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## **A REVIEW OF THE REGIONAL LABOUR MARKET OUTCOMES OF IMMIGRATION INTO THE UNITED KINGDOM**

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### **Abstract**

The referendum in the United Kingdom in 2016 regarding the leave of the European Union sparked once again a heated discussion about possible negative effects of immigration on native employment possibilities and local wages. Although several studies investigated the aggregate outcome of immigration on the British labour market, only very little research analyses the regional effect of migration. To provide an insight into the actual regional labour migration effects, we examine the impact of the increased inflow of labour migration on employment and wages of natives between 2004 and 2017. For the analysis, we are using the Quarterly Labour Force Survey (QLFS) applying the Fixed effects regression method. Our research differs from most studies by using a regional approach, cell programming and skill approach, differentiating between the countries of the United Kingdom, namely England, Scotland, Northern Ireland and Wales, thus accounting for the different sizes of immigration inflows. We expect minimal or neglectable negative effects on employment possibilities and salaries of natives, with higher outcomes in areas of high immigration numbers. Our research confirms that the increased supply of foreign labour leads to a very moderate replacement of affected middle and highly skilled native workers, specifically in England and Northern Ireland. Against our expectations, positive wage effects – although minimal - are found for native employees in all regions with the smallest impact in Scotland. Our findings of the regional heterogeneity in migration inflow in the UK suggest that an analysis at municipality-level is needed to see whether the findings hold on individual level.

**Keywords:** *Regional Immigration, Skill Complementarities, Wages and Employment* **JEL code:** *J31, F22, J61, E24, R23*

## EFFECTS OF TEMPORARY ANTERIOR LOAD CARRIAGE ON OVERALL BALANCE AND STABILITY STATUS

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### Abstract

The purpose of this study was to assess the effect of three anterior load carriage on overall balance and stability status. Methods: Twenty healthy college students (ten males and ten females) volunteered to participate in this study. Male participants were aged ( $22\pm 3$  years) weighted ( $73.7\pm 5.4$  Kg) and had a body height ( $176.5\pm 4.2$  cm), females participants aged ( $21\pm 3$  years) weighted ( $66.7\pm 8.4$  Kg) and body height ( $165.5\pm 4.6$  cm). Participants balance and stability status while carrying anterior loads of (10Ibs, 20Ibs, and 30Ibs ), were assessed by the Limits of Stability Test (LOS) provided by the Biodex Medical Systems, Shirley, NY, USA. A  $3\times 2$  ANOVA was conducted to evaluate the effect of the three anterior loads (10Ibs, 20Ibs, and 30Ibs) and gender (male, female) on the LOS test scores. The results of this study indicated a significant main effect for the gender,  $F(1,54)=114.286$ ,  $p < .001$ ,  $\eta^2=.68$ , also there was a significant main effect of the Anterior loads' weight conditions,  $F(2,54)=84.45$ ,  $p < .001$ ,  $\eta^2=.758$ . The results of this study conclude that the anterior carriage no matter the gender will affect their balance and stability status. Whereas, female participants showed less ability to withstand anterior load carriage and maintain balanced compared to their male components; which might raise the risks of injuries and the importance of alternative moving strategies to maintain balance.

**Keywords:** Balance, Stability, Anterior loads, Limits of stability index, Biodex system.

## **THE RELATION BETWEEN UNEMPLOYMENT AND WAGES, A CHALLENGE TO BE FACED IN ALBANIA**

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### **Abstract**

This paper focuses on unemployment in Albania and the factors that influence it. Unemployment has been and continues to be a problem in the country. A problem that if it is combined with the low rates of economic development implies that population poverty is present and will impede the development of businesses and all economy's growth. The growth rate of the economy has been steadily increasing but growth rates have been volatile.

The opening of new businesses has been the focus of government policies for increasing employment. Albania has many development opportunities because almost all sectors of the economy are still developing.

However, not a small problem related to unemployment is the level of wages. An insufficient wage doesn't guarantee a standard of living required and would cause unemployment and instability of the employees to be high.

In order to understand if unemployment is strongly correlated to the level of wages, this paper is tested whether there is a linear relationship through the linear regression model. By testing the connectivity turns out that there is a negative linear relationship between unemployment and wages. The level of unemployment will decrease if the level of wages will increase.

**KEYWORDS:** unemployment rate, employment, economic growth, wages

JEL Classification: O15, M20, J64

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## CUSTOMER SATISFACTION AND QUALITY OF LIFE FOR CONSUMERS IN ROMANIA

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### Abstract

#### Introduction.

##### *Overview*

In the last two decades the field covering Customer Satisfaction, Retention, Loyalty concepts had an exponential growth and a corresponding weight in importance for companies all over the world. In the same time, the rise of the internet industry and Social Media brought an increased focus on better understanding customer behavior based more on psychographics than traditional demographics. This leap potentially created a knowledge gap between the methods used to measure the actual success of the above mentioned strategies and real-life customer behavior. For example, even though companies are now able to proactively collect specific data about customers' actions, preferences, private life events, the main method of measuring Customer Satisfaction is still reactive (i.e. asking customers how satisfied they are with the products/ services).

##### *Hypothesis*

There are two hypothesis addressed in the research we will refer to in this paper:

- 1.Are companies using a potentially obsolete and self-centered method to measure Customer Satisfaction while ignoring the influence of day to day events in the customers' private life's?
- 2.Are day to day life events influencing customers' declared level of satisfaction?

##### *Theoretic considerations*

Customer Satisfaction can be defined while considering two major directions:

- 1.The strategies and actions taken mostly by private companies to generate a certain level of quality for their products and/or services.
- 2.A key performance indicator for measuring the actual level of satisfaction of a company's customers

In this paper we will refer to the second direction. Both in the academic field and in prevailing practice, there are multiple variations on the methods used for measuring Customer Satisfaction, the most common being are the ones build using a self-administrated questionnaire with a Likert scale (having different dimensions – 1 to 5, 1 to 7, 1 to 10).

Though the research focused on the most used and widely implemented indicator in companies across the world: Net Promoter Score (Reichheld F., 2003, *One Number You Need to Grow*, Harvard Business Review). According to the NPS theory, the main question to be answered by customers is: "How likely is it that you would recommend our company/product/service to a friend or colleague?". Based on a Likert scale (0 to 10), the respondents are segmented in Promoters (9 and 10), Passives (7 and 8), Detractors (0 to 6). Supporters of this theory are claiming that this indicator predicts customer loyalty and is correlated with actual profitability evolution of a company. Main critics of NPS theory (Keiningham T.L., Aksoy L., Cooil B. and Andreassen T.W., 2008, *Linking Customer Loyalty to Growth*, MIT Sloan Management Review) are underlining based on an longitudinal study that NPS was not able to explain customer purchasing behavior.

In order to bring into the research frame the customers' private life behavior, we used as baseline the Quality of American Life model (Campbell A., Converse P.E., Rodgers W.L., 1976, *The*

*quality of American life: Perceptions, evaluations and satisfactions*, Russell Sage Foundation). The core concept is built around identifying the main sources of general life satisfaction. One of the most important outcomes is the Average Importance of each Life Satisfaction Source:

Table 1: Life Satisfaction Sources (Campbell et. al, 1976)

Life satisfaction sources	Average Importance Score (where 1 is highest)
Family Life	1.46
Marriage	1.44
Financial Status	2.94
Inhabitancy	2.10
Friendship	2.08
Health	1.37
Leisure activities	2.79

## Method.

In order to obtain an increased level of relevance the method used had to meet the following main conditions:

1. Use the same environment for collecting answers according to NPS methodology
2. Assure consistency by analyzing the answers using correlations between main questions

The research was done during a three months timeframe with an online self-administrated questionnaire (majority of questions on a Likert scale). The target group were customers in Romania, urban area, actively employed or self-employed, with focus on a highly relevant group for purchase behavior analysis for the Romanian macro-economy: higher level of education and income per person. Also, to avoid any interference with the natural respondents behavior, customers were asked to evaluate a Brand/Company at their choice, without any specific suggestion.

Specifically, the questionnaire was structured on the following main directions:

- Evaluate Life Satisfaction Sources;
- Evaluate a Brand/Company of their choice on multiple factors (NPS, Customer Satisfaction and Products/Services frequency of use);

Furthermore, the answers on Life Satisfaction Sources were adjusted with the Average Importance Score and summed up to create an 1 to 4 scale that determined a comprehensive Life Satisfaction Sources Score. The 1 to 4 results were tagged as following:

- 1: Very Dissatisfied
- 2: Dissatisfied
- 3: Satisfied
- 4: Very Satisfied

Total number of answers analyzed using SPSS Statistics is 452, with a 43% – 57% Male/Female ratio.

## Results.

### *Main findings*

1. The level of correlation between NPS and traditional Customer Satisfaction Score is generally high (.748) (Table 2.)

2. Moreover, when segmenting the answers based on frequency of use of the products/services (Daily/Weekly/Monthly/Only when needed) from evaluated Brand/Company, the correlation versus general is slightly lower for daily use (.739) and higher for Weekly (.808), Monthly (.765) and When needed (.793) use (Table 3).

3. For Life Satisfaction Sources Segment, the general view shows a decreasing trend in correlations in relationship with the Life Satisfaction Sources Score (Table 4):

a. Dissatisfied: .893

b. Satisfied: .742

c. Very Satisfied: .711

d. A more in depth analysis on the correlation between NPS & Customer Satisfaction, with a mixed segmentation (Life Satisfaction & Brand Use Frequency) and with focus on comparing the Daily frequency of use segments is revealing the following (Table 5):

e. Daily use, Dissatisfied: .921

f. Daily use, Satisfied: .721

g. Daily use, Very Satisfied: .708

#### *Main findings interpretation*

a. The levels of correlation between Net Promoter Score and Customer Satisfaction Score shows that there is a low statistical difference between the two indicators. This means that if companies are asking their customers the NPS question or how satisfied they are, the expected results should be the same. This comes more to sustain the critics of NPS than promoters, as it is showing that customers do not have significantly different opinion regarding the Company/Brand they are evaluating when answering if they would recommend or if they are satisfied.

b. The decreasing trends of correlation for the different Life Satisfaction Score Segments is showing with an acceptable degree of relevance the fact that with one of the research hypothesis (Are day to day life events influencing customers' declared level of satisfaction?) has an increase chance to be valid. Though, further analysis are in order.

c. In addition, when selecting those cases where the Brand/Company is present daily in the life of their customers (in terms of use frequency), the trend from above finding is confirmed.

a. In conclusion, it can be underlined the fact that our first hypothesis (Are companies using a potentially obsolete and self-centered method to measure Customer Satisfaction while ignoring the influence of day to day events in the customers' private life's?), with additional more in-depth analysis can be validated.

#### *Limitations and recommendations:*

a. Although the method used for collecting answers was aligned with industry standards, the gap between declared answers and practical action of customers is a valid point for questioning the findings of this research. The recommendation to obtain more accurate results is to run a similar questionnaire in online environments, when after completing the answers, companies can track real-time the purchase behavior of their customers.

b. Also, it is important to add that an extended research in terms of geographic coverage and number of respondents is highly recommended and could be the foundation of a standalone theory.



## COMPARISON OF ENTREPRENEURSHIP ACTIVITY IN THE DANUBE REGION

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### Abstract

The entrepreneurship as the phenomenon is important for national economies as it contributes immensely to the development of the economy. Therefore, the paper aims to analyse and compare the selected indicators of entrepreneurial activity in a particular geographic area, namely Danube Region. Countries of this Region are very diverse despite of their common historical development and geographical area. Countries which belong to the Danube Region differ significantly by living standards, economic development, and the problems they face, which makes entrepreneurship in the region even more interesting to research. Our main research question is “*What are the differences between the countries of the Danube Region regarding the entrepreneurship activity?*”. For selected countries of the Danube Region were analyzed typical indicators of entrepreneurship and then compared among countries. For the purposes of our research used were data from the Global Entrepreneurship Monitor, Doing Business, and SME Performance Review with its SBA Fact Sheets. The entrepreneurship activity was measured using the pipeline approach, which analyzes entrepreneurial activity through characteristics phases of entrepreneurship process. They were divided into two groups, each with several indicators, namely, (1) societal values for entrepreneurship and (2) entrepreneurial activity.

The results of the societal values for entrepreneurship indicate that entrepreneurial intentions are highest in Romania (29%) and lowest in Bulgaria (7%). Regarding the results of entrepreneurial activities, the early-stage entrepreneurial activity is highest in Romania (11%) and lowest in Germany (5%). However, opportunity-driven entrepreneurship is highest in the Czech Republic (60%) and the lowest in Romania (33%). Additionally, the highest rate of established companies is in Austria (9%), and the lowest in Croatia (4%). However, the comparison of results for the Region indicate that there are main differences between countries from Upper Danube Region (Germany, Austria, etc.) compared to countries of Lower Danube Region (Ukraine, Romania, etc.).

**Keywords:** entrepreneurial process, societal values for entrepreneurship, entrepreneurial activity, Danube Region

**ANALYSING OF THREE GROUP OF FACTORS AND THEIR IMPACTS ON THE LEVEL OF SNS USING IN BUSINESS PRACTICE**

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Faculty of Economics

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**Abstract:**

The purpose of this paper is to analyse three groups of factors and their impact on the level of using and diffusion of social network sites (SNS), as part of e business in overall business practice. This study focuses on technical, organizational and environmental factors and their determination on SNS's diffusion in companies as a business tool. Decision tree (DT) method is used in this paper, as method which detects interactive impact of these factors. Obtained results show that there are differences in impact of those factors in the context of range of different company size and type of business. The level of significance of observed factors and the degree of their impacts are also examined in terms of incentives or barriers for using SNS in companies. The study's results may have theoretical and practical implications for companies in terms of contribution of using e business solutions in modern digital presence and practice.

**Keywords:** technical, organizational, environmental, factors, SNS, e business, impact, company

**HEALTH STATUS AND THE LABOR MARKET**

## Literature Review

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**Abstract**

Nowadays, one of the global concerns is the aging of the population. This concern has forced many governments to increase their retirement age. This decision leads to increase in the labor force. In order to make this policy effective, it is essential to have good health conditions. In the framework of healthy individuals, the policy will be more effective by increasing not only the labor force, but also keeping sustainable levels of labor productivity. This is the main reason for identifying and analyzing the relation between health status and employment, despite the difficulty that endogeneity brings of these two phenomes.

In this paper we will analyze the effect of income on health status as well as the other side of the relationship and the simultaneous effect too. Through the literature review, we will be focused on

the most important studies and cases. Also, through a descriptive and comparative analyze we will describe this phenomenon and summarize the main theories for further research and discussions. To sum up, we concluded that the relationship between health status and the labor market according to many studies turns out to be mutual.

Taking into consideration that fact, it should be paid attention to the mutual link while drafting the policies.

**Key words:** Health status, labor market, simultaneous effect, workforce

## **THE FRANCHISE CONTRACT IN THE ALBANIAN LEGISLATION, AND THE INNOVATIONS THAT LED TO THE CONTRACTUAL LEGAL ACTIONS**

Tanusha Selimi, PhD Candidate  
ArdvinKraja, PhD

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### **Abstract**

The paper treats the ways of establishing newer legal contractual relations in jurisprudence. Specific social-economic relations, shaped by legal acts, have created a full legal framework for the regulation of relations between the legal subjects. Since law is not static in time and space, dynamics have brought the need to create new ways to create a series of contracts that directly affect communication and development between business and interested parties. This paper aims to analyse the franchise contract in the legal relationships.

The franchise contract is a development of private international law to reach different agreements with the purpose of trading and distributing goods or services using the name of a business organization. Due to the importance of these contracts, their application and the opportunity that they offer in legal transactions are a necessity to know their form and content. Through this paper will be analyzed in detail how the Albanian legislation stands in the way of expressing the free will to create, change or terminate certain legal relationships.

**Key words:** contract, legal relationship, business organization, civil law, legal subjects.

**CULTURE 2.0: COVERING CULTURAL TOPICS FOR A DIGITAL AUDIENCE.**

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**Abstract**

The present paper offers a fresh and necessary perspective on the cultural production landscape. New technologies and formats offer us the ability to produce and distribute content, to enter virtual communities and to create new networks of meaning. Media convergence takes place on at least five levels: technologically, culturally, economically, socially and globally. The real effort in today's media industry is to understand this complex network of interconnected phenomena, and adapt to the challenges of media convergence, together with a certain way of approaching reality. New technologies and platforms determine the emergence of new formats and forms of participation. In this context, our culture enters a new era, where focusing not only on what information we deliver, but also on how we do it and that is more important than ever before. Nowadays, more than in any other field, cultural production needs to be presented to the audience in way that makes it accessible, entertaining and user-friendly, while also being educational and inspiring.

The research presented in our Case study explores cultural life in Cluj-Napoca, Romania during the last few decades through the eyes of some of the most important cultural figures in the Transylvanian city. The results of the paper are based on a content analysis of the answers given by novelists, poets, essayists, journalists, theatre or film critics, as well as literary historians or translators in 36 semi-structured interviews. The study also explores adapting cultural content to digital audiences. Thus, the video interviews were cut to 5-10 minutes, in order to meet the expectations of such an audience. The format chosen is not based on a question and answer dynamic. Instead, it shows the discussed topics on screen, in order to give the videos a more vivacious pulse. Moreover, interviewee's digital portraits - *opus regulatum* digital mosaics, made out of automatically-extracted photos taken at the Central University Library in Cluj-Napoca and published on Instagram were also created as part of the project.

**Key words:** culture, media industry, new formats and rules, new technologies, education

**EMERGING TREND OF DIGITAL COMPANIONSHIP AND ALONE-TOGETHER – A  
PSYCHOSOCIAL PRISMATIC ANALYSIS**

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**Abstract:** The ability to communicate has always been an exciting area of research and analysis. The technological advancements have given new tentacles making it more fascinating and challenging both. Digital-citizens/digital natives prefer the company of digital devices as a close and preferable all-inclusive useful object/companions. Communication as a social process has camouflaged into a digital- social process whereby the prosumers are alone-together in this communication meta-ecology. In today's society, what does it mean to be human, is the bigger, deeper question.

The study aims to highlight users' perception about the meanings which they assign to these digital companions and whether context-dependency is building up new digital relationships. Sharp contrast among the assigned usages of digital companionship was also reported which again questions the viability of digital relationships and its different implications for different people across socio-cultural milieu.

**Keywords:** Digital Companionship, alone-together, identity, dependency, displacement

**THE PLACE OF (NO) RETURN: HOME, FAITH AND IDENTITY IN ANDREW KRIVÁK'S NOVELS THE SOJOURN AND THE SIGNAL FLAME**

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Language Pedagogy and Intercultural Communication

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**Abstract**

America as a country of immigrants has a strong literary tradition in depicting arriving and departing of immigrants. They either come and search for American dream, new home and luck or they run from their mother country and leave their families, friends and enemies behind. In the case of Slovak Americans, their religious faith and social cohesion have for long been those strong bonds which kept them together. There are only a few living representatives who record their stories with such poetic intimacy and passion as Andrew Krivák. Andrew Krivák, a contemporary American writer, in his two prolific novels *The Sojourn* (2013) and *The Signal Flame* (2018) traces the lives of Slovak immigrants both in their Slovak and American geographical spaces. He opens up the topics of home, faith and identity, furthermore, questioning the notion of characters' displacement and hybrid identity. The analysis shows that keeping one's memories from the past and looking ahead to the future are universal quests of a hero who lives now and here, and therefore Krivák shows that even in the era of postmodernism a classic book of hope and survival has still its special place in American literature.

## INTERPRETATIONS AND MISINTERPRETATIONS OF JIHAD AND THEIR CONNECTION WITH TERRORISM

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### **Abstract**

**The background:** Jihad is the one of pillars of the Islamic Law and the one of main Muslims' duties to the God. It is the term, which has various interpretations and misinterpretations, which caused its abusing. The meaning of jihad cannot be reduced to the jihad by the sword, because it does not have only the meaning of spreading the belief violently; it has primary the spiritual meaning. The jihad by the sword means the enforcement of Islam by various form of violence, e. g. by the repression against infidels within the Islamic state, the war for the spreading the belief, the fight against internal rebels or – maybe the most often – the defence against the external enemy. However, that means that the jihad by the sword has the connection with the Islamic Law of the war and the peace, which relatively particularly regulated the treatment with war prisoners, women, children and old men.

**The method of the scientific work:** This paper contains the analysis of jihad, its particular kinds and meanings, interpretations and misinterpretations, which are the background of its comparison with the terrorism and which are abused for the commitment of terrorist attacks.

**The preliminary conclusion:** According to these analyses, the jihad by the sword, or the wrongly used term of “the saint war”, cannot served as the reasoning or apologizing of the commitment of terrorist attacks, because it is quite different than the useless killing of people.

**Keywords:** The Islamic Law, sharia, jihad, the saint war, the terrorism.



**THE ECONOMIC AND SECURITY IMPLICATION OF PASTORAL CONFLICT  
IN THE ECOWAS REGION, 2010 AND 2018**

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**Abstract**

The debilitating effect of the pastoral conflict has been overwhelming and an issue of concern in the security and economic well-being of some parts of Africa, especially, as the sub-regional peace and security is threatened. The underlying concept of the pastoral conflicts in the ECOWAS region, can be better explained as majorly abject poverty resulting from a few economic alternatives. While several extant literature have focused on the peace and security implications of this challenge, little attention has been given to the economic aspect. It is on this pedestrian that this study examines the economic and security implications of pastoral conflict in West Africa, between 2010 and 2017. It drew the link between pastoralism and conflict, its effect on the security and economic advancement of the sub-region. The Marxist instrumentalist theory arising from the radical decision-making models of economic policy formulation was adopted as the framework of analysis. The study is documentary based on secondary source and qualitative descriptive analysis. The study revealed that though climate change and hunger have triggered migration pastoralist in search of grazing, however, the global security gap due to poverty and limited economic integration between developed and developing countries has posed a severe challenge on security. This has, in turn, led to the pursuance of varied incompatible interest by states, region, and ethnic groups, and others. To this end, recommends adoption of economic policy via the sub-regional organization that will debase the economic, ethnic and religious differences that aggravate insurrections, skirmishes, and boundary disputes as pastoralists move in search of pastures for their livestock.

**Keywords:** Pastoral Conflict, Economic Implication, Peace and Security, Grazing, and Herdsmen

**THE BENEFITS OF INTRODUCTION OF CONCEPT OF “SERVICE LEARNING” IN HIGHER EDUCATION INSTITUTIONS IN MONTENEGRO**

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Prof. dr Neven Šerić, full professor, University of Split, Croatia

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**Abstract:**

The modern society in which we live made higher education institutions all around the world face numerous challenges. The main challenge actually refers to creation of competitive higher education system which will be able to meet the labour market needs and facing with trends and perspectives in era of globalization, industrialization, digitization, etc. In order to reach this, many higher education institutions all around the world create strategies and define measures which should be taken out to reach the main strategic goals on national and international level. Important place in these strategies belongs to the introduction of practice in order to provide students not only theoretical knowledge, but practical skills and competences as well. The special accent is put on social dimension of higher education proces - ”learning about the community” and “learning from the community”. This concept, usually well known as “service learning”, as a pilot project was successfully introduced at Faculty of Visual Arts, University Mediterranean Montenegro and this paper presents this process, which, despite of many challenges, obstacles and difficulties brought a lot of benetifs to higher education institution and significantly improved the quality of teaching & learning process.

**Key words:** service learning, higher education, practice, community, quality, improvement

**THE IMPORTANCE OF COOPERATIVE LANGUAGE LEARNING**

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**Abstract**

Learning a second or a foreign language is not an easy task. It takes a lot of time and determination to master the language in order to be able to use it successfully in communication or for any other purposes. In order to teach a foreign language successfully, teachers need to consider various factors involved in language learning and to be familiar with the various methods and approaches that can be applied in language teaching and learning. If we look at foreign language teaching practices through the last two centuries, we will see that different periods were characterized by different methods and approaches to language learning and teaching with the aim of finding the best ways of learning a language. Even though many of these methods have been criticized because of the focus on one aspect and a neglect of another, each of these methods and approaches have something positive that we cannot ignore. The aim of this paper is to present the characteristics and benefits of Cooperative Language Learning which belongs to the communicative approaches to language learning.

**Key words:** language acquisition, methods and approaches, cooperative language learning.

**STUDENT PERCEPTIONS AND PREFERENCES CONCERNING THE USE OF  
CASE STUDIES IN THE BUSINESS AND BUSINESS COMMUNICATION  
CLASSROOM**

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School of Foreign Languages

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School of Business Economics and Management

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**Abstract**

The academic research purpose of this research is to investigate how teaching by the cases method, as opposed to teaching business theories *ex-cathedra*, makes a positive change in the classroom, in higher education institutions learners. The case method proposes a change in roles. The research was conducted taking into account the perception of students in terms of the case method (the Socratic teaching method) and the case as a tool in the business classroom, and also the right kind and amount of confidence in becoming successful future business leaders.

The literature on this topic has a bipolar theory on the outcomes of the case method, and both sides have been supported by proof, thus we have decided to advocate and take the side in favour and approach students with a questionnaire to test the inclinations towards the use of the case teaching method and diverse preferences towards the length, nature, place of origin of the stories in the cases, and also whether the two teaching methods should be complementary to each other, or one should yield to the other one.

The major findings demonstrated in this research are supportive of a discussion-based and participant centered (PCL) classroom with the incorporation of a classical research lesson. This dichotomy is addressed and a proposed solution integrates both approaches, driven by the case method.

Finally, the practical recommendations are a further basis to explore this movement and deliver more detailed results for an even better preparation of students, as these are cases 'stolen' from the daily lives of existing business leaders, serving to better educate future leaders and ready them for as much ambiguity as possible.

**Keywords:** case method teaching, scientific method, Socratic method, PCL.

## **THE ART OF THE LIGHTHOUSES - MONTENEGRIN LIGHTHOUSES AS DESTINATION ICONS**

Prof. Anđela Jakšić Stojanović, vice rector for international cooperation, dean of Faculty of Visual arts, University Mediterranean, Montenegro

Prof. Neven Šerić, full professor, Faculty of Economics, University of Split, Croatia

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### **Abstract:**

The lighthouses all over the world are becoming not also historic and architectural, but tourist and cultural attractions as well. There are spectacular examples of the lighthouses all over the world that became destinations' icons- it is well known that many lighthouses and maritime structures became idyllic settings for weddings, celebrations, receptions, educational programs, tourism tours, museums and more. In Europe, it is especially important to mention those in France, Scotland, Ireland, England, France, Spain, Portugal etc. which became a symbol of particular destination itself and one of the most important part of its tourist offer.

At the moment in Montenegro there are more than forty-five lighthouses, but unfortunately, they are not listed in the register of cultural and historical monuments, nor protected by any law, so there in the era of modernization, globalization, rapid foreign investments etc. is quite uncertain. Because of that fact, it is necessary to create completely new marketing-management approach which is based on adequate preservation, protection, valorization and promotion of lighthouses and their historical, cultural and architectural values. Our concept is based on the usage of different forms of contemporary art which represents completely new approach in promotion of this segment of cultural heritage in the world.

**Keywords:** lighthouses, Montenegro, destination icon, tourism, culture, art

**SLAUGHTERHOUSES, MEAT AND ITS TRADE IN ALBANIA**

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**Abstract**

Slaughterhouses are an important element in the management of meat product in Albania, such as the study on the functioning of their form is very necessary, we decided to analyze the steps pose passing meat product in Albania. As meat is a very important component of the Albanians diet, this study is based on data of customers for the product meat. We will treat terms of product quality meat that is, the standards applied in the marketing of this product. To reach these objectives, this study designed a conjoint choice experiment survey and collected primary data in the most populated cities of Albania. The meat industry and its marketers may benefit from this information by using it to strategically market their meat to different groups.

**Key words:** Albania, meat, consumer preferences, market segmentation, Conjoint Choice Experiment