hours in the forest playground, survey participants observed the positive influence of being and learning in nature on children's attitude towards nature and their environmental awareness - involved children had gained a "love of nature," developed a sense of "environmental stewardship," and become "more curious about life, about knowing why and how" (Boileau & Dabaja, 2020:16). During games and outdoor exploring, children are directed to each other, they need cooperation and mutual help in overcoming difficulties, solving problems, checking assumptions, which the students saw for themselves by direct participation in activities with children and educators. On that occasion, they noted that children have the freedom to explore, play, build, create, imagine, use their senses to experience the outdoor environment and engage with one another, i.e. that outdoor learning contributes to the development of social skills and cooperation, i.e. affects the development of the children's ability to work cooperatively, communicate effectively, behave respectfully and show empathy towards one another" (Dabaja, 2021: 646). They confirmed this with their answers in the survey.

The fact that 38 (88.3%) of the respondents emphasized the great influence of being and learning in nature on the motor development of children indicates the fact that during the play and work with the children in the forest playground, the students noticed that the children use different forms of movement (running, jumping, climbing, crawling, walking on trunks, etc.), they use different natural materials (stones,

twigs, leaves, cones, chestnuts...) to build certain structures and in symbolic games, which contributes to the development of gross and fine motor skills, dexterity, physical endurance , balance, coordination (Dabaja & Yılmaz-Uysal, 2022).

The fact that the children were satisfied, happy, in a good mood, cheerful, and played in the fresh air during their stay in the forest playground confirms the positive impact of outdoor learning on children's physical and mental health (Dabaja, 2021). Activities and learning in nature "provides many well-being and health benefits such as reducing anxiety, producing vitality and personal growth, and promoting happiness and life satisfaction" (Cudworth and Lumber, 2021: 74). Staying in different places in nature implies that educators encouraging children to explore and investigate, dealing with risky situations, to be independent, and persistent, thus enabling them to achieve and develop confidence and self-esteem through hands-on learning experiences in a natural environment (Knight 2018).

In addition to attending the professional meeting and a one-day stay in the forest playground, the students were aware that this was not enough to increase their professional competences in that direction, but they showed the desire and need to expand their knowledge and experiences of outdoor learning through various ways of professional development. They noticed that children's outdoor games are inspiring, exploratory, team-based, diverse and complex, and although they characterized working with children in nature as difficult and demanding, they showed a positive attitude when it comes to accepting employment in a forest kindergarten.

Teaching our children to enjoy being outside and thrive in natural environments has the potential to lead to a life-long desire for healthy living and contentedness with the world around us (Beresford, 2021). Playing in the mud, making chains and climbing trees are simple pleasures that have defined childhood for generations. The problem is that nowadays such youthful pleasures are dying out as more and more children are playing computer games instead. Modern society limits any sort of physical activity and positive feelings that nature provokes. Social isolation in early preschool age is increasing, and with it the lack of a stimulating environment to encourage children's comprehensive development. There is much concern that children today who are deprived of nature immersion experiences will lose that innate connection to nature which leads to compassion for the natural world. It is necessary that someone, and we believe that students educated to work with children of early ages, and who are also future parents of small children, point out the need to return to nature, to live in nature and with nature. Consequences of sitting in closed spaces, insufficient movement, looking at screens and alienation from nature, when they appear (and they do),will be difficult to overcome. Physical deformities, poor motor skills, weak immunity, alienation, insecurity, depressive states and other problems that arise due to insufficient time in nature, especially at early ages, can only be prevented if there are organizations, institutions and individuals who are aware of cognitive, physical, emotional, and social benefits of being in nature and the importance of outdoor learning at early ages.

5. CONCLUSIONS

To our knowledge, this is the first review that deals with the views of students of future educators on the importance of outdoor learning, the benefits of forest kindergartens and nature-based early childhood education. Although data collected from the study's small sample size could be informative, they are far from being comprehensive or generalizable. However, in Serbia, where within formal higher education there are no study programs and courses focused on outdoor learning and nature-based education, and where the number of forest kindergartens is insignificant (mostly private institutions), it is significant that future preschool teachers recognized the importance of outdoor learning and noticed the advantages of children being outdoors. The fact is that time spent in a nature preschool or forest kindergarten can play an important role in creating lifelong learners, but it is very important that the creators of the educational policy in one country (in our case Serbia), the authors of the curriculum at the faculties of which educate future teachers and young people (students) who are educated and prepared to work with children of early ages are also aware of that fact. . In this regard, it is also significant that the benefits identified in other studies - better appreciation of nature and development of environmental awareness, child-led, inquiry-based learning, expanded imagination and creativity, increased social skills and cooperation, promotion of self -confidence and self-esteem, and improved physical skills and health, were recognized by young people who had no previous knowledge about it. Working with children outdoors requires adequately educated and qualified educators, persons who are theoretically and practically trained, and who differentiate between traditional indoor formal education and outdoor learning system. In the education of

future educators who will work with children outdoors, it is necessary to implement contents concerning communication with parents and breaking down their prejudices when it comes to children's safety. Every parent should understand the children's need to spend time outdoors, to engage with nature, enjoying the fresh air and having free play. Also, it is necessary to familiarize them with the challenges and problems they may encounter during the implementation of outdoor learning and forest preschool (Whincup, Allin & Greer, 2021), which could be topics of some future research. Finally, playing, especially in natural spaces, undoubtedly provides massive opportunities for learning, development and well-being in the early years. It is remarkable that the training of preschool teachers still pays little attention to outdoor play and learning, when there is ample evidence to show the undisputed benefits for children, and even the staff. We hope that this work will be an inspiration to other researchers to start dealing with this topic, but even more so that the competent authorities and institutions in Serbia will understand that it is high time that natural-based education becomes part of the national curriculum, an integral part of educational work with with children of early ages and a compulsory study subject at the faculties for the education of teachers and educators.

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DETERMINING THE PURCHASE AND SALE VALUE OF SHARES BY ESTIMATING THE VALUE OF THE CAPITAL

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Abstract: The aim of this paper is to point out the fact that without determining the value of shares, their sale cannot be done, because any investment brings certain risks and uncertainties, so it should be done based on financial analysis of the company and determined fair value of its capital. Realistic and adequate assessment of the value of the company's capital is of multiple importance for the potential investor when making an investment decision. Determining the fair value of shares also protects „small" shareholders whose shares the investor wants to repurchase. In this paper, an assessment of the value of the capital of the company „X" AD was performed and the fair price of one share was formed, which the bidder should offer to „small" shareholders and buy them back. Therefore, the financial analysis of the company was used (determining the market position of the company, its return, property and financial position) as well as the usual methods of estimating its capital (adjusted book, property, return and liquidation value of the company).

Keywords: investment, fixed assets, capital value, shares.
Field: Social Sciences

1. INTRODUCTION

Investing is the process of inculcating capital with the aim of preserving and increasing its value and/or achieving a certain income. The investment activities of the company refer to the process of its investment in its own real assets as well as in the purchase of securities on the financial market. If the company buys shares as equity securities, it does so in order to achieve a return based on the achieved purchase-sale difference in price, but also targeted in the sense of purchasing the entire property of a particular company. Buying shares of a certain company for the purpose of acquiring ownership involves the process of assessing their value. Whether you're buying, selling or holding, valuation is essential in any investment decision (Damodaran, Moncada Garcia, 2021).

The assessment of the capital value of legal entities is carried out in order to determine the real, fair value of their capital. Such a determination is imputed by various reasons, the basis of which are legal procedures provided for by law, such as: purchase and sale, M&A transactions, i.e. merger (merger) or merger (acquisition), resignation of the company owner, separation of part of the company, etc. Regardless of the reason for which the capital assessment of a certain legal entity is carried out, it must be carried out in accordance with the law, using the financial analysis of the company (determining the market the company's position, its yield, property and financial position), as well as the usual methods of assessing its capital, such as: adjusted accounting (balance sheet), property, yield and liquidation value of the entire enterprise or part of the enterprise ("Official Gazette of the RS", 57/ 2001). The applied methods are implemented in accordance with international valuation standards (IAS 2, 17, 23, 36, 38, 39, 40, as well as 16 - Property, plant and equipment). Such an assessment can only be carried out as a team, headed by a team leader, because due to its complexity and comprehensiveness, experts of different expertise profiles must be represented, such as financial experts, experts who know market trends, technical and technological experts, construction experts, etc. . In addition to the estimated value of the shares, the investor company can always take into account the market value of the shares of a certain company that is the subject of purchase if there is a developed financial market and continuous trading of those shares on it. In that case, the market value of the shares of those companies varies depending on the supply and demand on the financial market and is the most reliable indicator of the value of its assets. (Stojmenović, 2019). The focus of this paper will be on the assessment of the capital of a joint-stock company whose

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majority owners want to determine the real cost of capital and, based on that, form their offer for the purchase of shares from registered “small” shareholders. Accordingly, different views of the authors on the valuation of the company were used (Damodaran, 2012; Taxmann, 2021; Freeman Publications 2021; Bogle, 2017; Mohanty, 2021; Hill, 2021; Sunnucks, 2021; Cruz, 2022).

2. CAPITAL STRUCTURE OF JOINT STOCK COMPANY “X”

The main goal of every manufacturing company is profit. A company must have a certain amount of capital to produce a product or provide a service (Yosco, 2021). Taking into account that there are two types of capital, in our example (based on the extract “Capital structure of the issuer a.d. “X” of the electronically managed shareholders’ book in the Central Registry for Securities, Depository and Clearing, Belgrade) it can be seen what the the true relationship between them, and later how it affects the company’s operations, as well as its profit and value. Based on the Rulebook on the content and form of financial report forms and the content and form of the statistical report form for economic companies, cooperatives and entrepreneurs (“Official Gazette of RS”, No. 89/2020), the reports that are the subject of this work were prepared.

In accordance with the obtained data, we can conclude that the joint stock company “X” on 31.12.2022. 289,829 ordinary shares with a nominal value of one share in the amount of RSD 890.00 owned by 926 shareholders (a total of RSD 257,947,810.00) were registered in 2011 (before the valuation was carried out). One shareholder, a legal entity (“Y” d.o.o.) is the majority owner with a share of 254,557 shares of the company (87.83%), and the other 925 shareholders are natural persons who own 35,272 shares, thus participating with 12.17% of the total issued company actions. The maximum individual participation of shareholders in the total share capital of the company is the participation of one natural person of 0.11938%, while all other shareholders have a participation of less than 0.01%), Table 1.

Table 1. Capital owners on 31.12.2022.

	Share holders	Number of sharehoders	Number of shares	% shares	Nominal value Shares in RSD
1.	Natural personas	925	35.272	12,17	31.392.080
2.	„Y“ doo, Beograd	1	254.557	87,83	226.555.730
	Total (1 + 2)	**926**	**289.829**	**100,00**	**257.947.810**

Source: Central Registry of HOV

2.1. Assesment of the capital value of the joint stock company„X”

An important component of every company is its assets (business, fixed, current) because these parameters practically tell us where the company invested its funds, that is, how it disposed of them. That is why the management of the company’s assets is extremely important from that point of view, as well as from the aspect of its distribution through the payment of dividends (Stojmenović, 2019). The main driver for shareholders according to the conducted microstudies (Davison, 2015; Koller, Goedhart & Vessels, 2015) is not the actual and paid dividend, but the company’s ability to provide it, and that ability is conditioned by the company’s financial indicators. Therefore, the valuation of the capital was carried out on December 31, 2022. First of all, the appraiser examines the existing balance sheet positions of the company with the aim of discovering irregularities in the valuation of any balance sheet position for the purpose of their correct presentation in the corrected balance sheet, based on the shown book value of the capital - Balance Sheet a.d. “X” on 31.12.2022.y

Table 2.Book value of capital–Balance sheet of joint stock company„X" on the day 31.12.2022. in000 RSD

POSITION		in 000 RSD
A C T I V E		
A. FIXED ASSETS (I do III)		**534.998**
I. INTANGIABLE ASSETS		-
II. II. REAL ESTATE,PLANTAND EQUPMENT (1 to 7)		532.884
1. Land	13.382	
2. Construction objects	233.686	
3. Plants and Eqipment	8.932	
4. Investment real estate	242.902	
5. Other real estate, plants and equpment	126	
6. Real estate, plants and equipment under construction	33.223	
7. Investments in other peoples real estate, plants and equipment	633	
III. LONG-TERM FINANCIAL PLACMENTS(I+II)		2.114
1.Participation in capital	1.089	
2.Other long-term placements	1.025	
B. CURRENT ASSETS (I+II)		**38.100**
I. SUPPLIES		163
II. SHORT-TERM CLAIMS AND PLACEMENTS		37.937
V. DEFERRED TAX FUNDS		-
G. BUSINESS ASSETS (A+B+V)		**573.098**
D. LOSS IN EXCESS OF CAPITAL		
Đ. TOTAL ASSETS (G+D)		**573.098**
P A S S I V E		
A. CAPITAL (I+II+III-IV+V-VI-VII))		**530.406**
I. BASIC AND OTHER CAPITAL (1+2)		258.027
1. Share capital	257.948	
2. Other basic capital	79	
II. RESERVES		18.755
III. REVALUATION RESERVES		195.088
IV.UNREALIZED LOSSES ON HOV BASIS		(8.324)
V. RETAINED PROFIT		66.860
VI. CAPITAL THATS DEPENDS ON THE LOSS		-
VII. OWNED SHARES THAT ARE REDEEMED		-
B. LONG-TERM PROVISION AND LIABILITIES (I+II)		**25.931**
I. LONG-TERM LIABILITIES		10.236
II. SHORT-TERM CLAIMS AND PLACEMENTS (1 do 5)		15.695
V. DEFERRED TAX LIABILITIES		**17.637**
G. TOTAL LIABILITIES (A+B+V)		**573.974**

Source: Authors, 2023.

From the Table. 2 it can be concluded that the company a.d. "X" records the value of the total capital as of December 31, 2022 in the amount of RSD 530,406,000.00.

When determining the value, several groups of methods can be used. The first large group is the one based on the balance sheet (balance-sheetbased methods). One of them is the book value or net value shown in the balance sheet (capital and reserves), which was previously presented, where the sum represents the value of the company, and in the traditional understanding it is the most realistic value. The problem with this method is that accounting criteria are often subjective, and this value is almost never identical to the market value (Baškarad, 2014). In order to overcome this shortcoming, the authors made a correction of the book value, which occurs when the value of assets and liabilities are adjusted to the market value. Consequently, the accounting balance within the active accruals shows 3,669 thousand dinars of negative exchange rate differences for overdue long-term loans. When the long-term loan is due for payment, the negative exchange rate differences related to that part of the loan are transferred from accruals to financial expenses (IAS 21 - Effects of changes in exchange rates). However, these negative exchange differences are not an asset, but a deferred (hidden) loss (Pereiro, 2002; Ball, 2016; Ashar, 2019). Since "X" is a.d. operated at a loss in 2021, in the corrected balance sheet negative exchange differences were excluded from assets and transferred to loss.

The balance sheet of the joint-stock company was adjusted by reducing undistributed profit, in the name of intangible investments and deferred tax assets. At the same time, there was an increase in retained earnings in the amount of deferred tax liabilities that are not shown in the adjusted balance sheet. The Ministry of Finance of the Republic of Serbia - Sector for the Financial System has recommended that negative exchange differences cannot be transferred from active accruals to financial expenses until the long-term loans, from which the negative exchange differences originate, are due. In accordance

with this recommendation, if there are negative exchange differences, there would still be a hidden loss within the assets, with which the balance must be corrected. Joint-stock company “X” does not have negative exchange rate differences in the balance sheet, because there are no long-term obligations with a currency clause, and therefore it can be concluded that the total capital is now RSD 547,167,000.00. The property value of the company is determined on the basis of the property balance drawn up on the day of the assessment. This balance does not contain latent reserves or hidden losses, and the positions in it are evaluated at fair fair value, that is, the value at which the property in question can be monetized (Bieg & Toland, 2021; Ittelson, 2020). At the same time, “appraisers determine the actual condition of assets, their value, check title deeds, prepare reports and propose a new value of business assets” (Mrvić, 2021). The property value of the capital (real assets) was determined by the fact that construction facilities, investment real estate and real estate under preparation were valued at fair value on 12/31/2022. year in accordance with IAS 16 - Real estate, plant and equipment. The assessment was carried out by an authorized court appraiser, where a detailed assessment with the total determined differences of the current book value and the estimated value expressed in dinars and EUR showed a net increase in the property value of buildings, equipment and revaluation value in the amount of RSD 814,720,630.50 (829,682,772.09 - 14,962,141.59), which is also included in the asset balance. According to the asset balance, the total capital is RSD 821,300,000.00, and since the basic capital is RSD 258,027,000.00, the property value of the capital is higher than the basic capital by RSD 563,273,000.00. In practice, a two-phase model is most often used, in which returns are projected for a period of 3 to 10 years, and then the terminal (residual) value is estimated at the end of the period. Generally, the moment for which the residual value is calculated is the moment after which it is expected that yields will be stable and that a stable growth rate will be established.

After the evaluation of fixed assets, an increase in their value by RSD 290,894,000.00 was determined. The yield approach to valuation determines the value of a company based on the future cash flows it will bring to the owner. The basic assumption of the approach is that the long-term business of the company is not threatened. The best-known method within this approach is the discounted cash flow method (DNT method). The value of a company according to this method is directly dependent on its ability to fertilize the capital employed and make a profit (Liakopoulou, 2020). The assessment of the yield value of capital can be carried out using static methods (e.g. capitalization of stabilized profit, capitalization of profit growth, the Stuttgart method and the method of extra profit) and dynamic methods (e.g. the yield value of the company after and the yield value of the company before debt servicing. Assessment of the yield value of capital “ X” a.d. was carried out using the yield value method before servicing debts, which is shown in the sections related to the projection of the income statement and the yield value of capital.

2.2. Statment of income projection

In order to see the future results of certain business decisions that are made in the present, a projection of the Income Statement is made, which, in addition to income, also contains all the costs of the observation period and should show whether the company will operate positively in the defined observation period, with the given structure of income and expenses (gain) or negative (loss). The task of projection is to point out possible mistakes in order to prevent them.

The majority owner of the company predicts that by implementing the new strategy, tactics and business policy, the company will operate more economically, more profitably, and therefore with better business results in the coming period. Based on the use of existing available sales capacities, their better use and innovation, as well as the market position of “X” a.d. , the company’s growth rate is projected with clearly expressed projected revenues and expenditures for a period of five years (2023–2027).

In order to meet the goals set in this way, the majority owner plans to invest in the company’s construction facilities and equipment in the amount of RSD 360,000,000.00 for the observed period, as well as increasing the number of employees in the company by 38.88% by the end of the observed period. , according to the larger volume of business. Managers and shareholders of non-networked companies should have their own estimates of the return value of the company, that is, estimates of the realization of returns in the following years (Trpeski et al., 2020). That procedure includes, e.g. five-year projection of cash inflows and outflows (revenues, direct costs, labor costs, general costs, investments in fixed assets, financial costs, taxes), determination of the residual value and their discounting to the present value. In accordance with the above, by determining the discount rate, a profit and loss account was designed, the content of which corresponds to the method of capital assessment before debt servicing.

The net working capital of the company shows how much of the working capital is financed from

long-term financing sources (Knežević, 2009). At the same time, it is an indicator of the liquidity perspective because it determines the company's ability to borrow in the short term. Planning and projecting a larger investment, with the aim of developing the company, certainly requires the engagement of additional funds, because of which the company has to use other people's funds, that is, it has to borrow during a certain period of intensive investments.

The projection of free cash flow was made, based on the projected income statement, projected net working capital and planned investments in construction facilities and equipment. Return value of capital

According to the method of capital value before debt servicing, the yield value of capital is the sum of the present value of the operating free cash flow and the residual value increased by the value of assets not included in the cash flow and reduced by interest-bearing liabilities. Accordingly, the yield value of capital amounts to RSD 18,901,000.00

Stock returns are generated by three sources (dividend yield, earnings growth, and changes in market value) to establish rational expectations for stock returns over the next decade. In the long run, business reality exceeds market expectations (Bogle, 2017).

The assessment of the value of shares is determined by assessing the value of the company, more precisely by assessing the value of its capital and dividing the obtained assessed value by the total number of issued shares (Mrvić, 2020). Based on the capital assessment of the company "X" a.d. the values of the estimated capital value and the value of one share were determined.

Table 3. Determined value of company shares

	Book value	Fixed value of the bookkeeping	Property value	Yield value
Capital value in 000 RSD	530.406	547.167	821.300	18.901
Number of shares	289.829	289.829	289.829	289.829
The value of shares (1/2)	1,830	1,888	2,834	

Source: Authors, 2023.

At the same time, the nominal value of one share is RSD 890.00, and the last market value per share a.d. "X" on the Belgrade Stock Exchange is RSD 1,500.00 (the total market value of capital is RSD 434,743,000.00). Based on the estimated values and the market value of the capital of the company a.d. "X", the "fair" value of capital is its asset value in the amount of RSD 821,375,386.00, where the price of one share is RSD 2,834.00. Based on the determined values, it is concluded that such estimated value of a share is higher than its nominal and market value. The buyer of the shares would have to set aside RSD 31,392,080.00 in order to purchase 35,272 shares from 925 "small" shareholders at "fair" value, and in that sense make an offer for their purchase. for those companies that are expected to continue their operations in the future. In that future period, it is understood that the company will invest in new assets as well as create new cash flows, as shown in this research.

3. CONCLUSION

A company valuation is essential when negotiating the purchase or sale of shares so that interested parties can get a "fair" market price, and the fact that they know what they will pay plays a large part in the success of buying a company. If they pay more than they should, they may not have enough money in the future to invest in the business and enable its growth. A wrong assessment can mean an unprofitable investment that will have bad feedback effects on the state, subcontractors, employees and other interest groups, and therefore inadequate allocation of resources in the long term damages the entire economic system. For buyers, sellers, and the economy as a whole, it is important to correctly value investment, especially in developing markets. The seller tries to get the highest possible value for the property he owns. On the other hand, the investor has his own calculations in terms of the ratio of invested capital and potential benefits. For shareholders, the value of shares is significant, because it is an indicator of the quality of their investment. Based on the movement of share values, investors can assess the financial "health" of the company, the degree of expected return on invested funds or estimate possible loss and accordingly diversify and minimize the risk of their investment, form their portfolio according to the level of risk that their company can bear. Considering that investors prefer the stability of dividends, the basic motto of their investment will be the minimum cost of capital investment while achieving the maximum share price as well as managing the risk of their investment. In conducting the research, the existing practical and theoretical knowledge from this field, as well as the usual scientific research methodology, were

used, which resulted in a conclusion about the importance of making an adequate financial management decision regarding the management of the company's assets. The obtained data were analyzed and presented in the paper without specifying the generalities of the company.

Based on the above, it can be concluded that the company "X" a.d. in the following period justify investments, increase profits and operate with profit (income). The data at our disposal, primarily from the balance sheet and the income statement, show that the company, if it continues with this business growth trend, aims to do business with increased profits. An investor will make a decision to buy shares, if he knows that the real value of the share is lower than its current market price. Otherwise, if the price is higher than the real value, he will most likely make a decision to sell them. This paper determined the purchase value of shares by estimating the value of capital and highlighted the importance of using the discounted cash flow method in practical reporting to top management. On the basis of usable information about the company's operations, the importance, usefulness and possibilities are indicated by means of financial indicators. Valuation must not only be done by authorized court appraisers, but also by company management. Also, the presented methodology can be used for the purpose of evaluating the success of the management when evaluating business results, as well as evaluating the way of implementing the strategy - whether it is the right and good way of development and prosperity.

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THE WIMMELBOOK – ARTISTIC PERCEPTION AND OPPORTUNITIES FOR AESTHETIC IMPACT THROUGH FINE ART ACTIVITIES IN THE PEDAGOGICAL PROCESS

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Abstract: Walking tourism, among the most attractive manners to observe a destination and satisfy the growing demand of visitors for outdoor activities, allows tourists to interact closely with local nature, people, tradition, culture, and heritage. Walking tourism needs low investments and can be developed anywhere. The impacts of greenspace on people's physical and mental health contribute to the accelerated development of this form of tourism. By better understanding users, it is more likely to develop a product or service that works for them. Despite the efforts of urban areas to become greener and more attractive (Callaghan et al., 2021), rural areas have unique and pristine natural resources that cannot be created artificially. In addition, life in the village is still traditional, peaceful, and easy, customs are respected, and the cultural heritage has been preserved from the influence of the modern, high-tech age and global market trends (Štetić & Šimičević, 2017). When developing a nature tourism product, the focal question is related to real user needs. Such as the lack of information about user needs accounts for 35% of total reasons for start-ups' failures (CBInsights, 2021), this logic can also easily apply to tourism destinations. To learn about user needs, the starting point is to research users and their motivations, triggers, and context for using the product or service. Considering the impact of greenspace on people's physical and mental health, countryside walking tourism (CWT), with the village as the pivot of tourist activities, is a rapidly developing form of rural tourism. Properly developed and managed, walking tourism brings social-economic benefits to destinations and gains a significant place in regional sustainable development (Milojković et al., 2023a). CWT, with the village as the pivot of tourist activities, is a rapidly developing form of rural tourism (Milojković et al., 2023b). Understanding users and their needs-based CWT management reduces the risk of expensive failures, ensures timely delivery, sets up and manages a team to design, build, and maintain a product or service, and opens space for innovations. The research purpose is to perceive users of the countryside walking tours and their needs during those tours. Among the general scientific methods, the statistical method and the hypothetico-deductive method were used. The research data were collected using the questionnaire-based survey technique and processed by SPSS. The general results indicated that the management of CWT should target meeting user needs for visiting hidden and original places with a local guide, consuming and buying authentic food and drinks, and raising awareness and building communicative capacities of the local population. The research contribution is to improve the management of rural tourism destinations based on understanding users and their needs for countryside walking tours.

Keywords: artistic perception, wimmelbook, aesthetic impact, children, pedagogical process
Field: Social Sciences

1. INTRODUCTION

Wimmelbooks are a type of wordless picturebooks that are "overloaded" with images of different scenes and caracters. They give the children first impression about literature and prepare them for reading and coping with the world throughout stories (Rémi, C., 2011).

Wimmelbuch researchers talk about the presence of the following varieties:

- classic – a book with multiple characters and plenty of storylines. It describes a day in the life of the characters and the relationships between them, their images are present on every page;
- encyclopedic - plenty of characters and specific information about them;
- "one-sided" - the hero "lives" only on one page, here and now; the subject matter is limited (Елагина, И., 2020).

In contrast to puzzle or search books, wimmelbooks rely on their readers to find their own way.

through the rich material they contain and do not direct their attention by phrasing explicit search tasks. They allow for manifold reading options and encourage a highly active response from children and adults alike, which rightfully might be described as a form of playing (Rémi, C., 2011). The absence of text allows to "read" on the pictures and the child of preschool age can become the narrator of the drawn story

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(Бачанова С., Ю. Таланова, 2019).

2. MATERIALS AND METHODS

Aesthetic impact in the perception of a Wimmelbook

Each type of art reflects reality, but it also affects people's perceptions in a specific way, forming certain ideas and associations. A feature of fine art is the transmission of mostly visual representations of objects and phenomena with the help of graphic images. When visual perception is combined with word comprehension, it can have a complex impact on a child's intellectual and emotional development. In this sense, the application of Wimmelbooks should be considered, presenting its potential for aesthetic impact. The pedagogical possibility to educate through art can be considered in a different plane.

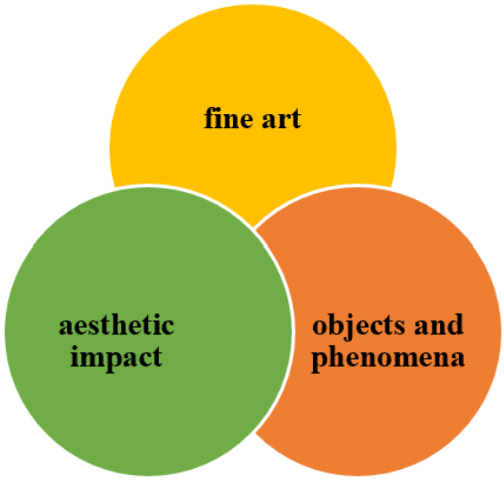

Figure 1., Scheme of integration connections for aesthetic impact, author's revision, see (Легкоступ, 2012, с.141)

According to Legkostup, "the basis of the artistic impact is the aesthetic perception of reality" (Легкоступ, 2012). Children build their aesthetic representations of objects and phenomena from reality, while forming meaningful and logical connections. Children's imagination, creativity and emotionality develop. The other aspect of aesthetic impact is the perception of works of art. It helps to get to know reality through its reflection in artistic images. Through fine art, children are trained to discover the typical features of observed objects (Легкоступ, 2012).

Wimmelbooks are distinguished by exceptional detail of the illustrations. Multiple parallel scenes can be presented within one image, thus stimulating children's imagination and independent perception. It is precisely this that makes them relevant and valuable in practice in application of the principle of aesthetic impact, commented on above.

The mechanism of children's artistic perception

Artistic perception is the way in which the work is reflected in the mind of the one who observes it.

"Artistic perception includes both the knowledge of things and phenomena, as well as the evaluation of them - moral and aesthetic. It has a deeply personal character ... and is close to the child, because it has a certain attitude to what it perceives" (Шейтанова, Занков & Стойкова, 1993, с.157).

Children's ability to perceive the work of art should be carefully and systematically developed in the pedagogical process. The most important stages in the mechanism of children's artistic perception are related to the process of "recognizing" the images from the work, at the same time as realizing and comparing them with the known reality by means of thought, imagination and emotion. Observation, as part of perceptions, should be applied purposefully in order for children to enrich their visual knowledge and impressions of specific objects. As a personality quality, observation is a direct source of information that contributes to the perception of objective reality and helps to enrich the ideas of adolescents. It stimulates their

imagination and emotionality, forms a set of qualities that contribute to the development of creative and constructive thinking, to the discovery of logical connections between objects and phenomena. According to the researchers, images aid individual perception because they are not informative in themselves, but are interpreted by the perceiver (Василева, 2020).

3. RESULTS AND DISCUSSION

In the process of artistic perception of the Wimmelbook, it is good to apply pictorial clarity. Visual images can be used in solving speech problems. During the pedagogical process, Wimmelbook illustrations can be used for illustrative clarity, as they are characterized by:

- naively realistic images;
- wealth of characters and scenes that develop in parallel on the pages of the work;
- in the classic versions of Wimmelbook, the book depicts scenes from everyday life that are familiar to children (Терзиева, 2022).

The algorithm proposed below is a useful pedagogical resource that supports awareness of basic emotions and working out children's reactions when they experience certain feelings. When they learn to recognize the emotions they experience, children can be more successful in understanding themselves and others, in social adaptation, in the daily activities and situations they encounter. The possibilities of the illustrations in the Wimmelbooks were used as the basis on which the methodological task of familiarizing with a specific emotion was built. An example situation-model for the emotion joy is presented, which can be used as a model when working with the other emotions.

A methodical algorithm for the artistic perception of a Wimmelbook

Topic: My emotions

Goal: Aesthetic perception of illustrations from a Wimmelbook, "reading" of a Wimmelbook, enrichment of speech activity

Task: Formation of initial ideas about the content of basic emotions and possibilities for mastering them

Expected results:

Knowledge:

- what is this "emotion";
- how to distinguish one emotion from another;
- when emotions appear;
- what we feel when we experience a certain emotion;
- how we react when we feel a certain emotion;

Relations:

- perceiving an illustration from a Wimmelbook;
- expressing an emotional attitude to the illustrated images.

Course of an exemplary pedagogical situation:

First stage: the children are introduced to the topic of emotions and are introduced to an illustration from a Wimmelbook (see the image below), which they will use to work with a specific emotion.

Figure 2., Image called „Mein großes Zoo-Wimmelbuch", Sandra Reckers, retrieved from: https://detskiknigi.com/knigite-tip-vimelbuh-osnovni-polozhenija /

It is appropriate for the teacher or facilitator to give a short talk on basic knowledge related to the concept of 'emotion'. Useful guidelines in this aspect: An emotion is something that happens in us when we find ourselves in a situation (the term "situation" can be replaced by "event" for preschoolers) - in the garden, at school, at home and so called. For example, my mom bought me some of my favorite ice cream. Then we feel how a change occurs in us, which can be something good or something unpleasant. What we experience causes us to react in a certain way, that is, we say or do something because we experience a certain emotion (*Исърн*, 2022).

The mechanism of action of an emotion can be illustrated with the following diagram:

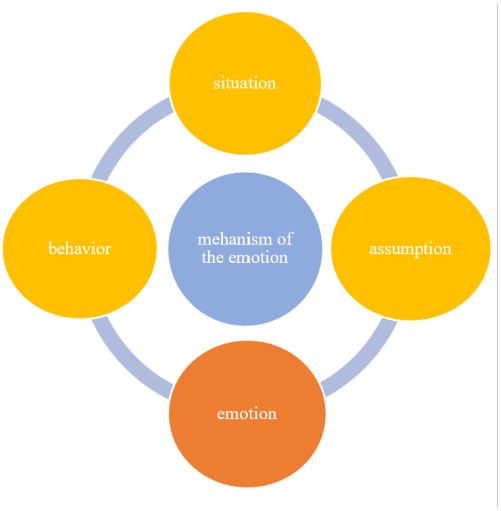

Figure 3., Scheme of the mechanism of generation and action of emotion

For example:
Situation: I'm going home. I open the fridge and find my favorite ice cream.
Reflection: I think about how delicious it will be when I eat it.
Emotion: I feel a change because I am happy that I am going to eat something that I really like.
Behavior: I smile widely and hug mom, who thought to pleasantly surprise me.

In the next stage, the teacher offers the children to familiarize themselves with the emotion of joy: joy is a pleasant feeling that we feel when something good happens. When we are happy, we smile, we feel full of energy, we want to "jump and sing". We think we can succeed, that anything is possible.

Then he suggests that, recalling the illustration and knowledge about the emotion, they complete the following tasks by carefully examining the illustration:

o Can you find someone in the illustration who looks happy?
o Why do you think he feels this way?
o How many happy children can you count in the illustration?
o Are there any happy animals in the illustration? Why? Draw a happy animal.
o Think about your visit to a zoo, if you have, and describe how you felt while you were there. Draw it.
o Compose a dialogue between one of the characters (heroes) in the illustration.
o Tell a short story based on the illustration;
o Who else would add to the illustration? Draw it. Make up a short story with him.
o Draw your version of the theme "In the zoo".

4. CONCLUSIONS

Performed in this way, the interpretation of the story line from the Wimmelbook stimulates the child's imagination and supports the pedagogical process related to the enrichment of creativity, social and emotional awareness. Children's ability to perceive the work of art should be carefully and systematically developed in the pedagogical process. The proposed experimental pedagogical algorithm is created for the artistic perception of wimmelbook by children. A positive impact of their emotional awareness, success, adaptation and well-being is expected. Similar forms of pedagogical tools could be subject to experimentation and application in pedagogical practice.

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ENHANCING ACCULTURATION VIA PHRASEOLOGY

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Abstract: The article deals with the topic of the common European heritage in the English phraseology. When speaking about the European heritage, we speak about culture, history, traditions, ceremonies shared in the European continent. Subject to analysis in phraseology are quotations of well-known persons, books, works, myths and traditions of international origin that we share in Europe. Acculturation of people is related with the concept of native culture of each person. To know the culture of the homeland is enevitable for understanding the culture of other nations. Moreover, the article deals with connections between culture and the language because they influence each other. After analysing proverbs and sayings of the Slovak and English language, it can be postulated that in most cases their target language for the Slovak as well as the English was Latin language. The existence of cross-linguistic absolute equivalents can result from the fact that idioms or in general, phraseologisms, including paremiological units, come from the same source and are cross-linguistically or even internationally shared, usually as translation loans or calques, which is also a case of some English and Slovak phraseologisms. Absolute equivalents are based on the identical imagery, symbolisms, and literally or almost literally corresponding lexical components of their basic forms.

Keywords: acculturation, phraseology, phraseme
Field: Social Sciences, and Humanities

1. INTRODUCTION

Culture penetrates into all social dimensions and through the language, that is the part of the culture, profiles communication. (Pondelíková, 2020, p.56)

Hofstede (1991) defines culture as the collective programming of the mind distinguishing the members of one group or category of people from others.

Everybody encounters with the culture, mother tongue is an inevitable part of the culture. When acquired the second language in a foreign country, experience of acculturation is present. Culture shock is natural and is connected with various feelings and emitions, e.g. frustration, indecision, etc.

Attitudes develop early in childhood and are the results of parent's and peer's attitudes and contacts with other people. Second language learners benefit from positive attitudes and negative attitudes may led to decreased motivation and failure. Negative attitudes usually emerge from either false stereotyping or from undue ethnocentrism.

Social distance describes the cognitive and affective proximity of two cultures. When two nations share the border, usually we see similarity in the concept of the cultures because it is natural that they influence each other. Americans and Canadians are similar. Americans and the Japanese are dissimilar. When describing other nationalities, we use stereotypes, e.g. the Scots are mean, the Slovaks are hospitable, the British are conservative.

Matejka, Miština (2022) analysed issues related to the profession of teacher as well as relationships between learners of a second language and cultural concept. Ďurčo, P.et al. (2015) described and examined proverbs and their variants in German language as the part of the cultural heritage of each nation.

Effective strategy for acculturation represents to see similarities, i.e. common culture, history, tradition, etc. The existence of cross-linguistic absolute equivalents can result from the fact that idioms or phraseologisms, including proverbs, come from the same source and are cross-linguistically or even internationally shared, usually as translation loans or calques, which is also a case of some English and Slovak phraseologisms. (Böhmerová, 2018, p.17). Common sources are the Bible, Ancient Greek and Roman mythology, Aesop's fables, Arabian nights, native English tradition and extra-linguistic reality, quotations of famous writers, politicians, philosophers, sayings, etc. All nations share the wealth of social and human experience hidden in the European phraseology.

Idiomatization is a process of lexicalization of the free expressions combined with reevaluation of their meaning. It means that idioms are the end result of the gradual process in which word groups

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become fixed combinations by a long usage and acquire a new sense, i.e. the fully or partially undergo figurative extension. (Kvetko 2015). There are many analyses in the perception of colours in a particular nation. Perception and further interpretation of colours varies from nation to nation, is investigated e.g. by Mazurova who determined that "the meaning of idioms is greatly influenced by either symbolic or historical colour associations" (2010, p.1). Bauer (In: Schlücker et al., ed., 2019, p. 45) states multi-word expressions can be defined as lexical items which consist of more than one 'word' and have some kind of unitary semantic or pragmatic function.

2. RESEARCH, METHODOLOGY AND RESULTS

The research was done by the analysis based on the number of idioms containing colours in general. Perception of colour can be analysed within phraseology, e.g. in the specific type of the phraseologisms, i.e. idiomatic comparisons or similes. In the case of idiomatic comparisons containing the colour element, the limited range of colours can be identified, i.e. black, white and red colour in the Slovak similes. The idiomatic comparisons have the structure adjective + ako/as + noun. Results from the previous study (Hudcovičová 2021) confirmed the fact that the idiomatic equivalents belong predominantly to the category of absolute equivalents in the English language. The idiomatic comparisons are fixed in the structure and analogy of symbols is significant, i.e čierny ako uhoľ, black as coal; biely ako sneh, white as snow; červený ako repa/cvikla, red as beet/beetroot, etc.

Another examples of phraseologisms with absolute equivalence can be found in the Bible, i.e an eye for an eye, oko za oko; alpha and omega, alfa a omega; Good Samaritan, dobrý Samaritán, do not throw pearls to swine, nehádžte perly sviniam, etc.

Proverbs of the Latin origin can be found in English as well as the Slovak language. The first source was the book by Litovkina (2000) A proverb a day keeps boredom away. Sayings of the Latin origin and the English counterparts were selected. Then the English sayings and proverbs were checked thanks to (The Oxford Dictionary of Proverbs, 2015). The Slovak counterparts of sayings and proverbs were taken from Prekladový anglicko-slovenský frazeologický slovník (2014), (Prekladový slovensko-anglický frazeologický slovník, 2021).

Tab.1 Latin, English and Slovak proverbs and saings

Latin	English	Slovak
In vino veritas.(Litovkina, 2000)	There is truth in wine. (The Oxford Dictionary of Proverbs, 2015)	Vo víne je pravda. (Prekladový anglicko-slovenský frazeologický slovník, 2014)
Manus manum lavat.(Litovkina, 2000)	One hand washes the other. (The Oxford Dictionary of Proverbs, 2015)	Ruka ruku myje. (Prekladový anglicko-slovenský frazeologický slovník, 2014)
Errare humanum est. (Litovkina, 2000)	To err is human. (The Oxford Dictionary of Proverbs, 2015)	Mýliť sa je ľudské. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Mille vie ducunt hominem per secula Romam. (Litovkina, 2000)	All roads lead to Rome. (The Oxford Dictionary of Proverbs, 2015)	Všetky cesty vedú do Ríma. (Prekladový anglicko-slovenský frazeologický slovník, 2014)
Vox populi, vox Dei. (Litovkina, 2000)	The voice of the people, the voice of God. (The Oxford Dictionary of Proverbs, 2015)	Hlas ľudu, hlas Boží. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Tempus fugit. (Litovkina, 2000)	Time flies. (The Oxford Dictionary of Proverbs, 2015)	Čas letí. (Prekladový anglicko-slovenský frazeologický slovník, 2014)
Tempus dolorem lenit. (Litovkina, 2000)	Time is a great healer. (The Oxford Dictionary of Proverbs, 2015)	Čas je najlepší lekár. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Quod non videt oculus, cor non dolet. (Litovkina, 2000)	What the eye doesn't see, the heart doesn't grieve for. (The Oxford Dictionary of Proverbs, 2015)	Čo oko nevidí, to srdce nebolí. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Dum anima est, spes esse dicitur. (Litovkina, 2000)	Where there's life, there's hope. (The Oxford Dictionary of Proverbs, 2015)	Kde je život, je nádej. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Non omne quod nitet, aurum est. (Litovkina, 2000)	All that glitters is not gold. (The Oxford Dictionary of Proverbs, 2015)	Nie je všetko zlato, čo sa blyští. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Piscis primum a capite foetet. (Litovkina, 2000)	Fish begins to stink at the head. (The Oxford Dictionary of Proverbs, 2015)	Ryba smrdí od hlavy. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Audentes fortuna iuvat. (Litovkina, 2000)	Fortune favors the brave. (The Oxford Dictionary of Proverbs, 2015)	Odvážnym šťastie praje. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Amor est caecus. (Litovkina, 2000)	Love is blind. (The Oxford Dictionary of Proverbs, 2015)	Láska je slepá. (Prekladový slovensko-anglický frazeologický slovník, 2021)
De mortuis nil nisi bonum. (Litovkina, 2000)	Speak well of the dead. (The Oxford Dictionary of Proverbs, 2015)	O mŕtvych len dobre. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Exceptio firmat regulam. (Litovkina, 2000)	The exception proves the rule. (The Oxford Dictionary of Proverbs, 2015)	Výnimka potvrdzuje pravidlo. (Prekladový slovensko-anglický frazeologický slovník, 2021)
Potius sero quam numquam. (Litovkina, 2000)	Better late than never. (The Oxford Dictionary of Proverbs, 2015)	Lepšie neskôr ako nikdy. (Prekladový slovensko-anglický frazeologický slovník, 2021)

3. CONCLUSIONS

Analysed Latin, English and Slovak proverbs and sayings in the table 1 represents absolute equivalents. Absolute equivalents are based on the identical imagery, symbolisms, and literally or almost literally corresponding lexical components of their basic forms. Therefore, they are easily understandable to Slovaks or English native speakers. If we analyse other languages, e.g. Italian, Spanish, French or other Slavic languages, even here, absolute equivalents in provers and sayings are expected. Latin language was in the past lingua franca in Europe. It was the language of educated people, the language used for writing books, the language of universities and academic lectures. That is the reason why Latin spread

in Europe. The common European heritage helps us to remove social distance because of common proverbs and sayings in phraseology. Nationalities in Europe influenced by the Latin language and culture share similar, identical or very similar phraseologisms that help to build bridges between countries.

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ANTICOMPETITIVE PRICE FIXING IN DISTRIBUTION AGREEMENTS – ECJ C-211/22, SUPER BOCK V. PORTUGUESE COMPETITION AUTHORITY

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Abstract: On June 29, 2023, the judgment concerning the case C-211/22, Super Bock v. Portuguese Competition Authority, was released by the European Court of Justice ("ECJ"). This judgment delivers a comprehensive review of fundamental competition law principles pertaining to vertical agreements.

In this judgement was examined the business approach of Super Bock, a manufacturing Portuguese company. The preliminary ruling emphasizes to the court referring the case the vital distinction between hardcore restrictions as defined by the Vertical Block Exemption Regulation (VBER) and competition-constraining practices falling within the purview of Article 101(1) of the Treaty on the Functioning of the European Union (TFEU).

Furthermore, the ruling clarifies the expansive scope of the term "agreement" according to Article 101(1) of the TFEU, while also highlighting the array of (both direct and indirect) evidence that can substantiate the identification of an agreement. In alignment with established legal precedents, ECJ reinforces the principle that an agreement encompassing nearly the entire geographical expanse, though not entirely exhaustive, of a Member State can still impact the inter-member trade.

Vertical agreements involve relationships between entities at various levels of the supply chain, such as manufacturers and distributors. The key aspects addressed in this judgment have direct relevance to how manufacturers interact with their distribution networks and set pricing policies, which in turn can affect market dynamics and competition within the manufacturing industry.

The Super Bock v. Portuguese Competition Authority judgment serves as a pivotal milestone in clarifying the legal framework governing vertical agreements in the European Union. Its comprehensive analysis of competition law principles provides valuable guidance to businesses operating within the EU, ensuring a more transparent and predictable regulatory environment for vertical agreements and, consequently, fostering healthy competition in the market. The ECJ confirmed for the first time the established EU law principles regarding vertical price-fixing agreements. It emphasizes that an agreement should not rigidly be classified by actions without considering the broader context. Although deviating from stricter framework centered on the primary purpose and severe restrictions may complicate the application of the law, this ruling encourages a more thoughtful evaluation of vertical agreements and their overlap with competition law.

Keywords: vertical agreements, resale price maintenance, Art 101 TFEU, price fixing, competition law.
Field: Social sciences

1. INTRODUCTION

The situation in question involves a Portuguese beer company called Super Bock and its sales of beverages in Portugal. Super Bock made agreements with independent distributors for distributing its beverages in almost all territory of Portugal, by granting them exclusivity for the sale of its products in specific areas like hotels, restaurants, bars, and cafés.

For over a decade, Super Bock consistently set the rules for how its distributors should do business with Super Bock's beverages: The distributors were supposed to set minimum prices to make sure the prices stayed relatively stable across Portugal. The distributors had to share sales information with Super Bock, like quantities and prices, and Super Bock would take action against those who sold for less than the set prices or didn't follow the rules.

Because of these actions, the Portuguese Competition Authority (hereinafter: "authority") started an investigation. The authority found that Super Bock's actions went against Article 101 TFEU that prevents anticompetitive agreements. As a result, the authority fined both Super Bock and two of its representatives (directors). The case was taken to the Portuguese Competition Court, which agreed with the authority's decision. When Super Bock appealed to the Tribunal da Relação de Lisboa (Court of Appeal, Lisbon, Portugal), the proceedings were paused, and the case was referred to the Court of Justice in Luxembourg.

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In its request to the Court of Justice, the Court of Appeal asked for clarification about how to interpret Art. 101 TFEU and, specifically, whether an agreement that sets minimum resale prices can be seen as automatically harming competition, without looking at the bigger context of the agreement. The Court of Appeal questioned further how the concept of "agreement" should be interpreted where minimum resale prices are imposed by the supplier on its distributors. Thirdly, it asked whether the concept of „effect on trade between Member States" can be harmful to competition if the distribution agreement affects almost the entire territory of just one Member State (para 18, ECJ C-211/22, Super Bock v. Portuguese Competition Authority, 29 June 2023). So, the Court of Justice had to answer these three questions raised by the Portuguese court.

2. RESALE PRICE FIXING AGREEMENTS AND EU COMPETITION LAW

2.1. Resale Price Maintenance and Restriction of Competition by "Object"

"Resale price maintenance" refers to the situation wherein a supplier enforces constraints on the pricing by a buyer at the time of the resale of goods or services that have been provided by the supplier. In simpler terms, this refers to a vertical agreement that involves setting minimum resale prices. Through minimum price or fixed price agreements, suppliers instruct buyers not to go below a certain price level or to steadfastly maintain a specific price when reselling the goods or services (para 186, Communication from the Commission, 2022).

Article 101 of the TFEU prevents agreements, whether they are between competitors (horizontal) or between different levels of the supply chain (vertical), from intentionally or unintentionally harming competition. Parties involved in an illegal agreement must demonstrate efficiencies as outlined in Article 101(3) of the TFEU in order to be excused from the prohibition laid out in Article 101 TFEU. This necessitates a profound assessment. Another approach for a vertical agreement to receive an exemption is to meet the criteria of one of the European Commission's block exemptions.

However, it's important to note that certain practices, which are generally recognized as restrictions on competition by their nature, are labeled as "hardcore" restraints in the Commission's notices, guidelines, and block exemptions.

One of them is the resale price maintenance. The resale price maintenance is being seen as harmful for competition, namely as a "hard-core restriction," and this is stated in Article 4 a) of Regulation (EU) 2022/720 (hereinafter: "VBER"), further in Section 6.1.1. of the Communication on Vertical Restraints (2002) (Communication from the Commission, Commission Notice, Guidelines on Vertical Restraints (2022/C 248/01) and is being seen as a restriction "by object" under Article 101(1) of the Treaty.

These restraints are so far automatically assumed to violate Article 101(1) TFEU and are presumed to not fulfill the criteria specified in Article 101(3) TFEU. Once it is confirmed that a specific agreement contains such a hardcore restriction, the agreement automatically becomes ineligible to benefit from any of the Commission's block exemption regulations. The size of the market shares held by the participating companies is inconsequential when applying the antitrust prohibition to price fixing (ECJ, Judgment of December 13, 2012, Case C-226/11, para. 37 – Expedia). Given this context, the resale price maintenance is a restriction of competition "by object" according to Art. 101(1) TFEU and can only be justified in exceptional cases according to Art. 101(3) TFEU.

2.2. Any difference between hardcore restriction and by object?

The novelty in this judgment is that the ECJ declares that the concept of "restriction of competition by object" must be interpreted restrictively: it declared that if a restriction qualified as a "hard-core restriction" under the VBER, it does not necessarily mean that the restriction is automatically a restriction "by object" according to Art. 101(1) TFEU. Against this background, the concepts of "hardcore restrictions" and of "restriction by object" are not conceptually interchangeable and do not necessarily overlap (para 44). Instead, the responsibility lies with the parties to evaluate the agreement and determine whether it resulted in any improvements that could warrant an exemption. Thus, a national court or competition authority can find that a vertical agreement fixing minimum resale prices entails a "restriction by object" only after having determined that the actual agreement "presents a sufficient degree of harm to competition" (para 43). In conducting this analysis, it is essential to consider the agreement's terms, its intended objectives, and all the elements that characterize the economic and legal context in which it is situated. The ECJ reached this conclusion, thereby leaving it to the referring Portuguese court to make such an assessment (para 43).

2.3. Meaning of "Agreement" according to art. 101 TFEU

In its second question, the Portuguese court asked for guidance regarding the concept of "agreement" as outlined in Article 101 TFEU. This clarification was sought to determine whether, within the context of the ongoing case, there is indeed a formal agreement in place between Super Bock and its distributors (para 44). Basically, the referring court seeks explanation regarding the concept of "agreement" to be able to determine whether there is an agreement between Super Bock and its distributors (para 45).

Considering case-law, an agreement refers to any expression of a shared intention to behave in a specific manner in the market (European Court of Justice (ECJ), July 15, 1970, Case C-261/70, para. 112 – ACF, and the decision of October 29, 1980, combined Cases C-125/80, para. 86 – van Landewyck, as well as considering the German Federal Court of Justice (BGH) resolutions, including the ruling of February 15, 1962, Case KRB 3/61 – Putzarbeiten II, and the judgment of April 22, 1980, Case KZR 4/79 - Taxi Owners Association). Such an expression of intent to bind the purchaser's prices doesn't necessarily have to be explicit but can be inferred from the circumstances. The agreement doesn't need even to be binding or legally enforceable. Conversely, purely unilateral actions without a recognizable expression of shared intent do not violate antitrust laws. However, under certain circumstances, even unilateral requests for price binding could be prohibited under German law (German Competition Authority, July 2017, Guidelines on Price Fixing Prohibition in the Field of Food Retail).

The ECJ confirmed by this judgment the established case law stating that an agreement requires the mutual consent of both parties (Court of 18 November 2021 in Case C-306/20, Visma Enterprise, para. 94). More specifically, in order to assume a vertical price-fixing agreement, "it is necessary to establish whether the distributors have either implicitly or explicitly agreed to comply with the supplier's request to maintain resale prices" (Jacques Buhart, Stéphane Dionnet, Frédéric Pradelles, Vertical agreements & restriction of competition by object: What's new in Europe? July 11, 2023). It should be noted that Article 4, paragraph a) of the Vertical Block Exemption Regulation assumes that any limitation on the ability of the buyer to independently determine their selling price constitutes a significant restriction on competition (Bauer / Rahlmeyer / Schöner, Vertriebskartellrecht, 2020, § 9 Preisbindungen, para 12).

While unilateral actions themselves may not inherently qualify as agreements which restrict competition "by object", if a supplier provides distributors with minimum price lists, either verbally or in writing, and requests that they adhere to these prices, and then actively monitors and enforces this pricing strategy with the threat of punitive actions, the distributors' acceptance and compliance with these suggested prices without objection could suggest an implicit agreement or acceptance of the supplier's practice.

However, the final assessment of this question lies with the referring court, who will have to make a final assessment on the facts in a subsequent judgement at national level (para 51).

2.4. The effect on trade between member states

Lastly, the Portuguese court asked by its sixth question, "… whether Article 101(1) TFEU must be interpreted as meaning that the fact that a vertical agreement fixing minimum resale prices covers almost the entirety, but not all, of the territory of a Member State prevents that agreement from being able to affect trade between Member States" (para 59).

In this point, the ECJ did not diverge from its established case law. The ECJ stated in this point that trade impact between Member States typically arises from a combination of various factors, none of which may individually determine the outcome. To determine if an arrangement significantly affects trade between Member States, it's essential to analyze it within its economic and legal framework (see judgment of 11 July 2013, Ziegler v Commission, C 439/11 P, EU:C:2013:513, para 93). So, it's crucial to determine, with a reasonable level of certainty, whether the agreement has a notable "direct or indirect, current or potential impact" on trade between Member States, even if it only applies to a portion of a Member State's territory. The ECJ has held "that an arrangement that covers even only part of the territory of a Member State may, in some circumstances, be capable of affecting trade between Member States" (Judgment of the Court of 3 December 1987 in Case 136/86, BNIC v Aubert, para 18.).

Hence, the ECJ responded to the sixth question that a vertical agreement establishing minimum resale prices, which applies to nearly the entire but not the whole territory of a Member State, can still affect trade between Member States (para 65). The ECJ, however, determined that it is the responsibility of the national court to assess whether the agreement has the potential to substantially impact trade between Member States (para 64).

3. CONCLUSION

The ECJ confirmed for the first time the established EU law principles to vertical price-fixing agreements (see Judgement of the Court of 14 March 2013 in Case C-32/11, Allianz Hungária Biztosító Zrt and Others v Gazdasági Versenyhivatal, para 36). In addition, the ECJ emphasizes that the finding of a restriction "by object" in vertical agreements must be carried out by considering the agreement's terms, its intended objectives, and all the elements that characterize the economic and legal context in which it is situated.

This means that an assessment according to Art 101(1) TFEU should be carried out and not according to Art. 101(3) TFEU, despite the Binon judgment (see judgment of the Court of 3 July 1985 in Case 243/83, SA Binon & CIE, vs. SA Agence et messagieries de la presse). Against this background, the agreement's restrictive nature cannot be automatically presumed. Moreover, the restriction "by object" must be demonstrated (Rosas, Neves, & Nunes. 2023, July 17. Kluwer Competition Law Blog. Unraveling the ECJ's Verdict in Case C-211/22 – Super Bock: The Golden Rules to Assess Vertical Price-Fixing Agreements in EU Competition Law).

Although deviating from stricter framework centered on the primary purpose and severe restrictions may complicate the application of the law, this ruling encourages a more thoughtful evaluation of vertical agreements and their overlap with competition law.

While the judgment emphasizes the need to consider the broader legal and economic context of the agreement rather than automatically assuming a "by object" restriction, it is yet to be determined whether the Portuguese court will assess the existence of efficiencies under Article 101(3) TFEU.

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CRITICAL REVIEW OF CHAPTER II - TRENDS IN INTERNATIONAL MARKETS: TRADE AND DEVELOPMENT REPORT 2022, (P41-67)

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Abstract: This critical review concentrates on Chapter II of The Trade and Development Report (TDR), which is prepared annually by the United Nations Conference on Trade and Development (UNCTAD) and presented to the General Assembly via the Secretary-General of the United Nations. TDR 2022 provides analysis of global trade trends and policy issues that affect trade and financial flows, and offers recommendations how to make the world economy fairer for all nations. Published in April 2023, the Report relays a warning of economic stagnation which will especially adversely affect developing nations. It cites supply-side disruptions and the war in Ukraine as major factors behind inflation, food and energy price increases and cost-of-living crises. It singles out monetary tightening in advanced economies and appreciating US dollar as main contributing factors in capital retreat from developing nations and increases in cost of their dollar denominated debt. TDR 2022 estimates that after having spent $379 billion of national reserves for the purpose of currency protection in 2022 alone, many developing nations are now left with dwindling central bank reserves. This begs the question, does the supremacy of some economies in relation to the global economy and their outsized influence on the global economy, warrant an attempt at new and improved central bank mission statements that should be looked at by various governments? Perhaps that effort could concentrate at articulating statements that take into account central bank actions that are intended to stabilize, protect, and expand the global economy as a whole, thus evolve today's selfish approach by competing central banks that are single-mindedly focused on domestic circumstances. By concentrating locally, their actions are often seen as simply displacing economic pains rather than attempting to fix them. Therefore, the Report offers some recommendations how to avert negative spillovers from monetary tightening policies in advanced economies and austerity measures that accompany them. Other recommendations pertain to leveling the global economic playing field and include reforming the international legal framework governing debt, windfall taxes on excessive profits, and reigning in speculative activities in commodity markets.

Keywords: trade, debt, developing countries, monetary tightening
Field: Social Sciences, and Humanities.

1. INTRODUCTION

The Trade and Development Report (TDR) is prepared annually by the United Nations Conference on Trade and Development (UNCTAD) and presented to the General Assembly via the Secretary-General of the United Nations. It provides analysis of global trade trends and policy issues that affect trade and financial flows. It offers recommendations how to make the world economy fairer and to the benefit of all nations. While past reports have concentrated on financial crisis, environmental degradation, stagnant wages and inequality, this report focuses on consequences to developing nations caused by high inflation, supply chain issues, increased indebtedness, appreciating US dollar, cost-of-living crisis, commodity and energy prices, etc. Other UN agencies contribute to the report on regular bases. The Report is deemed most appropriate for policy makers, economists, academics, and other researchers.

Published in April 2023, TDR 2022 relays a warning of a looming global recession and economic stagnation which will affect all regions of the world but will have disproportionate effects on developing nations. The Report cites supply-side shocks and the war in Ukraine as major factors behind inflation, food and energy price increases and cost-of-living crisis. It also delineates other disruptions connected to investor and consumer confidence such as capital outflows from developing nations and US monetary tightening, which have exerted depreciation pressures on local currencies of many nations, ultimately resulting in more expensive imports of already expensive commodities, increase in cost of debt, and depleted central bank reserves. UNCTAD projects that global economic growth will slow down to 2.5% in 2022 and decline to 2.2% in 2023, signaling a recession or at least a global downturn. Developing countries will face a "perfect storm" of high debt servicing costs, unstable commodity prices, and inflation.

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These factors are much more destructive if superimposed over a stagnant or declining economy, as is the case with most mid-income countries of Latin America and low-income countries from Africa, all of whom are expected to experience the biggest slowdowns in 2023.

The Report offers recommendations how the world can come back from the precipice of recession. In a quote presented in the press release dated October 3, 2022 and dedicated to TDR 2022, the Secretary-General of UNCTAD Rebeca Grynspan states that averting global recession is a matter of "policy choices and political will." Be it targeted price controls on food and energy to blunt the cost-of-living crises, windfall taxes on excessive profits to deter profiteering and plug budgetary holes, or reversal of monetary tightening policies in advanced economies in order to prevent further depreciation of developing countries' currencies and rising debt distress, the recommendations are plentiful, but their acceptance by the important players remains questionable. Overall, the TDR 2022 paints a detailed picture of a global economy in peril.

2. CONTEXT

TDR 2022 is not a lonely publication intended to shed light on global investment, trade and financial flows. Various international and multilateral organizations like the WTO, World Bank, IMF, World Economic Forum, and so on, prepare their own reports, which are distinct in their concentration, but nonetheless often overlap in certain aspects with the work done by UNCTAD. This year, they all converge on the fact that global growth is declining. The World Trade Report published annually by the WTO, in its 2022 edition, puts an accent on the interplay between climate change and international trade. It states that since the world is exposed to risks, both human and nature caused, it is essential to build climate and economic resilience through trade policy and international cooperation. The report cites the World Health Organization (WHO, 2018) estimate of 250,000 additional deaths per year, and SwissRe's projection of 18% GDP loss by 2050, to warn of the dangers to the global economy caused by inaction on climate. Similar to TDR 2022, the World Trade Report 2022 finds that supply chain issues are major contributors to inflation. It deems action on climate and investment in renewables as key to producing growth. TDR 2022 goes a step further and puts considerable responsibility for price increases on market concentration and speculators, who now control well over 50% of the price movements in commodities thanks to the increased financialization of commodity markets.

The World Bank publishes the Global Economic Prospects (GEP) report twice a year. In its January 2023 edition, it concurs with TDR 2022 conclusion of sharply slowing growth, with a projection of 1.7% for 2023, which is slightly grimmer than 2.2% growth for 2023 predicted by TDR 2022. The GEP puts blame for the slowdown on low international investment which is negatively impacted by the absorption of capital by advanced economies due to their monetary tightening policies, and inflation which those same policies are intended to fight. Growth in advanced economies is projected to fall from 2.5% for 2022 all the way down to 0.5% for 2023 globally, with 0% growth for the EU, foreshadowing a recession. The GEP report offers one glimmer of hope in its projection of 2.7% growth of the global economy in 2024, even though, at the same time it projects that by 2024 GDP levels in emerging and developing countries will be approximately 6% below expected levels calculated before the pandemic. The IMF, a sister organization to the World Bank, publishes its own biannual World Economic Outlook report. In the edition from April 2023, it too offers downward revisions for global growth. It projects a slowdown in advanced economies from 2.7% for 2022 to 1.3% for 2023, with global growth at 2.5% for 2023. It also finds that inflation is unlikely to go back to normal levels prior to 2025.

To add to this body of work, the World Economic Forum, which declares itself an international organization for public-private cooperation, publishes its Global Risks Report (GRR) annually and highlights the most severe risks, such as inflation, cost-of-living crisis, and trade wars, the world may see in the next decade. It differentiates between old risks like capital outflows from emerging markets, social unrest, geopolitical and societal polarization, and new risks like debt crisis, low growth, de-globalization, risk of dual-use (civilian-military) technologies, and climate change. The GRR finds that cost-of-living will be the dominant risk in the next 2 years, whereas inaction on climate will be the biggest risk factor in the next decade alongside large-scale involuntary migration.

In this context, UNCTAD is heavily involved in publishing two more annual reports that make the picture of the global economy even more detailed. First, the World Economic Situation and Prospects (WESP) report, in its 2023 edition, finds that world output growth will decline from 3% in 2022 to 1.9% in 2023, but will recover back to 2.7% in 2024. This report is in agreement with TDR 2022 in viewing growth as being directly dependent on monetary tightening. The WESP warns that further decline in growth

will adversely affect fulfilment of Sustainable Development Goals (SDGs). The TDR 2022 confirms this, and states that sustainable development is not possible if growth is lower than 3%. Second, The World Investment Report 2023, points out that even though global flows have recovered to pre-pandemic levels, greenfield investment in industry remains low in developing countries, further solidifying the point made by the TDR 2022, that the most vulnerable countries will be hit hardest and experience a long road to recovery.

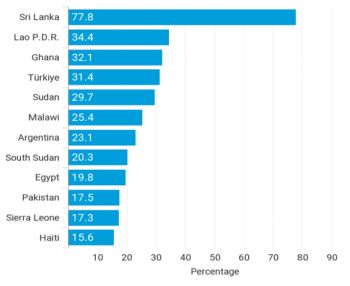
3. CHAPTER II - TRENDS IN INTERNATIONAL MARKETS

UNCTAD is part of the UN Secretariat, and the UN system at large, and has 195 members. Per its homepage, it operates projects in 76 countries and analyzes and compiles data "to help developing countries use trade, investment, finance and technology for inclusive and sustainable development." Having this in mind, it is unsurprising that the Trade and Development Report(s) might give the impression to be centered on developing countries, giving them outsized importance on the world economic stage, as if there aren't any financially challenged peoples in advanced countries who suffer largely similar problems and difficulties with food and energy prices like the populations of developing countries. Research is yet to show any substantial advantage of being poor in a rich place versus being poor in a poor place, keeping in mind that the mere existence of social safety nets in richer countries does not fully translate in efficient allocation of the right resources in right amounts and quantities to satisfy a given set of needs, nor it assures their allocation to the right recipients. Be that as it may, the Report projects that global trade will grow "at par" with the global economy which will reflect a decline compared to 2021. Vulnerabilities to developing nations are many and require, in the view of UNCTAD, international policy coordination. Even though indebtedness combined with appreciating US dollar poses significant financial danger to developing countries, so does the rise of corporate debt and higher interest rates in advanced economies. Alongside the latest bank failures of SVB and Credit Suisse, advanced economies are far from being safe from recession. In the wake of fighting inflation with the bluntest of instruments such as interest rate hikes by advanced countries, 90 developing countries have experienced depreciation of their national currencies compared to the US dollar, one-third of whom have seen depreciations higher than 10%. For 2022, developing countries had spent $379 billion of national reserves for the purpose of currency protection, which is roughly twice the amount of newly allocated Special Drawing Rights (SDR) by the IMF. This goes to further the perception UNCTAD has that G20 members have little understanding what the rest of the world is going through. Figure 1, below, shows the enormity of currency depreciations that have been experienced by selected developing countries, whereas Figure 2 shows the servicing cost of publicly guaranteed external debt as a percentage of government revenues. It depicts the positions of the top 20 countries for 2020, and the situation for some is dire.

TDR 2022 notes that monetary tightening in the USA alone could cost upwards of $360 billion of future income of developing nations (China excluded). Moreover, the Report estimates that 60% of low-income and 30% of emerging economies are near or in debt distress already and calls for financial institutions to urgently inject liquidity into developing countries and provide serious debt relief, for the IMF to make SDR allocations and use fairer, and it urges countries to work on a multilateral legal framework that will govern debt restructuring by all official and private creditors. TDR 2022 warns that unless monetary tightening and austerity policies are reversed in the largest economies, and commodity prices are stabilized, there is a real possibility of a global slowdown that would affect all regions and may cost the world economy upward of $17 trillion, equivalent to about 20% of global income.

Figure 1

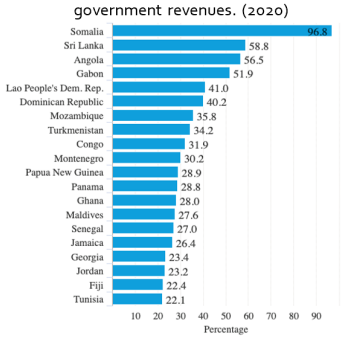
Nominal exchange rate depreciations against the US dollar in percentages (Jan-Jul 2022)



Source: UNCTAD secretariat calculations based on Refinitiv.
Note: Estimated change in per cent of the nominal exchange rate against the United States dollar between 1 January 2022 and 8 July 2022.

Figure 2

Servicing cost of external debt as percentage of government revenues. (2020)



Source: UNCTAD secretariat calculations based on World Bank data.

Apart from the gloomy predictions of slowdown induced losses, the Report points out that supply chain issues have started to subside, with freight prices going down since the third quarter of 2021. This, coupled with increased merchandise imports by the EU, USA and part of the developing countries, has contributed to growth of merchandise trade in the beginning of 2022. Moreover, for advanced economies in Asia exports have been "way above" pre-pandemic levels, for Europe exports were positively flat, while for the US and UK they were below historical highs. The Report cites data by Cerdeiro et al., (2020), which reflects a rebound in all types of sea transport vessels (container, bulk and oil/gas), with the notable exception of foodstuffs transport largely due to the, once resolved and now reimposed, blockade of grain exports from Ukraine. Tourism is noted as being on the rise as well, with most arrivals being registered in Europe and the Americas, who are leading the rebound in the first half of 2022. However, despite the aforementioned rebound, arrivals for Europe are still 36% down from pre-pandemic levels, while for the Americas they are 40% below 2019 numbers. Air transport of passengers and cargo shows diverging results. The report cites data from IATA (2022) which shows that RPK (revenue passenger kilometers) or kilometers traveled by paying customers, had exceeded pre-Covid 19 levels for majority of the main routes by the end of the second quarter of 2022, except for Asia-Europe and Asia-North America. This last fact has an outsized negative effect on total revenues, which for airline passengers in 2019 were $607 billion, and are projected to be $498 billion for 2022. Air cargo, on the other hand, may have revenues reaching as much as $191 billion in 2022, compared to $100 billion in 2019.

Another notable disruptor of the world economy, according to the TDR 2022, are volatile commodity prices, especially those of carbon fuels, grains, fertilizers, and metals. The Report points out that Russia and Ukraine represent 30% of the world's wheat exports, 20% of maze exports, and 50% of sunflower oil exports, while Russia and Belarus are responsible for 20% of world exports of fertilizers. These facts, combined with Russia being the world's largest natural gas exporter and second largest oil exporter, and other global supply chain issues, led to sharp commodity price spikes between April and December 2020, reflected by a 50% rise of the aggregate commodity price index for the same period. The aggregate index gained additional 54.7% in 2021, with energy commodities leading the charge with an increase of 85.8%, followed by food and metals with nearly 30% and 21% respectively. The TDR 2022 cites World Bank (2022) data that shows that even though the aggregate price of food rose by 80% from May 2020 to June 2022, price of fertilizers for the same period rose by staggering 230%. Despite these volatilities, the aggregate price index dropped by 12% between April and July 2022, reflecting a decline of 21% for grains and 28% for industrial metals. By the end of July 2022, with the exception of European natural gas prices, energy prices had retreated by 18% from their peak in June 2022. Around this time, grain prices had returned to the levels from before the Russian invasion of Ukraine. To avoid price hikes such those delineated above, among other proposals, UNCTAD calls for strategic and targeted price controls for commodities, windfall taxes for business entities who show excessive profits, and more scrutiny of speculators and speculative practices that stray from their original purpose of injecting liquidity whenever a need or an opportunity arises.

4. CONCLUSIONS

In Chapter II, TDR 2022 points out three main factors that pose financial risks to developing nations. First, according to the UNCTAD press release from April 12, 2023, monetary tightening in advanced economies (especially in the USA) has contributed to increase of bond spreads all over the world, making cost of borrowing to go up, with sovereign bond yields increasing "from 5.3% to 8.5% for 68 emerging markets." Moreover, the spread for 10 Yr US Treasury Bills has increased over six-fold since 2020, putting upward pressure on the value of the US dollar. The appreciating dollar then started reverberating throughout the world economy, causing financial distress to countries who have dollar denominated debt, who are net importers of commodities such as grain, carbon fuels, fertilizers and minerals, and who have depleted their central bank reserves in order to protect their currencies from depreciating too much compared to the US dollar. Second, the price hikes in commodity markets caused by human made actions such as the war in Ukraine, the financialization of commodity trading, market concentration and speculation, have had a significant impact on every country and have often resulted in social unrest. Third, alongside a global slowdown, the lingering high levels of debt acquired by developing nations during the pandemic have left them open to financial peril.

Though the Report in its entirety calls for sweeping reforms of the international legal framework that governs debt, reversal of tightening and austerity policies by advanced economies, strategic price controls for commodities (food and energy in particular) and greater global support for the UN brokered

Black Sea Grain Initiative, windfall taxes on excessive profits, and South-South cooperation on climate mitigation. Chapter II, in particular, focuses its recommendations on how to avert negative spillovers from monetary tightening policies in advanced economies and austerity measures that follow them globally. The data shows that due to the so called "flight-to-quality" phenomenon, or moving investment to safer economies away from developing ones, partly due to higher central bank interest rates in advanced economies but mostly to avoid geopolitical and indebtedness related risks, has reversed a $93 billion inflow for 2020 to developing countries to a net outflow by September 2021. This outflow according to the Report is largely because of the sell-off of assets in developing countries. Another major issue delineated by the Report is debt-distress, be it related to overborrowing due to the pandemic or due to bad governing, to address this issue TDR 2022 points out that new multilateral legal frameworks are needed to address debt restructuring, for both institutional and private creditors, which will bring more transparency to the process. Even more importantly, real debt relief is deemed urgently needed.

If the purpose of the TDR series is to bring clarity about the global economic situation to policy makers, economists, academics and other researchers, it has succeeded as such. It has accomplished its mission to bring "comprehensive and authoritative analysis of economic trends and policy issues of international concern." It has offered recommendations, number of which might both sound far-fetched and idealistic to some, while sounding logical and straightforward to others, like the aforementioned reformed multilateral framework which will govern over debt and issues around it like restructuring and relief. One thing becomes increasingly clear to most readers of the report and that is that something must be done about the roles central banks are expected to play in the short-run versus the long-run. Central banks, as they are conceived, have mandates bound by national borders, and are guided solely by national interests. However, due to the centrality of some economies in relation to the global economy and their outsized influence over the global financial and trade flows, perhaps new and improved central bank mission statements could be looked at by those governments, particularly ones that take into account central bank actions that are intended to stabilize, protect, and expand the global economy as a whole, instead of today's patchwork approach by competing central banks, which in its essence simply displaces economic pains rather than attempting to fix them. Therefore, one line of future research might be necessary to aid in defining potential new role central banks should play in a global context that will rely on policy coordination and take into account negative spillovers to other countries, while another line might focus on finding answers how to reign in profiteering from speculative activities in the commodity markets, especially in times of global crises.

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RESEARCH ON THE QUALITY OF WORK LIFE AND EMPLOYEE MOTIVATION IN IT COMPANY

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Abstract: The quality of work life and motivation are essential for the success of companies. Research into these topics provides insights for improving the conditions and motivation of workers. The aim of this paper is to investigate the factors that most influence the quality of work life and motivation within a team of an IT company, to determine whether there are significant differences in the perception of the quality of work life and motivation among different groups of employees and how the working conditions and motivation of employees can be improved. The research sample was purposive sampling, employees in an IT company in the Republic of Serbia (n = 70). The research results show that investing in modern infrastructure, support for career development and continuous learning, as well as providing a mentorship program, can be key factors in achieving a successful work environment that stimulates and satisfies employees.

Keywords: quality of work life, employee motivation, IT company, work environment, employee satisfaction
Field: Social Sciences

1. INTRODUCTION

The quality of work life and employee motivation are key factors influencing the success and productivity of an organisation (Ali & Anwar, 2021). An increasing number of studies (Bellmann & Hübler, 2020; Dhamija, Gupta, & Bag, 2019; Leitão, Pereira & Gonçalves, 2019) are focusing on these topics, recognising their importance for employee satisfaction and the efficiency of work processes. This paper investigates the relationship between the quality of work life and employee motivation in one of many teams in an IT company operating in the Republic of Serbia. The company where the research was conducted is primarily involved in information technology and programming tasks, but also provides and plans optical networks. This work focused on the team working on the implementation of optical networks. This team is a key link in the successful realisation of the project, and its efficiency and employee engagement play a crucial role in achieving the set goals.

To better understand the factors influencing the quality of work life and employee motivation in this team, research was conducted covering various aspects and characteristics of the respondents. Respondents were divided into groups based on different criteria, including age, professional qualification, level of education, gender, work experience in the company, and the position they hold. Studying different groups of respondents has made it possible to identify specific factors that can influence the quality of work life and employee motivation. This can better understand the individual needs and preferences of employees, and provide relevant recommendations for improving working conditions and motivation. The aim of this paper is to investigate, using an IT company as an example, the factors that contribute most to the quality of work life and motivation in a team, to identify whether there are significant differences in the perception of the quality of work life and motivation among different groups of employees, and to consider ways to improve working conditions and employee motivation.

2. WORKING CONDITIONS IN IT COMPANIES

The working conditions in the IT sector, especially when it comes to workspace, should be designed to support productivity, creativity, and employee wellbeing. Ergonomics of the workspace is essential for better job performance in companies (Afroz & Haque, 2021). It is also important to provide employees with rest areas, such as kitchens, coffee zones, or even game rooms. These spaces can help employees

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relax and rest during breaks, and can also encourage socialization and teamwork (Tremblay & Scaillerez, 2019). Adequate lighting, especially natural light, can improve productivity and reduce eye fatigue. Temperature control is also important, as too cold or too hot an environment can be uncomfortable and can disrupt employee concentration (Karoso et al., 2022).

In the IT sector, where concentration is key, silence and noise control are essential. Quiet workspaces, or even providing noise-cancelling headphones, can be useful (Acun & Yilmazer, 2018). Flexibility is another key aspect of workspace in the IT sector. Many IT companies provide flexible workspaces that can include open offices, private offices, meeting rooms, and quiet work rooms. Flexibility can also include the possibility of remote work. Workplace safety is also important, including the physical safety of employees, as well as data and information security (Dang-Pham, Pittayachawan & Bruno, 2017). All these items together contribute to creating a work environment that supports productivity, creativity, and employee wellbeing. Hygiene in companies is of paramount importance, not only for maintaining a healthy working environment, but also for improving productivity and employee satisfaction. Good ventilation is also an important aspect of hygiene in IT companies. Social support and opportunities for advancement are key aspects of working conditions in companies, which can significantly impact employee satisfaction, motivation, and productivity (Basalamah, & As'ad, 2021).

Employee wellbeing programmes can include various initiatives, such as flexible working hours, mental health programmes, physical health programmes such as gym or yoga, as well as team-building events (Chung & Van der Lippe, 2020). Opportunities for advancement are also key to employee motivation and satisfaction (Parsons, & Broadbridge, 2006; Asaari, Desa & Subramaniam, 2019). The trend of working remotely has been gaining traction over recent years. However, in 2020, the unexpected onset of a worldwide pandemic forced even those companies that were sceptical of remote work to adopt this mode of operation (Radulović et al., 2022). To progress in IT firms, employees must keep up with new technologies. IT leaders might consider introducing e-learning (Deretić et al., 2019). All these initiatives can contribute to creating a positive and supportive work environment, where employees feel valued and motivated to give their best. The IT company in which the research was conducted recognises the importance of providing adequate working conditions and caring for the wellbeing of its employees in order to achieve high standards of quality of working life.

3. RESEARCH METHODOLOGY

The primary research was created to examine the attitudes and opinions of respondents about the quality of working life and employee motivation within the team of one IT company. The following research questions were set:

Q1: Are there significant differences in the perception of the quality of working life and motivation among different groups of employees?

Q2: What are the key factors that most influence the quality of working life and motivation in the team?

Q3: How and in what way can working conditions and employee motivation be improved?

Data were collected by direct survey method, and participation in the survey was on a voluntary basis. The research sample was purposive sampling of employees in a private IT company. The pilot study included 10 respondents, while the final number of respondents was 70 (n = 70). The research was conducted during May 2023. The questionnaire consisted of two parts. The first part included questions about gender, age, level of education, work experience and current position in the company. In the second part, respondents rated the work environment, educational and social benefits, provided time for knowledge acquisition, support for improvement, and opportunities for advancement on a scale (1-very dissatisfied, 7-very satisfied). To answer the research questions, measures of central tendency, measures of dispersion, and measures of symmetry were calculated. Non-parametric techniques (Chi-square Test, Mann-Whitney U test, Kruskal-Wallis test) were used to test hypotheses. The data were processed using the SPSS software package.

4. RESULTS

The research results are based on the "Quality of Working Life and Employee Motivation Survey". As previously stated, the research involved 70 respondents who are employed in an IT company, of which 43 (61.4%) are men and 27 (38.6%) are women. From Table 1, it can be seen that the largest percentage of respondents belong to the age group of 25 to 34 years (28.6%), and that the most common level of

education is College or university degree with 42.9%. In terms of work experience in the company in question, most employees stated that they have been working from 6 months to 1 year (35.7%). As for the position in the company, half of the employees (50%) work as project designers (for more details see Table 1). This data about the respondents allows for a detailed analysis and comparison of different groups in order to assess their quality of working life and motivation.

The Chi-square test of independence did not show a significant relationship between the level of education and gender of respondents, $\chi2(df = 2, n = 70) = 1.797$, $p = 0.407$, position and gender of respondents, $\chi2(df = 3, n = 70) = 3.346$, $p = 0.341$ nor between work experience and gender of respondents, $\chi2(df = 3, n = 70) = 6.932$, $p = 0.074$. A slightly higher percentage of female respondents (66.7%) have a college or university degree or a Master of Science degree compared to 62.8% of male respondents. Satisfaction with individual factors in the workspace is shown in Table 2.

Table 1. Socio-demographic structure of sample of employees (sample size 70)

		Frequency	Percent (%)			Frequency	Percent (%)
Gender	Male	43	61.4	Age group	18-24	10	14.3
	Female	27	38.6		25-34	20	28.6
Level of Education	High School degree	25	35.7		35-44	15	21.4
	College or university degree	30	42.9		45-54	15	21.4
	Master of Science degree	15	21.4		55 and older	10	14.3
Experience of working in a company	< 6 months	15	21.4	Position in the company	Manager	10	14.3
	6 months – 1 year	25	35.7		Document specialist	20	28.6
	1 year – 2 years	20	28.6		Project designer	35	50.0
	> 2 years	10	14.3		Direct manager	5	7.1

The hygiene of the entire workspace is rated as excellent by the majority of employees (Mean= 6.63; Me = 7; Mo = 7; StDev = 0.52). Maintaining a high level of hygiene creates a healthy and pleasant working environment, which is key to employee satisfaction. Employees expressed satisfaction with modern and well-equipped offices (Mean = 6.44; Me = 7; Mo = 7; StDev = 0.63). In addition, employees gave high ratings to kitchens on every floor of the company, which offer free beverages and healthy meals (Mean = 6.10; Me = 6; Mo = 7; StDev = 0.84). This convenience provides employees with the opportunity to relax during breaks and replenish their energy. Employees expressed a slightly lower degree of satisfaction with the quality of equipment provided to them for work (Mean = 5.94; Me = 6; Mo = 6; StDev = 0.72). The air conditioning of the offices was also rated positively, but with the lowest average score (Mean = 5.47; Me = 5; Mo = 5; StDev = 0.76). Maintaining an optimal temperature allows employees to focus on work without being disturbed by uncomfortable conditions (for more details, see Table 2).

Table 2. Descriptive measures of satisfaction with individual factors in the workspace

Factor of workspace	Mean	*StDev*	CV (%)	*Me*	*Mo*	Skewness
Hygiene	6.63	0.52	7.84	7	7	-0.868
Modern offices	6.44	0.63	9.78	7	7	-0.679
Kitchens	6.10	0.84	13.77	6	7	-0.193
Quality of equipment	5.94	0.72	12.12	6	6	0.086
Air conditioning	5.47	0.76	13.89	5	5	0.617

The Mann-Whitney U test revealed a statistically significant difference in workspace satisfaction in relation to gender, specifically for men (Me = 6.0; n = 43) and women (Me = 6.0; n = 27), $U = 244.500$, $Z = -4.382$, $p < 0.001$.

Women are more satisfied with the workspace in the IT company (Mean = 6.37; StDev = 0.74; CV = 11.64%; Me = 6; Mo = 7; Skewness = -1.35) compared to men (Mean = 5.58; StDev = 0.63; CV = 11.22%; Me = 6; Mo = 6; Skewness = -0.02). The reasons could be associated with specific needs and preferences they have in the working environment. Women particularly value workspaces that are safe, clean, and have comfortable rest areas. As the company pays attention to such details, it contributes

to greater satisfaction of women with the workspace. The Kruskal Wallis Test revealed a statistically significant difference in workspace satisfaction for five age groups of respondents (Group 1, n = 10: 18-24; Group 2, n = 20: 25-34; Group 3, n = 15: 35-44; Group 4, n = 15: 45-54; Group 5, n = 10: 55 and over), $\chi2(4, n = 70) = 22.839$, $p < 0.001$.

Younger employees (under 25 years) in the IT company are more satisfied with the workspace compared to older employees. As they are in the early stages of their careers, younger employees often have less work experience, and their expectations regarding the workspace may not be as high, compared to more experienced colleagues who may have worked in different environments. There is a noticeable trend of decreasing workspace satisfaction among older employees, as each subsequent age group had less satisfaction than the previous group (for more details, see Table 3).

Table 3. Age-related satisfaction metrics for workplace factors

Age group	*n*	*Mean*	*Me*	*StDev*	Skewness
18-24	10	6.80	7	0.42	-1.779
25-34	20	6.50	7	0.69	-1.076
35-44	15	5.87	6	0.74	0.227
45-54	15	5.80	6	0.68	0.256
55 and older	10	5.60	6	0.52	-0.484

The Kruskal Wallis Test revealed a statistically significant difference in workspace satisfaction for three groups of respondents depending on their education (Group 1, n = 25: High School degree; Group 2, n = 30: College or university degree; Group 3, n = 15: Master of Science Degree), $\chi2(2, n = 70) = 9.820$, $p = 0.007$. Workspace satisfaction in IT companies can be associated with employees' educational attainment. Employees with lower qualifications work in technical support or administrative jobs and are focused on the efficiency and practicality of the workspace. Employees with a higher degree of education (college degree and master's) often seek workspaces that encourage innovation, research, and deeper analysis. They may value workspaces that provide them with access to advanced tools and technologies, as well as quieter rooms for focused work (for more details, see Table 4).

Table 4. Educational level-based satisfaction metrics for workplace factors

Level of Education	*n*	*Mean*	*Me*	*StDev*	Skewness
High School degree	25	6.16	6	0.55	0.097
College or university degree	30	5.77	6	0.73	-0.178
Master of Science degree	15	6.40	6	0.51	0.455

The company has achieved notable employee satisfaction regarding professional development and learning, with different aspects receiving high scores (average scores are above 6, for more details, see Table 5).

Support for advancement received the highest average score (Mean = 6.66; StDev = 0.54; CV = 8.11%), i.e., respondents expressed satisfaction with the support the company provides for advancement and attending professional and language courses. The opportunity for advancement is in second place (Mean = 6.44; StDev = 0.58; CV = 9.01%). Satisfaction with the time provided for acquiring knowledge and mastering new technologies or processes was rated with a mean of 6.30, standard deviation of 0.67, and a coefficient of variation of 10.63%. Mentorship was also recognized as a valuable resource, with a mean of 6.16, standard deviation of 0.74, and a coefficient of variation of 12.01%. Overall, the company has managed to create an environment that favours learning, development, and support, which is recognized through high percentages of satisfaction among employees.

Table 5. Satisfaction metrics for educational and social benefits

Benefits	*Mean*	*StDev*	CV (%)	*Me*	*Mo*	Skewness
Mentorship	6.16	0.74	12.01	6	6	-0.257
Time provided for acquiring knowledge	6.30	0.67	10.63	6	6	-0.428
Opportunity for advancement	6.44	0.58	9.01	6	7	-0.457
Support for advancement	6.66	0.54	8.11	7	7	-1.249

The Kruskal Wallis Test revealed a statistically significant difference in the satisfaction with the time provided for learning across five age groups of respondents (Group 1, n = 10: 18-24; Group 2, n = 20: 25-34; Group 3, n = 15: 35-44; Group 4, n = 15: 45-54; Group 5, n = 10: 55 and older), $\chi 2(4, n = 70) = 23.181$, $p < 0.001$. Younger employees (under 25 years of age) might be more satisfied with the time provided for learning than the older ones (Mean = 6.80; StDev = 0.42; CV = 6.18%). Having grown up with technology, younger generations are generally already familiar with digital tools and platforms used for learning (for more details, see Table 6).

Table 6. Age-related satisfaction metrics for knowledge acquisition time

Benefits	*Mean*	*StDev*	CV (%)	*Me*	*Mo*	Skewness
Mentorship	6.16	0.74	12.01	6	6	-0.257
Time provided for acquiring knowledge	6.30	0.67	10.63	6	6	-0.428
Opportunity for advancement	6.44	0.58	9.01	6	7	-0.457
Support for advancement	6.66	0.54	8.11	7	7	-1.249

The Kruskal Wallis Test revealed a statistically significant difference in the satisfaction with the time provided for learning across four groups of respondents in terms of their work experience in the company (Group 1, n = 15: less than 6 months; Group 2, n = 25: from 6 months to 1 year; Group 3, n = 20: from 1 year to 2 years; Group 4, n =10: more than 2 years), $\chi 2(3, n = 70) = 10.684$, $p = 0.014$. People who have been working in the company longer may be more satisfied with the support for improvement, as according to the research, the lowest average score was given by employees with up to 6 months of work experience (Mean = 5.73; StDev = 0.70; CV = 12.22%). Employees who have been in the company longer are more familiar with the internal resources and opportunities for improvement that the company offers. On the other hand, employees with longer tenure in the company have established relationships with colleagues and superiors. These relationships can enable better communication about learning opportunities and provide stronger support in the learning process (for more details, see Table 7).

Table 7. Satisfaction metrics for training support based on company tenure

Work experience in the company	*n*	*Mean*	*Me*	*StDev*	Skewness
< 6 months	15	5.73	6	0.70	0.433
6 months – 1 year	25	6.16	6	0.75	-0.274
1 year – 2 years	20	6.55	7	0.61	-1.003
> 2 years	10	6.30	6	0.68	-0.434

The Kruskal Wallis Test revealed a statistically significant difference in the satisfaction with the opportunity for advancement across four groups of respondents in terms of their position within the company (Group 1, n =10: Manager; Group 2, n = 20: Document specialist; Group 3, n =35: Project designer; Group 4, n =5: Direct manager), $\chi 2(3, n = 70) = 8.132$, $p = 0.043$. Managers in the IT company are more satisfied with the opportunities for advancement in relation to the position within the company compared to direct managers, project designers and document specialists (Mean = 5.60; StDev = 0.52; CV = 9.29%). Direct managers are the closest to employees in terms of hierarchy and are often responsible for daily tasks, providing feedback, setting goals, and evaluating the performance of employees who are directly subordinate to them, and they showed the least satisfaction with the opportunities for advancement (for more details, see Table 8).

Table 8. Satisfaction metrics for advancement opportunities based on company position

Position in the company	*n*	*Mean*	*Me*	*StDev*	Skewness
Manager	10	5.60	6	0.52	-0.484
Document specialist	20	5.25	5	0.72	-0.418
Project designer	35	5.49	6	0.78	-0.736
Direct manager	5	4.60	5	0.55	-0.609

To improve working conditions and employee motivation in the IT sector, it's crucial that companies recognize and address the specific needs of their employees. Finally, promoting a work-life balance can be crucial for maintaining employee motivation and satisfaction. This can include providing support for employees to better balance their work and personal responsibilities, such as flexible working hours,

support for parents, or stress reduction programs. All these strategies together can contribute to creating a quality work life that can enhance employee motivation in IT teams.

5. CONCLUSIONS

The results of this research show that the quality of working life in the company is high, which is reflected through the hygiene of the space (Mean = 6.63; StDev = 0.52), modern offices (Mean = 6.44; StDev = 0.63), and the presence of kitchens (Mean = 6.10; StDev = 0.84). Lower scores were given to the quality of work equipment (Mean= 5.94; StDev = 0.72) and air conditioning of the space (Mean = 5.47; StDev = 0.76).

The research showed that women are more satisfied with the workspace in the IT company (Mean = 6.37; StDev = 0.74) compared to men (Mean = 5.58; StDev = 0.63). In terms of satisfaction with individual factors in the workspace depending on the age group, younger employees (18-24 years) in the IT company are most satisfied with the workspace (Mean = 6.80; StDev = 0.42), with each subsequent age group giving lower scores. Employees with the highest level of education (Master of Science degree) are most satisfied with the quality of the workspace (Mean = 6.40; StDev = 0.51).

Educational and social benefits in the IT company (mentorship, time for knowledge acquisition, opportunity for advancement and improvement) were rated with high average scores (mean range from 6.16 to 6.66). If we specifically analyse the time for knowledge acquisition, younger employees (18-24 years) are most satisfied precisely because of easier adaptation to changes and the ability to acquire new knowledge faster (Mean = 6.80; StDev = 0.42), but there is a dependency on the length of work experience in the company because people who have spent more than a year in the company are more satisfied with the support for improvement (1 year - 2 years: Mean = 6.55; StDev = 0.61; > 2 years: Mean = 6.30; StDev = 0.68).

Of all the positions mentioned in the IT company team, managers in the IT company are most satisfied with the opportunities for advancement within the company compared to direct managers, project designers and document specialists (Mean = 5.60; StDev = 0.52).

The research results clearly indicate the success of practices and initiatives implemented in the subject company to improve the quality of working life and employee motivation. These factors have a direct impact on productivity, engagement, and overall company success. Creating a positive work environment that supports career development, providing opportunities for improvement, and supporting employees in acquiring new skills are key elements for maintaining motivation and productivity. In light of these findings, it is recommended that other companies consider implementing similar strategies and practices to improve the quality of working life and motivation of their employees. Investing in modern infrastructure, support for career development and continuous learning, as well as providing a mentoring program, can be key factors in achieving a successful work environment that stimulates and satisfies employees.

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NONDISCRIMINATION IN INTERNATIONAL LAW: THE CASE OF THE REPUBLIC OF NORTH MACEDONIA

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Abstract: Discrimination is considered any unjustifiable difference or non-equal treatment - exclusion, limitation or advantage directed against certain individuals or groups, as well as family members or other persons closely related to them, whether openly or covertly, on the basis gender, skin color, nationality, ancestry, national or ethnic origin, language, religious or political beliefs, sex, gender identity, sexual orientation, property status or other factors.

The purpose of non-discrimination legislation is to give everyone an equitable chance to take advantage of opportunities that are available in a society. This paper aims to explore the application of non-discrimination in international law within the context of the Republic of North Macedonia. The Republic of North Macedonia (RNM) is discussed in the paper as an example of how the idea has been used domestically. The purpose of this study is to construct a framework for the idea of non-discrimination and to bridge disparate conceptions of it to establish a range of contexts. The principles of equality and non-discrimination as part of rule of law and the paper's specific objectives include identifying non-discrimination law organizations, the background of various statutes, and other facets of this law like The Republic of North Macedonia's legal system and policy.

The purpose of this study will be to examine the non-discrimination in international law, specifically within the context of North Macedonia, which serves the broader purpose of promoting human rights, equality, and social justice within the country and providing valuable insights for similar efforts globally. It helps assess the state's commitment to upholding non-discrimination principles and identifies areas for improvement to ensure that the rights of all individuals are protected and respected.

As a conclusion, we will reaffirm a few of the recommendations given in order to encourage the Republic of North Macedonia's dedication to equality and non-discrimination.

Keywords: non-discrimination, legal framework
Field: Social sciences (law)

1. INTRODUCTION

The principle of non-discrimination is a cornerstone of international human rights law, promoting equality and safeguarding individuals from unjust treatment based on their inherent characteristics or affiliations. This principle is preserved in various international treaties and conventions, obligating states to prohibit discrimination in all its forms. The Republic of North Macedonia, a sovereign nation in Southeast Europe, has not been exempt from the global call for non-discrimination. This paper aims to explore the application of non-discrimination in international law within the context of the Republic of North Macedonia.

North Macedonia, as a signatory to numerous international human rights treaties and conventions, has made substantial commitments to uphold the principle of non-discrimination and ensure that it permeates the country's legal framework and societal norms. In this study, we will delve into the legal, institutional, and social dimensions of non-discrimination in North Macedonia. This examination will encompass constitutional provisions, domestic legislation, international obligations, judicial decisions, institutional mechanisms, and awareness initiatives that collectively contribute to the realization of non-discrimination principles.

The significance of this study lies in its capacity to shed light on how North Macedonia has aligned its legal system and practices with international human rights standards regarding non-discrimination. Furthermore, it seeks to highlight the challenges and opportunities that North Macedonia faces in implementing and enforcing these principles effectively. By analyzing the case of North Macedonia, this paper contributes to the broader understanding of how states grasp with the complex issue of discrimination within the global framework of human rights. It also underscores the importance of international cooperation and adherence to universal human rights norms in promoting a more equitable and just society, both within North Macedonia and on the international stage.

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In the subsequent sections, this study will investigate the North Macedonia's constitutional and legal provisions regarding non-discrimination, its international human rights obligations, the role of institutions in safeguarding non-discrimination, and the efforts made to raise awareness and combat discrimination within the country. Together, these elements provide a comprehensive overview of how North Macedonia addresses non-discrimination in accordance with international law and human rights principles.

The content of this study is as follows. The section that follows discusses the idea of non-discrimination within the UN. Then, legal system of North Macedonia and the principle of non-discrimination are elaborated. It first looks at the legislative difficulties and then moves on to the judicial system of North Macedonia's commitment to equality for all. Section four concludes.

2. UNITED NATIONS AND THE PRINCIPLE OF NON-DISCRIMINATION

The United Nations (UN) has played a crucial role in advancing the principle of non-discrimination as a fundamental component of its mission to promote peace, security, human rights, and social progress worldwide. The principle of non-discrimination is enshrined in various UN documents and has been central to the organization's work across multiple domains.

However, prior to 1945, the issues surrounding the prohibition of discrimination were only taken into consideration under the treaties on minorities, which, on the other hand, had very restricted scopes for implementation. The non-discrimination principle is incorporated into international law with the passage of the United Nations Charter.

The United Nations was established on October 24, 1945, following the end of World War II, with the primary objective of maintaining international peace and security. The UN Charter, the organization's foundational document, reaffirms faith in "fundamental human rights, in the dignity and worth of the human person, and in the equal rights of men and women."

These days, the idea of equality and non-discrimination is widely embraced. The standards ius conges with obligatory action and erga omnes in international law are important components of international human rights law. This stance is upheld by the International Court of Justice in the Barcelona Traction case. (ICJ Reports,1970).

Adopted by the UN General Assembly in 1948, the UDHR is a milestone document that sets out fundamental human rights and freedoms. Article 2 of the UDHR states: "Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status."

After the UDHR was approved, the Human Rights Commission continued to work on the International Charter on Human Rights' implementation measures and the creation of international human rights treaties that would be legally enforceable (Frckoski, 2001).

Since the European Court of Justice started offering legal protection before the idea of human rights was incorporated in the Act of "Confederation," it has played a crucial role in the preservation of human rights in the EU. By incorporating national legal traditions into EU law, the ECJ advances the idea of human rights within the context of universal legal principles.

The general concept of non-discrimination now expressly mentions the principle of discrimination in a significant Union statute, amending the EU-Amsted Agreement for the first time. In peacekeeping and conflict resolution efforts, the UN strives to ensure that all parties are treated fairly and without discrimination based on factors such as ethnicity, religion, or nationality.

The United Nations actively promotes awareness and advocacy campaigns to combat discrimination, raise public consciousness, and mobilize global action. In the same way that discrimination based on race or national origin is illegal, discrimination based on religion or belief, a handicap, age, or personal choice is also illegal in the Union. gender identity. Additionally, the European Court of Justice confirmed in several of the cases under review that discrimination based, for example, on sexual orientation is not covered by EU legislation.

In the Charter, section 21(1) introduces a non-discrimination clause that includes an extensive list of prohibited grounds. It states that: "1. Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited. 2. Within the scope of application of the Treaties and without prejudice to any of their specific provisions, any discrimination on grounds of nationality shall be prohibited." The application of this provision will be difficult due to the wide range of rights provided for by the Charter. But the application of the Charter of Fundamental Rights is limited by the fact that it is not mandatory.

In summary, the United Nations is deeply committed to the principle of non-discrimination as a foundational element of its mission to promote human rights, equality, and international peace and security. Through its legal frameworks, monitoring mechanisms, and advocacy efforts, the UN plays a crucial role in addressing and combating discrimination in various forms on a global scale.

3. THE LEGAL SYSTEM OF NORTH MACEDONIA AND THE PRINCIPLE OF NON-DISCRIMINATION

North Macedonia, as a sovereign nation, has its own legal system that incorporates the principle of non-discrimination. The principle of non-discrimination is a fundamental aspect of international human rights law and is typically preserved in the domestic legal systems of countries that are party to international human rights treaties and agreements.

The Constitution of North Macedonia establishes the principles of democracy, the rule of law, and respect for human rights. The Constitution includes provisions that emphasize equality and non-discrimination. Article 9 of the Constitution specifically prohibits discrimination on various grounds, including race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status. This constitutional provision lays the foundation for the principle of non-discrimination in the country. Another distinctive position in international law is found in Article 54, paragraph 4, of the Constitution, which prohibits discrimination in situations where citizens' freedoms and rights are restricted. In this section, we should discuss the Constitution's flaws with relation to the anti-discrimination principle. First off, discrimination is only forbidden in relation to a limited number of numerical grounds for exclusion from the enjoyment of human rights, and the list of these grounds (characteristics, attributes) is closed. The list excludes categories like age, disability, sexual orientation, etc. that are now protected worldwide by an international instrument. It is questioned whether foreign nationals can benefit from rights that are granted without facing discrimination, such as basic human rights.

In addition to the Constitution, North Macedonia has enacted various laws and regulations that address discrimination and promote equal treatment. These laws include the Anti-Discrimination Act, which was adopted to align domestic legislation with European Union standards on non-discrimination. This act provides a framework for combating discrimination on multiple grounds, including race, ethnicity, gender, religion, disability, and sexual orientation.

Furthermore, North Macedonia is a party to several international human rights treaties that uphold the principle of non-discrimination. These treaties include the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), among others. As a signatory to these treaties, North Macedonia is legally bound to ensure compliance with their non-discrimination provisions in its domestic legal system.

North Macedonia has established institutional mechanisms to address discrimination and promote equality. The Ombudsman's Office and the Commission for Protection against Discrimination are responsible for monitoring and enforcing anti-discrimination laws, as well as providing support to victims of discrimination. The Ombudsman's non-binding and non-enforceable actions remain ineffective, including in the area of protection, when there is a lack of responsibility for the officials and a poor political climate.

Judicial decisions, including those from the Constitutional Court of North Macedonia and other courts, play a crucial role in interpreting and applying the principle of non-discrimination in specific cases. Courts have the authority to ensure that the principle of non-discrimination is upheld in various legal matters, such as employment, education, and access to services.

The government, civil society organizations, and international partners in North Macedonia engage in awareness campaigns and educational initiatives to promote understanding and respect for the principle of non-discrimination among the general population, public officials, and law enforcement agencies.

In conclusion, North Macedonia's legal system incorporates the principle of non-discrimination in its Constitution, legislation, and international human rights commitments. This legal framework, coupled with institutional mechanisms and ongoing efforts to raise awareness and combat discrimination, demonstrates the country's commitment to upholding the principles of equality and non-discrimination as part of its legal and societal fabric.

4. CONCLUSIONS

In conclusion, the Republic of North Macedonia demonstrates a strong commitment to the principle of non-discrimination within its legal framework and international obligations. The country has made significant strides in aligning its domestic laws with international human rights standards, emphasizing equality and the prohibition of discrimination on various grounds.

There isn't a specific legislation that forbids discrimination in the Republic of North Macedonia's legal system, although there are other laws that have similar prohibitions. Instead, we urge the RNM—or more specifically, the legislative body—to pass a unique legislation, known as a non-discrimination legislation, that is directly dedicated to outlawing prejudice.

As in EU members, Macedonia lacks a separate, independent body that will advance the idea of equality between people, assist discrimination victims in legal proceedings, and carry out investigations and prepare reports on matters pertaining to discrimination. It is advised that the RNM create such a distinct and independent body.

The absence of affirmative action provisions in the Constitution or any other systemic law (other than the current LMP) poses a challenge for the Republic of Macedonia's legal system. In order to establish true equality in society, we believe that there should be some kind of common provision that will enable the execution of such measures and make their legalization.

On the other hand, North Macedonia's Constitution explicitly prohibits discrimination on multiple grounds, aligning with international human rights principles. Article 9 of the Constitution serves as a fundamental pillar in the country's commitment to non-discrimination. The Anti-Discrimination Act of North Macedonia, along with other relevant laws and regulations, provides a comprehensive framework to address and combat discrimination. These laws encompass a wide range of grounds for discrimination, including race, ethnicity, gender, religion, disability, and sexual orientation. The government, civil society organizations, and international partners actively engage in awareness campaigns and educational initiatives to promote a deeper understanding of non-discrimination principles and to foster a culture of respect for human rights among the public, public officials, and law enforcement agencies.

Overall, the Republic of North Macedonia's legal system and commitment to non-discrimination reflect its dedication to creating a society where all individuals, regardless of their background or characteristics, can enjoy equal rights and opportunities. While challenges may persist in the implementation and enforcement of these principles, the country's efforts to strengthen its legal framework and promote awareness mark significant progress towards upholding the values of non-discrimination and human rights within its borders.

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