

THIRD ANNUAL CONFERENCE ON EUROPEAN INTEGRATION

**GLOBALIZATION
OF
THE
REGION:**

**EU PERSPECTIVES
AS A CHALLENGE**

SKOPJE, MAY 30th, 2008

Dear participants,

University American College Skopje is initiating the third annual research working conference on integration in and accession to the European Union

Globalization of the Region - EU Perspectives as a Challenge

The main expectations of the Third Annual Conference on EU Integration are based on the previously defined experiences having in mind increasingly important components of modern post-industrial knowledge-based economies. Dealing with the most important challenges and transformations regarding new tendencies and relations, the Organizing Committee of the Conference of EU Integration 2008 has decided to put on the table a great deal of open questions.

Dedicated to promoting the appropriate practices, and fully supporting the progress of recent years, this Conference will try to contribute to the study of different issues more closely and to work actively on advocating further research, disseminate best theories and practices, and collect studies and knowledge in different fields of interest.

Marjan Bojadziev, PhD,
Provost

University American College Skopje is initiating the Third annual research working conference on integration and accession to the European Union. The main theme of the conference is:

Globalization of the Region - EU Perspectives as a Challenge

Why we decided to open this theme?

Regionalization, is a fact, that could influence (and already influences) different processes of internal adaptation and specific transfer of knowledge. During the last decade a number of governments around the world have recognized this fact and have started to develop specific policies to promote different behaviors with a main aim on how to build recognizable strategies, without a risk of globalizing (in a negative sense) national economies and identities. This mainstreaming of what was once considered of marginal interest, which received attention from researchers, has led to a growing body of analysis, statistics and exercises on the relationship between: the economy, law, political science, finance, technology transfer, e-commerce, macroeconomic policies, creative industries, culture, education, environment and so on. The optimal outcome that we expect will be not only discussion on average growth or job creation, but also, in a wider context, specific vehicles of identity that foster cultural diversity in modern society will be discussed.

What do we expect?

The fields of investigation that we expect to be covered have to point to the potentials of economic development of different kinds that could offer data so needed for creating policies of different kinds. However, in theory and practice, there are divergent views and opinions on the methods of measuring the existent problems in all of the above enumerated sectors. The aim of the conference is to raise all the dilemmas and try to shape the plausible solutions to those dilemmas.

How did we organize the conference?

According to the expected interest, this year, the working part of the Conference is organized into two main Panels:

Panel I:

Economic Policies & Doing Business in the Global Environment

Panel II:

Legal & Political System: Adaptation to European Legislation

Globalization of the Region – EU Perspectives as a Challenge

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The main objectives of the Conference:

- Economic policies: Steps towards more equitable and efficient market economy;
- FDIs versus internal capacity building;
- Technology transfer as a factor for economic development;
- Labor market and real sector imbalances: establishing adequate incentives;
- E-commerce: potentials and challenges for Macedonian businesses in the global environment;
- Costs and benefits of additional regulation;
- “Good Government” for “Good Governance”: implications for corporate social responsibility and governance;
- Effective HR practices as a way of entering global markets;
- Innovation: a way for entering the global knowledge based economy;
- Global sourcing of services: the case of South East Europe;
- The impact of globalization: brain drain, jobs and wages;
- The role of telecommunications in the global world;
- Unfolding the concept of law under conditions of globalization: new paradigm;
- Energy markets in a global economy;
- Regional strategies for political autonomy in the face of deepening European integration - considering the trade-offs;
- Globalization and macroeconomic policies for developing countries;
- Methodologies of national perspective tracing: EU “points of view”;
- Lifelong learning – as a way to integrated knowledge based society;
- Can Europe’s model survive globalization: national interests versus EU interests;
- Basic EU documents regarding different national legislative transformations
- Education and culture facing EU and global challenges;
- Environmental impacts of EU legislative adaptations;
- Creative industries as a way of enhancing developing countries’ performance;
- “Connecting through culture”: are we celebrating diversities?;
- “Small countries” perspectives: in a quest of sustainability

Organizing Committee of the Conference:

Kokan Grcev, Ph.D., President of the Organizing Committee

Jasna Najdova, MA

Mirjana Todorovska, LL.M.

Viktorija Gombar, MBA

Elena Klisarovska, BA

Marija Barisin, BA

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Institute of International Economic Relations, Greece

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PARTICIPANTS OF THE CONFERENCE:

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Corporate Solutions, Madrid, Spain

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Tome Nenovski, Elena Makrevska

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BOOK OF ABSTRACTS

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Alberto Gomez

Globalization: The way we are
Corporate Solutions, Madrid, Spain

Globalization is a fact. In addition, although the global economy is invisible, we all can “see” it, and more importantly, we all can feel its effects on our daily life, throughout the world. From the mid 80’s the Information and Telecommunications Revolution has created one of the biggest and deepest impacts on peoples’ lives, comparable to the discovery of how to use the fire, the invention of the wheel or the Industrial revolution, just to mention some key events that shaped the way we are. How can we explain what globalization is? In the next paragraphs, I am going to try and describe the characteristics of a phenomenon that is here to stay, that is unstoppable, and what is more, it is just in its infancy.

In terms of the key factors of business life, the world has become borderless. We can say that for the sake of security and safety, borders still exist for people and goods. These business factors are designated by some authors (Kenichi Ohmae) as the four C’s: communications, capital, corporations and consumers. The first C indicates the effective communications. With the development of the Internet in the mid-1990s onwards, the world is getting truly borderless. The second C indicates the capital. Aided by the deregulation of the financial markets, is also a beneficiary of a borderless world with a few currencies such as the US dollar or the Euro, as the monetary platforms of the globalization so far. The third C stands for companies, which have been successfully responding to the globalization by locating their functions in different countries, that is to say, for example, R&D in Finland, Engineering in India, Financing in London, etc. And the last C stands for consumers, enabled by the Internet to compare prices and products all over the world and to make much more informed choices.

2.

Marjan Bojadzev, Zlat Milovanovic, Venera Krliu, Marija Barisin

Study on decision making practises in Macedonia
University American College Skopje

Simply put, decision making is the cognitive process of reaching a decision; "a good executive must be good at decision-making". Specifically, decision-making is the process of examining alternative courses of action to address a certain problem, comparing those alternatives and choosing the most appropriate one.

The purpose of this article is to explore the decision-making process that Macedonian managers and employees use, as well as the organizational environment influencing the decision-making process. The theoretical framework for the study is derived from scholars such as Fayol, Rowe, Mason, Robbins and Jones. The theories were used as a basis for developing a questionnaire, later on distributed to a sample of active participants in the Macedonian business community.

One of the issues the study tackles is the determination of individual decision-making styles among Macedonian employees and managers. The study distinguishes between directive, analytical, conceptual and behavioral decision-making style following the typology of Rowe and Mason. Next, the study pinpoints several decision-making biases that could corrupt the process of rational thinking.

Furthermore, the study aims to determine the organizational environment surrounding and influencing the decision-making process. It deals with the categories of decisions (programmer/non-programmed) the respondent is required to make; The criteria for evaluating alternatives the respondent is required to use within his/her organization in the process of making

decisions (legal issues, ethical issues, economic feasibility and practicality); The phases of the industry life cycle are also looked at, determining the growth stage of the respondent's organization and evaluating whether these decision-making practices are in correlation with the life cycle position of the company, as well as, the time horizon of the goals set within that organization.

As a final point, the study turns to analyzing the ethical aspect of decision-making. The issues covered are the personal sources of ethics the respondent holds that influence the process by which he or she makes decisions evaluated through the utilitarian, rights and justice approach. Then the ethical conduct of the organization the respondent belongs to is determined focusing on the reward system, national ethics in correlation to the organizational ethics, corporate values, as well as occupational ethics.

This survey is among the first studies of the Decision-Making Practices in the Republic of Macedonia and can give a significant insight and be considered an important input for further research.

3.

Tome Nenovski, Elena Makrevska

Globalization and macroeconomic policies of the countries

Adjustment of the Macedonian monetary policy to the monetary policy of EU

University American College Skopje

The strategic goal of the Republic of Macedonia is its membership in the EU. That road is actually long. There are lots of reasons for that. Among them prevails the need for adjustment of the Macedonian legislation towards the EU legislation and adjustment of particular instruments of the macroeconomic policy of RM. We can't speak about equal membership and acceptance of the economic rules in the EU, if we don't make proper adjustments to the macroeconomic activity in order to follow the dynamics of EU development.

The main instruments of macroeconomic policy in every country are fiscal and monetary policy. For the fiscal policy in RM we can say that big part of it is adjusted to the Maastricht criteria (public debt and budget deficit). But, we can't say the same for the monetary policy.

Fourteen years in a row the Republic of Macedonia has been implementing the monetary strategy of a fixed exchange rate. That kind of strategy contributes to sustaining a macroeconomic stability as an objective and necessary condition for a stable economic growth.

At the same time, the key point of this kind of strategy is the realization of opposite goals. On the one hand, there was maintaining of low rate of inflation, which occasionally turned into deflation. On the other hand, the rate of economic growth was (is) low or with negative values. The industrial production and supply of domestic goods and services is low and insufficient to satisfy the consumers' needs. The external trade deficit has a permanent rising trend.

Those results impose the question of the adequacy of this kind of monetary policy. Even in the statements of the European commission, it is often recommended that NBRM should change the current monetary strategy and create conditions for more dynamic economic development, and move the monetary strategy towards the monetary strategy of ECB.

The final activities with the inflation growth, in conditions of a monetary strategy of a fixed exchange rate, stress the question of sustainability of this kind of monetary strategy.

4.

Ninko Kostovski

Sources of Finance for Small and Medium Enterprises in the new European Union 2007 2013

Strategic Framework

University American College Skopje

The Small and Medium Enterprises (SME) dominate the structure of the national economy of Macedonia, as well as the economies of the other EU countries. Moreover, EU and its bodies perceive the SME real generators for development of new business ideas and main

drivers of innovation. However, it is obvious that SME will not be able to achieve this role without an extensive and diversified palette of sources of finance and related instruments.

The access to the funds, loans and investors is the essential prerequisite for the growth of our enterprises and for the improvement of the country competitiveness in the global economy.

The access to the finance is an everlasting concern for any SME, including those from the EU. This paper, without aspiring to be comprehensive, tries to help our SME in their navigation in various framework programs and projects operational in our country, as well as on the regional and/or EU level that have a component with direct or indirect sources of finance for their businesses. The number of these programs is large, so we decided to limit ourselves to the sources available through the European Commission, European Investment Bank and European Investment Fund.

5.

Jasna Najdova

International Banking and Finance: Challenges for the local regulators and policy makers in the global world of money

Ministry of Finance/ University American College Skopje

The paper shall focus on the contemporary developments in the international financial markets influencing the shape, structure and performance of the modern banking systems. It will explore the details underlying the key driving forces of change, broadly identified as: large-scale globalization, intensive financial innovation, liberalization of capital flows, technological advance, financial de-regulation and growing disintermediation of banking. The paper shall explain how these factors have caused the expansion of the business of financial intermediation across the borders and functional integration of banking, insurance and securities operations under the umbrella of a single institution, as reflected in the wide-spread presence of universal, international banking and the growth of a particular type of intermediation entity, the financial conglomerate.

Furthermore, the paper shall analyze the specific features of financial conglomerates and ensuing implications upon the global financial stability and regulatory framework. In particular, the emphasis will be placed on identifying the best-banking practices for management and regulation of these entities in the context of rapid globalization, and considerations such as systemic risk, effective regulatory oversight and legal compliance.

In addition to this, the paper shall examine the effects of the free movement of capital and swift financial liberalization on one country's stability and soundness of the financial system, taking into account the global integration processes, linkages and interdependence, as well as the growing importance of capital markets as alternative providers of finance. Policy measures ensuring vigilant regulatory oversight and strong economic and institutional fundamentals shall be emphasized as key considerations.

The paper shall conclude with remarks on the expected influence of the globalization and liberalization on the domestic financial market and its regulation, while considering the implications for the long-term stability of the system and the future development opportunities.

6.

Evgeni Zografski

Markets in financial instruments directive-road to creating a pan-european capital market-
University American College Skopje

With the enforcement of the complex EU Markets in Financial Instruments Directive – MiFID on 1st November, new and quite complex demands were introduced that the financial intermediaries (brokerage houses, investment banks members of the stock markets in the EU countries), as well as the stock markets themselves, had to implement the execution of their operating activities. This directive engages the interest of all market participants - financial intermediaries, stock markets, institutional investors, information vendors and the like.

With MiFID a new regulatory frame is introduced in the capital markets of the countries members of the European Union (27 member countries) plus Iceland, Norway and Liechtenstein, which has a goal of forming a pan-European market of investment products. MiFID is an EU law which harmonizes the different regulatory regimes for investment services between these countries. Thus, an increase is provided in the competition and in the protection of the investors.

What is the position of the small markets of Southeastern Europe (member countries of the EU, as well as Macedonia) and their perspectives, from the point of view of implementation of MiFID? One of the possible solutions for complete implementation of this directive is forming a Joint Trading Platform (JTP) for all regional markets where simultaneous trading will take place. The Joint Trading Platform would collect and publish at the same time the prices/quantities of stocks on all stock markets and the trading dates. Parties who take part in the trading (stock market members from the Joint Trading Platform) will submit their stop orders, the stockbrokers will have access to all stock exchange markets at the same time (through the joint trading platform), will be able to trade stocks at all markets simultaneously, while the alignment of the transaction will be done in the domicile country. Every country holds the right to use its own system of trading and alignment of transactions.

It is evaluated that this phase approach of regional connection of these markets, could, without much pain, provide the intersection to a complete application of this EU directive.

7.

Nikica Mojsoska, Marjan Petreski

Truths and myths about economic growth: A cross section analysis of the alternative data
Ministry of Finance/ University American College Skopje

In a globalized world, with fierce competition among firms and countries, governments should ensure supportive business environment for firms to start their business, grow and compete both domestically and abroad. The World Bank prepares an assessment and ranking of conditions for doing business in 200 countries around the world, synthesized in a Doing Business report. The aim of this paper is to analyze the determinants of economic growth based on the Doing Business 2008 data. In particular, the paper puts into a growth accounting frame the indicators for business environment developed by the World Bank in the Doing Business study. Indicators are grouped into three categories: gross capital formation, labor and total factor productivity. The main finding is that improving the ranking of the country by 10 positions, as measured by WB Doing business rankings, will result in increased GNI by about 1%. This might imply that the practical approach of the Doing Business study, can be supported by a theoretical background. In addition, a differentiation of economies by their income level and region is made. In this regard, the paper presents some insights about whether low-income countries show better relative results (ranking) on indicators approximating the traditional production factors whereas high-income countries have a high ranking on indicators approximating TFP. This should guide Macedonian policymakers about the needed primary focus of reforms in order to enhance growth.

8.

Ilijana Petrovska

Marketing On-line Banking
Stopanska Banka A.D. Skopje

The banks in the world have already invested and are providing online banking as a separate distribution channel, in parallel with other traditional and newly developed channels. The main purpose is to provide customers with an alternative, more responsive and less expensive option. Customers expect real time answers, superior usability and highly customized products and services, which influence on bigger trust and reliability.

This paper should present the online banking in the world and the success of the e-business model implemented by Stopanska Banka AD – Skopje in offering its Retail Internet Banking Services.

Results from the world are showing very low acceptance, sporadic customer usage mainly for simple tasks. On the other hand, the banks' marketing efforts should be re-examined, with suggestions for future development and better adoption by focusing on an experiential learning approach.

9.

Nada Sekulovska, Marika Basevska Gjorgioska, Tatjana Petkovska Mircevska

The role of online Marketing Research in the competitive ability of Macedonian Companies
Ministry of Finance/ University American College Skopje

Today, at beginning of the 21st century, starts the era where the companies and other stakeholders on the market get a mediator in the information exchange fluctuating in the entire world. The Internet provides people and business entities with opportunities for overcoming geographical and time barriers and realization of fast and cheap communication.

The digital revolution opens the door for information as "a global product" necessary for definition of the company's market approach at different destinations in the world defined as targeted market. It gives companies opportunities to become equal partners at the global world market. Starting at equal position, they use the advantages of the information revolution in all areas of business behavior, getting opportunity for fulfillment of their market needs on huge destinations with minimum costs and efforts.

Marketing research as a problem-oriented research activity, directed towards collection, procession and data analysis necessary for managers in the decision-making process, uses a scientific method in the effectuation of the research procedure. The procedure comprises logical order of activities using several methods for data collection from different sources.

Keeping in mind the changes influenced by the digital revolution, the on-line marketing research as a part of a complex process of marketing communication gets a new, modern and active role in the contemporary terms of companies' working from all over the world.

Macedonian companies have a partial approach to marketing-research issues which has to be a base for a stable marketing decision backed up by exact and prompt information on the market and the environment. The recently changed conditions in the Macedonian economy will urge the changes in the management process by use of marketing information in all spheres of the management process. In that direction, the on-line marketing research could be an opportunity for Macedonian companies to become competitive on the world market.

10.

Kristina Bocevska

Strategic approach of development of a reward system
VIP

The fast growing economy even in the developing countries is affecting all dealing - areas as for the companies the same is for the work force. On the one hand, the economic processes influence the workforce requirements, and from a technological perspective, the growth of new technical and technological solutions influences the economy and the workforce. It cannot be clearly separated where one factor ends and where a new factor begins since they are embodied together including more other variance of elements, such as legal framework etc. Therefore, more skills, knowledge and abilities are required, and the competition between the companies is becoming more and more significant. Even the differences related with payment, compensation and incentives between the companies are much differentiated. Keeping the employees motivated, loyal and retaining them is an important issue in the corporate business, and development of reward systems ought to be a strategic issue.

11.

Snezana Hristova

Globalisation and FDI: What Matters for Developing Countries

University American College Skopje

The globalization is a double-edged sword, it could produce economic development or induce “development of economic underdevelopment”. The main question that arises in this paper is whether today’s globalization induces changes sustainable for economic development in the developing countries. Since globalization has influenced the tremendous increase of FDI in the developing countries, the paper has a strong focus on the investments and tries to investigate which types of FDI promote economic development on a sustainable basis. Here we apply the Dunning’s Eclectic paradigm to explain the who, where and how of FDI. The results of this study should offer strong support to the eclectic theoretical framework which suggests that it is the interrelation of ownership an institutional locational advantages (OLI) that can explain foreign investments activity. Using the OLI framework, three potentially strategic motivations for the investors are market-seeking FDI, resource-seeking FDI and efficiency-seeking FDI.

The empirical focus is on the transition economies, especially on the Republic of Macedonia. In this background, the aim is to investigate if Macedonia is able to utilize the OLI factors to its best advantage because the ongoing globalization is changing over time the importance of those factors.

The question that follows is: Is the private sector in Macedonia ready to fully embrace the globalization? The conclusion is that improving the investment climate is necessary, but not enough. Macedonian government has made policy improvements to attract FDI and also has liberalized the FDI regime to attract the investors. But, it is a completely different question whether the foreign investors (MNCs) will actually react in the expected manner. The overall economic and political stability and openness to FDI are necessary, but these factors are far from sufficient to induce FDI.

The overall conclusion is that globalization influences a shift from market-seeking FDI to efficiency-seeking FDI and for one developing country the key is the globalization to be embraced to the country’s best advantage.

12.

Aneta Jovevska, Natasa Gaber - Damjanovska

Achieving Political System Transformations in the Republic of Macedonia

University American College Skopje

The paper shall focus on the suggested legal changes that deal with the election model and the manner of translating votes into seat, especially regarding the ex-patriot vote and the seats reserved for the smaller ethnic groups living in the country. Suggested novelties are to respect the principle of equality of vote on the one hand and the effort to gain fair political representation of certain groups that are not numerous enough or are not geographically concentrated, on the other. Also, the paper shall review the so far practical experiences of other countries that obtain reserved seats in their assemblies for citizens who are nationals, but live abroad.

Also, speaking about further democratization of the political representation of citizens, some improvements (adjustments) are suggested for the already existing electoral model, by introducing the “open” party list.

The paper shall further comment the possible shifts and changes concerning the existing party system and its features. Also, in the light of the specific decision-making process in Macedonia (the Badenter special double majority rule) the possibility of overcoming or calming down social cleavage differences in the country shall be commented, through these types of contemporary political system adjustments.

13.

Petar Atanasov

The role of the

European Union as an International Organization - between Globalism and Multilateralism

University American College Skopje

At the end of the last century the European Union became one of the key players in the international politics. Still, there are different challenges and areas in which the EU does well and some in which it does not.

In the processes of globalization the EU is one of the main drivers, especially in the economic and cultural globalization. Here the EU is front runner together with the USA and others. Also, as a model of secure environment and a place for living, the EU is one of the examples how the people would like their world in the future. And in this way the EU as a role model is good practice. The line of development is on the track and with the enlargement process one can see how the EU will develop in the foreseeable future.

In the changing political and security environment, and vis-à-vis the USA unilateral leadership, the EU is not coping with the ongoing processes. In this area the EU is losing the momentum to become, together with the emerging powers (China, India), the leading force as a multilateral player. Here the EU looks more like the USA's younger brother with no strong voice. The main question is whether the EU likes to become an important factor in the new emerging world or it will be a more inward looking 'society'. The efforts were done in the last decade, but with no significant results. Are there any signs of changes in this regard? Will the EU as an international organization be part of the new 'global governance'?

14.

Mirko Tripunovski, Ivica Josifovic, Mirjana Matovska

Regionalism - The key for integration of the RM

FON University

This essay argues the process of globalization through the process of regionalism and the influence for the Republic of Macedonia. First of all, three previous questions are discussed before the main picture consisting of two issues concerning the regional integration of the Republic of Macedonia and the prospect for regional integration vis-à-vis globalization. The first question envisages the terms of globalization and regionalism bearing in mind that the regionalism has a clear definition as a new kind of territorial autonomy. On the other hand, globalization is mostly differently understood and has contradictory meaning. The second previous question discusses the connection between the regionalism and globalization and the tendencies towards complete globalization of the world in three areas: economy, culture and the state. There are two different views about the regionalism and the globalization. Which one will prevail depends on the creation of a capitalist world system or a completely open world market, so we can be sure if the regionalism is an obstacle or a motive for globalization. The third question is the first question of the main picture and relates to the integration of the Republic of Macedonia in the regional organizations, especially European Union and NATO. The essay includes the historical development of the political and economic development of Macedonia and the integration of Macedonia in the European Union. The fourth and final question covers the prospect of Macedonia in the regional integration vis-à-vis globalization. If the world integration is moving towards the globalization of the world, Republic of Macedonia should be an active actor in the process and actively participate in the flows of global development.

15.

Antoanela Petkovska

Creative industries in the process of globalization
Faculty of philosophy, St. Cyril and Methodius University

Creative industries as a phenomenon are connected with the production of ideas and material goods which are introducing new concepts, lifestyles and skills in the process of industrial production, as well as in the processes of spiritual, artistic and cultural production in general. They encompass advertising, architecture, crafts, industrial and graphic design, fashion, "high culture" products, media, etc. They are part of the so-called sector of services and they are achieving high results in the global economy. Keeping in mind the possibilities and the successful input of the creative industries, they are playing nowadays a very important role not just in the world economy but also in the building of new and contemporary ideologies and lifestyles. Creative industries are closely connected with the concept of the postmodern culture and postindustrial societies, mainly by entering in the networks of the informatics society.

16.

Izet Zekiri

Knowledge management as companies' challenge for integration in the global economy
SEU, Tetovo

The present economy is not focused on technology, the microchip or the global telecommunication networks, but on the human mind (Webber, A. *What's So New About the New Economy?*, Harvard Business Review, January – February 1993). In a climate of unpredictable and unstable environment for gaining competitive advantage, the organizations turn to the knowledge they already have and to acquiring new knowledge. Knowledge management enables the organizations to move forward, to get additional value, and gain competitive advantage as well as to convert the threats from the unpredictable and unstable environment to opportunities. The main characteristics of knowledge organization are: free flow of knowledge, high level of employee creativity, free knowledge distribution, open corporate culture, informal communication channels and experiences exchange, irrelevance of the corporate hierarchy, etc. The concept of knowledge management and the process of creating, gaining, retaining, distribution and knowledge application are at the core of every organization.

In every organization the knowledge moves facilitated by the knowledge market with the aim to create a competitive advantage for the companies, the knowledge market has its own vendors, buyers and stockbrokers.

The concept of knowledge management has a wide use. According to one analysis it is applied in the following fields: marketing and sales 53%, services 53%, operations 51%, human resource management 43%, research and development 43%, strategy development 36%, distribution channels 32%. (Source: Insights from KPMG's European Knowledge Management Survey 2002/03)

17.

Dessislava Boshnakova

"Connecting through culture" Are we celebrating diversities?
New Bulgarian University, Bulgaria

It will be strange if such diversity word as diversity has just one definition. For the purpose of the paper we will use the definition of diversity that is given by the University of Oregon. The definition states that: "The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each

other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.”

The diversity is at once a great opportunity and a challenge. The communication between the countries in the European Union has to be done with respect to the different countries, each with its own culture, traditions, problems and successes.

From the perspective of communication experts there are three main communication issues in the process of dialogue, which were discussed at the Second PR festival in Trieste, Italy:

- **communicating for diversity**, considered a value in itself to be communicated as a permanent aspect of organizational policy (*the why of communicating*);

communicating with diversity, in all its features, interacting differently with increasingly diverse interlocutors (*with whom one communicates*);

communicating in diversity, adopting and reviewing all available methods, channels and tools to ensure the effectiveness of communication processes and recognizing the fluid and changing environment in which today's organizations perform (*the how to communicate*).

18.

Ganka Cvetanova

Cultural differences: basis for integration or basis for manipulation

University American College Skopje

Culture is one of the basic human rights, considering the influence culture has in structuring the human internal and external world or shaping its identity. People – as cultural beings - are born and raised in a certain cultural environment, while as individuals, they are formed and developed under the influence of the cultural history of that environment. That way, depending on the cultural tradition of the group, people, in different societies, develop different views of the world, different meaning systems, different norms, different cultural, value, and moral systems, as well as different forms of social living. The respect for the right to culture means, at the same time, respect for the right to distinctiveness of the cultures of the communities and their distinctive features. Still, the cultural differences are often misapplied, or instrumented for certain political goals. The moment, when the needs for recognition and respect of the cultural differences will grow to something completely different like means for special privileges, territories, disarranging of the established order, then the same cross the borders of the politics of recognition and we say that the process is destructive. One of the central themes of the modern times is in fact the issue of whether and to what extent should the cultural differences be acknowledged.

19.

Zoran Sapurik

The role of the regions and the regional politics in the european union

University American College Skopje

In the last ten years the European Union has made huge steps in handling regional politics. Contemporary Europe, and especially contemporary European Union is decentralized Europe. This means developed local self-government, and even more Europe of the regions. The regional politics and the politics of more equal development give evident results.

Apart from certain critics and initial skepticism, the regional politics is taking a more significant place in the agenda and the influence of the Union. This politics gains a more intensive financial support in terms of a greater share from the overall financial potentials of the Union for the needs of the regional politics.

Greater and greater intensity in terms of quality and quantity get the funds for equal economic and social development of less developed regions. These regions are experiencing not only economic, but socio-economic advancement as well, which in terms bring us to encouragement for continuing and intensifying this politics. With the development of such regions,

the differences between the regions are smoothing and the migration from less to more developed regions is prevented.

The regional politics got its own institutional frame, above all, through the Committee of the Regions. This body, although still with mainly consultant competencies, has become an authoritative organ and without consulting it a lot of decisions cannot be made. The European Union has a specific Euro commissioner for regional issues, but also the European Parliament has a special commission dealing with regional politics issues.

As expected, the regional politics did not disrupt the unity of the Union. On the contrary, it brought about greater cohesion and greater cooperation in the Union. Also, it brought the decision-making process much closer to the citizens, thus providing the regions with the opportunity to directly represent their interests and needs in the European Union.

20.

Dusko Sotjanovski, Metodija Angleski, Ilija Aceski, Biljana Puleska

Human rights protection from infringement based on national, racial and religious basis in the provisions of the criminal legislation of the republic of Macedonia and its harmonization with European legislation

FON University

The human rights protection is one of the central issues of each democratic country in which the rule of law has an essential role in the overall social life.

The Republic of Macedonia on its way towards Euro-Atlantic integration undertakes an obligation for implementation of the international provisions for protection of human rights from possible infringements based on national, racial and religious basis. The uniformity of the rules of this corpus of the national legal provisions with the provisions of the international universal and regional instruments for the protection of human rights is evident, as well as its apparent uniformity with the existent situation in the Republic of Macedonia in this field where the human rights and freedoms are constitutionally guaranteed.

The actual social and political situation in the Republic of Macedonia at the multiethnic, multicultural and multi-confessional level stresses the necessity of full compliance of the Macedonian national legislation with the EU human rights legislation, as well as with the need of determination of legal provisions that impose sanctions upon the infringers of these rights.

21.

Dusko Sotjanovski, Metodija Angleski, Ilija Aceski, Biljana Puleska

Macedonia and the Globalization process and Euro-atlantic Integration

FON University

The issue of modernization and gradual integration of the Republic of Macedonia towards developed societies is certainly related to the degree and development dynamics of the globalization processes and Euro-Atlantic integration.

On the long run to Euro-Atlantic integration, our country has fully conformed to the criteria for NATO integration, and continuously endeavors to achieve evident progress in carrying out reforms which are the basic conditions towards the receipt of invitation for negotiations for EU full membership.

The possible negative development of the events regarding the solution for the still unsolved name dispute (which is unfairly imposed by one of the long-standing NATO and EU member-states) has already been imposed as real danger which might put the Republic of Macedonia in an isolated position, which on a long-term basis would influence its position in the global processes of the International Community.

The realization of Euro-Atlantic aspirations would lead the Republic of Macedonia towards a stable security position of the state at national, regional and universal level, which creates conditions for secure economic and social development, as well as incorporation in the globalization and modernization processes in all social fields.

22.

Stevo Pendarovski

The European Union and the Small States Perspectives: Framing the National Discourse

University American College Skopje

Small states had long been considered a residual category in the international relations studies instead of being treated as full-fledged members of the international community. Disparity between the resources they possess and their real influence in the world is the chief justification for small states to prefer joining the alliances over the obsolete concepts of political neutrality.

For the small states on the European continent the European Union constitutes the most important external foreign policy framework. The internal institutional design of the Union is subtly balanced between the small and big states' priorities and concerns.

What is the core of the Europeanization paradigm of the foreign policy of the EU member states? What are the parameters of convergence between the Brussels's directives and the national policies? Are there any specifics about the intensity and effects of Europeanization over the small and big member and candidate states?

Finally, it is interesting to observe the practical behavior of the small states being in the Union of small states. Are there any predestined groups of small states jointly guided by the structural political attitudes in relation to the key issues on the European agenda?

23.

Jovanka Jovancevska Milenkoska

The application and usage of the Common European Framework of reference for languages (learning, teaching, assessment) and the European Language Portfolio in the Republic of Macedonia

University American College Skopje

Brief contents:

1. What is the European Language Portfolio?
2. What is the Common European Framework?
(Both are documents decreed by the Council of Europe for integration of the multilingual and multicultural European family, published and promoted in 2000/2001)
3. Goals of the ELP and CEF
(To promote learning of more languages, to get accustomed to the idea of living in a multicultural society, to produce a common portfolio form of the learner's language competences, which will show the most accurate data possible about the learner's language knowledge, like a language passport, a kind of a language ID, to raise the self-awareness of the learner's knowledge, to promote the learner's abilities for upgrading)
4. Structural characteristics of the ELP (it is composed of 3 parts, how each part is created, which parts are the learner's responsibilities, and which the instructor's; the working languages of the ELP: English and French, and the mother tongue – pros and cons of using the mother tongue, the referent levels of knowledge: A1, A2, B1, B2, C1, C2 and their adjustments to language use)
5. Description of the CEF (types of learners, types of methodologies, advice for language professionals – principals, ministries, educational boards, teachers etc)
6. Implementation in Macedonia: creation of adequate language types of exercises, models, textbooks (are the domestic textbooks better?),
7. Conclusion: the benefits of narrowing the gap of language usage and competence description between the EU and Macedonia, how to create a more direct approach to the EU institutions through language usage, is there a positive climate in Macedonia for the application of these documents, is the Macedonian language learner capable of following the EU tide of language learning policies?

24.

Marija Todorova

Globalization and Translation: EU perspectives for small cultures

University American College Skopje

Globalization is intrinsically linked to translation, but very little is actually being published about this topic. This is understandable since globalization is generally used in a business context, but globalization must be considered from different perspectives. This paper attempts to initiate a fresh discussion about the link between translation and globalization.

The paper will try to show the effect of globalization on translation and the concept of cultural identity. Arguing that translation is central to debates about language and cultural identity, it shows why consideration of the role of translation and translators is a necessary part of safeguarding and promoting linguistic and cultural diversity. As a cultural practice, translation is deeply implicated in relations of domination and dependence, equally capable of maintaining or disrupting them. In the developing countries, translations have played a critical role in enriching indigenous languages and literatures while supporting reading and publishing. However, this leaves domestic works undersubsidized and limits the development of domestic languages, literatures and readerships. Specific Macedonian examples are provided for illustration.

The position of English as the world *lingua franca* will be discussed, especially focusing on the question whether the English language is global in the European Union. English language is usually associated with globalization. But even though the enormous importance of English for communication in Europe and its remarkably high prestige are undeniable facts it is questionable whether it is entirely justified to talk of English as a *global* language in the European Union.

Conclusions are drawn about the new role of the translator which is one of *an expert for intercultural communication in an internationalized world*.