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THE CITY OF THE NEW NORMALITY, THE EXAMPLE OF SKOPJE

Abstract

In the period of the post-earthquake reconstruction, it was stated that Skopje should face the "new normality" of the city. Sixty years later, "new normality" is becoming a global phenomenon in the face of the effects of the ongoing worldwide pandemic of coronavirus disease.

It is becoming evident that the modern world is facing a variety of crises. Hence the need for our life environment to perceive and rethink in relation to a continuous possible crisis. The city of Skopje in its recent history has faced the catastrophic earthquake of 1963 and more recently the current pandemic. Both conditions caused changes in his daily life. But what are the similarities and differences between these critical thresholds? Can they contribute to dealing with future uncertain events? In the case of the earthquake, we follow visible consequences of its physical structure, in the case of the pandemic in its health condition, socio, cultural and economic structure. But in both cases the established normality has changed. This paper will explore precisely the consequences of crisis situations and will connect them in the continuous variability of the context of the contemporary city.

Keywords: new normality, city, crisis, post-earthquake recovery, post-pandemic recovery

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THE RELATIONSHIP BETWEEN REMOTE WORK AND JOB SATISFACTION: THE MEDIATING ROLES OF SOCIAL INTERACTION AND WORK–FAMILY CONFLICT

Abstract

The global pandemic, COVID-19, has prevented much of the workforce from traveling to work to reduce the spread of the virus. This has resulted in employers and employees looking for alternative work arrangements, thus nowadays, remote working “enjoys” its momentum that is spreading more and more into the business practice. The remote work is considered to have a significant relation with job satisfaction; therefore, it has an impact on organizational efficacy and success. Yet, the new way of functioning arises questions on social interaction and work–family conflict. More specifically, remote working can result in physical and mental health issues, through the decreased level social interaction and work–family conflicts that have impact on the level of job satisfaction.

The goal of this study is to explore the relationship between remote work and job satisfaction with focus on mediating role of social interaction and work–family conflict. In other words, the study examines the factors that affect the job satisfaction while working remotely and the changes that can be made in people’s homes in order to provide them a sense of working atmosphere. Both aspects are of special importance because they can serve as a reference for designing ideas and changes in homes for the purpose of creating better working conditions.

Keywords: COVID-19, remote work, job satisfaction, social interaction, work–family conflict.

Short Biographies

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BLENDED LEARNING AND ENGLISH LANGUAGE TEACHING IN THE REPUBLIC OF N. MACEDONIA

Abstract

Blended learning is a combination of online integration and face-to-face learning that complement one another to enhance and support learning. It is widely used across disciplines and in the EFL classroom as well. This paper aims to outline the significance of using a blended learning approach as a supplement to the face to face learning in English language teaching and to understand the perception, the attitudes, and the challenges of the EFL teachers from tertiary education in Republic of Macedonia regarding blended learning in English language teaching. The paper looks at the reasons for applying multimedia technology to English language teaching, the possibility of enhancement of ELT through technology, the benefits of incorporating technology in the language learning and teaching process, and presents the findings of an empirical research conducted in nine universities from R.N. Macedonia conducted in 2019. The empirical research relies on the descriptive method and it was conducted through an online survey consisting of a 22-question questionnaire answered by twenty EFL teachers from tertiary education. The questionnaire was designed in such a manner to be able to collect data to answer the research questions regarding the use of the blended learning approach in the EFL classroom. The findings suggest that the blended learning model is used in the EFL classroom in tertiary education in R.N. Macedonia. However, several challenges need to be addressed in order to fully and systematically implement the model and observe the opportunities it offers.

Keywords: blended learning, EFL teachers, tertiary education, multimedia technology, English language learning

Short Biographies

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Abstract

The research aims to define the model and the role of motivation to learn in the online classrooms. As online courses become prevalent during the present pandemic caused by COVID-19, it is very important to search for the answers to the following questions: How can instructors design their online courses to optimize student motivation? And how can students identify and take advantage of motivational strengths in online courses? The modified version of the Motivation to Learn Online Questionnaire (MLOQ) was used to assess college students' motivation to learn during online classes. The MLOQ is adapted, in part, from the Motivated Strategies for Learning Questionnaire (MSLQ) and it was designed to assess the following dimensions: intrinsic and extrinsic goal orientation, self-efficacy and task value. These factors are based on a general cognitive view of motivation and are well-documented as influencing the quality of instruction in a traditional classroom, but they might function differently in online learning environments. Two other constructs: instructor support and social engagement are part of the MLOQ since they are relevant to the motivation to learn online. The sample consists of 184 university students recruited from 30 different online courses taught at two private universities in Skopje, the International Balkan University and University American College Skopje. Results from the confirmatory factor analysis show that the hypothesized 6-factor model has an acceptable fit to the data from this research and it can be considered when determining the optimal approach to online learning.

Keywords: motivation to learn, online learning, autonomy, competence, relatedness, Self-Determination theory.

Short Biographies

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Abstract

During pandemic times, like the SARS-CoV-2 outbreak, the chance of spreading the virus in the community and the individual health risk of the population especially for chronic patients is imminent. The dramatic increase of Covid-19 cases and the various health measures issued by the governments as lockdowns, curfews, gathering limitations, etc. led to changes in the way of life and had a tremendous effect on the mental health of the population. Furthermore, it raised the awareness of the population concerning their health risk while visiting the physicians, which additionally had an impact on the general practice as the first line of defense. Aim: The aim of this study is to investigate the views and expectations of the population concerning some of these issues. Methodology: Questionnaires were distributed at the peak of the Coronavirus outbreak (June to August 2020) in R.N. Macedonia. One survey was emailed to 2200 individual general practitioners and one was distributed randomly via emails and social networks for the public, which included participants above 15 years of age. SPSS statistical software was used to analyze the gathered data. Findings: Findings indicate that participants showed increased concerns about their safety and health risks in comparison to the time before the pandemic when visiting the general practitioner. Additionally, the general practitioners revealed increased concerns about their own and the patients’ safety in their medical facilities during the outbreak. Contribution: Governments and public health authorities should consider these findings, use them as a reference, and carefully see how all of this is influencing the population before issuing additional restrictions and regulations in which the general practice is affected during pandemics.

Keywords: SARS-CoV-21, general practice2, patients3, general practitioner4, health risks5, COVID-19 case

Short Biographies

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THE ROLE OF SOCIAL MEDIA IN SHAPING HEALTH BEHAVIOURS OF THE GENERAL POPULATION DURING THE COVID-19 PANDEMIC

Abstract

Information from social media can have a strong influence on health behaviours in general population. The aim of this study is to explore the association between exposure to COVID-19 information gained through social media and health behaviours in line with public health recommendations, including COVID-19 vaccine intention and immunization. The study is based on a survey conducted online between 15 May and 30 June 2020 using a snowball sampling strategy. A total of 353 participants from Macedonia (67% female and 33% male) were included in the study. The measurements were developed by the University of Konstanz, as a part of a multi-county study design which comprised of a social media scale (e.g. Facebook, Twitter, Instagram) and health behaviours scale (including COVID-19 vaccine intention). The results suggest that there is a statistically significant correlation between information gathered from social media and particular health behaviours (e.g. purchase of disinfectant; avoidance of shaking hands; and face touching). Additionally, statistically significant correlation is found between information on social media and the intention for vaccination in case of no complications. The findings highlight the important role that social media play in periods of pandemic. Furthermore, the results clearly support the conclusion that dissemination of information through social media during a pandemic can be essential for shaping the health behaviours of the general population.

Keywords: COVID-19, social media, health behaviours, vaccination.

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JOB PERFORMANCE AND MENTAL HEALTH IN WORKFORCE IN NORTH MACEDONIA DURING COVID-19 PANDEMIC

Abstract

The COVID-19 pandemic is a major public health disaster having significant influence on economic, mental health and well-being of entire world population including North Macedonia. The existing literature is suggesting changes in the work performance and job satisfaction influencing mental health of employed individuals. The need for changes in "new normal" ways of working and performing in COVID-19 made a significant impact on mental health and well-being of the employees. Aim of the study is to explore the connection between the changes in workplace practices and task performance before and during the COVID-19 pandemic among employees and their mental health. The study is a cross-sectional including 297 participants, employed adults from the general population in North Macedonia. The convenient sample is based on a snowball recruitment of the participants. The following self-reported measurement were used in the study: Depression, Anxiety and Stress Scale (DASS-21) short version for determining stress and anxiety, adopted version of Individual Work Performance Questionnaire(IWPQ) and instrument for measuring the task performance changes in workplace practices questions are aligned with the questions from a large study on work-related consequences of COVID-19 across Europe. Results showed that being females and younger is associated significantly with higher levels of both stress and anxiety (t (267)=2.82, p=.005). The results from the regression analyses showed that perception of task performance in the last three months; the increased difficulty of work due to the pandemic requirements, and change in meeting other people are significant predictors for stress in employees. The study also revealed that significant predictors for anxiety are increased difficulty of work which has positive relations with anxiety and increased workload, which has negative relation with anxiety. The study findings will also contribute to reinforce recommendations about the need for developing mental health services and organizational policies, programmes and interventions to support the workers and sustain their well-being.

Keywords: COVID-19, mental health, workforce, practices, task performance

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**Keywords:** GUESSS, Entrepreneurial education, Theory of planned behavior, Republic of North Macedonia, students

**Short Biographies**

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COVID-19 DISTANCE LEARNING OF ENGLISH AS A SECOND LANGUAGE

Abstract

This study investigates distance learning of English as a second language in primary and secondary schools in the Republic of N. Macedonia during the COVID-19 pandemic, which started in March 2020 when the government of our country, like everywhere else, decided to close the schools in order to protect student’s health. The aim of the study is to define distance learning as a concept, and elaborate on the four main pillars or aspects of distance learning in general and of English language learning, specifically: technological pillars or infrastructure, human resources, the design of the teaching system and pedagogical and social dimension. Data and information for all four aspects have been collected from primary and secondary resources and analyzed accordingly. Questionnaires and interviews have been used as tools to give us insight into the research problem. The findings have shown that both teachers and students find distance learning quite challenging. Although it is functioning well, there are certain barriers to overcome and better methods for learning to be found. The study recommends that the country should help more by providing funding for better learning platforms, and to help and support school teachers. Distance learning is the only alternative in the COVID-19 pandemic, but all stakeholders (ESL teachers, pupils, parents and experts) included in our interviews, agree that language is acquired through interaction, that language development is a social construct and pupils need to have lots of peer interaction.

Keywords: English as a second language, distance learning, mediated learning, COVID-19 pandemic, distance education, pillars of distance learning, design of the teaching system, learning platforms

Short Biographies

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POLITENESS IN THE COVID-19 WORKPLACE: THE CASE OF UNIVERSITY AMERICAN COLLEGE SKOPJE

Abstract

This study investigates the level of politeness in the workplace during the COVID-19 pandemic by using the speech acts of request, apology and compliment in English. The organization that is subject to research is University American College Skopje – a private higher-education institution in the Republic of North Macedonia. Organizational communication is essential for the performance of and within one organization and is a crucial part of employees' motivation, employees' retention, positive performance and positive financial outcomes of the organization. On the other hand, being polite in the workplace and following proper workplace etiquette can help managers and workers function as a unit. Hence, as language is the main tool of communication, its effectiveness is analyzed and determined through language analysis done on the use of three speech acts: request, apology and compliment, which are considered to be most commonly used in an organizational setting. The research is conducted with participants who hold administrative and managerial positions at UACS. They are invited to electronically respond to six different situations, which ask them to use the speech acts that are subject to this research: once in a conversation with their fellow colleague on the same level, and then when conversing with their superior – for the administrative positions, and with their subordinate – for the management-positioned respondents. The situations given in the questionnaire are constructed to seem natural for the respondents' particular working environment. For better communication to be achieved, normal circumstances in life and business always recommend using polite language, but the new COVID-19 pandemic, with its urge for physical distancing and isolation, calls for mandatory politeness, to ensure people's mental wellbeing and successful organizational communication. The research shows that, in this pandemic, when communicating through the three speech acts, the UACS employees are highly polite in their organizational communication.

Keywords: politeness, workplace, pandemic, speech acts, organizational communication, UACS case study.

Short Biographies

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Gjorgje Ivanov as well as the Diplomatic Protocol and Business Etiquette Academy certified by Protocol Academy Skopje. She is currently working as a sales and communication specialist in the hotel industry in Skopje.

**Marjana Vaneva**
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She has authored a monograph, is currently editing a book, is preparing a monograph on negation, and has presented and published on English language and linguistics. Prof Vaneva is an Advisory Board Member for English language and linguistics at Cambridge Scholars Publishing, and an editor for this publisher. She is an English language and linguistics reviewer and editor for SAGE Open, and for other international, peer-reviewed linguistic journals, as well as a SAGE Monograph Editor. Prof Vaneva is certified in Cognitive Linguistics from the University of Sheffield, UK, has been a visiting professor at King's College London, has presented at the University of Oxford and the University College Brussels (Belgium), has taught at the University of Cambridge, the University of Graz, and at universities in Poland (Pila) and Russia (St Petersburg). In addition to this, she is currently a research fellow at the University of Surrey, UK.

**Marjan I. Bojadjiev**
is a Provost and a full professor at University American College Skopje since the year of 2010. Previously, he has worked as CEO of the Macedonian Savings House from 1996 to 1999 and as CEO of the third largest bank in Macedonia from 1999 to 2004. Prof. Bojadjiev has served as manager of several companies in Macedonia, as a board member in professional organizations and as a moderator in conferences on national Macedonian energy and investment policies. He has completed his doctoral studies at the Ss. Cyril and Methodius University – Skopje. He earned his Specialization degree in International Business Management at the University of Trieste. He has a Master of Science degree in Banking Marketing. Prof. Bojadjiev has completed executive education courses at Harvard Business School in 2008 and 2009.
PSYCHOLOGICAL IMPACTS, RELATED STRESSORS AND COPING STRATEGIES OF THE COVID 19 PANDEMIC

Abstract

This research contains eclectic analyses of the impact of the COVID 19 pandemic on the stress and anxiety level along with the findings from the in-depth empirical research that identifies the related stressors and coping strategies. This study examined and identified the COVID 19 related stressors, resilience, and family support as predictors of psychological impacts among participants that differ in age, gender, place of living, the status of living, COVID 19 status, vaccine status, education, salary, and employment. Based on the findings, the researchers identified the Coronavirus Disease 2019 related stressor, Perceived Stress and Anxiety level, Family functioning, Resilience, and Coping strategies of the participants from North Macedonia. This web-based, cross-sectional study was conducted by using the set of questionnaires based on which the quantitative analyses on the different variables have been analyzed. By computing a multivariate linear model this paper presents the results of the relevant demographic factors, coping factors, and COVID 19 stress factors that contribute to the mental health impacts during the COVID 19 pandemic. Additionally, Corona 19 related stressors and coping factors were confirmed as predictors of psychological impacts identified by multiple regression analyses. The paper increases the knowledge of mental health professionals and the wider population in identifying risk factors and symptoms of mental stress, distress, and disorder from COVID 19 for better identification and management of the client's treatment. This practical approach should increase the awareness of the people about the importance of seeking support, mental health facilitation as well as counseling and psychotherapeutic services during pandemic situations. Reliable information, accessible services, and stronger collaboration between academic institutions, clinical work, and public health can be a suitable approach for mental health issues prevention and taking appropriate measures for coping with the psychological impacts on a long-term basis.

Keywords: stress, anxiety, COVID19, resilience, coping strategies

Short Biographies

Blagica Vanikj is a professor of practice at University American College, Department of Psychology, Skopje, North Macedonia. Furthermore, she is a Gestalt therapist, trainer, and supervisor that currently leads the Counseling Facility of Humane Cooperation-EAGT Accredited Gestalt training institute. She is actively involved in many projects in the field of human resources development, organizational psychology, mental health, and psychotherapy where she is continuously able to combine her academic knowledge with dynamic and challenging practical work.
Kristina Lazarevska
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Aleksandra Boshkova
is graduated in Psychology at the University “Ss. Cyril and Methodius” Skopje. She took two years in Transactional Analysis in Skopje. She has been working in the areas of education, health, social care, counseling, staff selection, and training. At the moment works as a Teaching Assistant in London and continues to be an active member and associate at Gestalt Training Institute, Skopje.
SUSTAINABLE MUSEUM CULTURE IN THE POST-PANDEMIC CITY: CASE STUDY OF SKOPJE

Abstract

The pandemic of COVID-19 affected social life and life in general in many ways. Human habits and living in the city that seemed to work for decades are being questioned in order to uncover a novel approach to using resources in times of social restrictions. City functions like transportation, workplace and services were quickly adapted to new circumstances, while others like culture and leisure remained entirely frozen. The aim of the paper is to review culture and the potentials in time of social restrictions through the case study of the city of Skopje. The focus of the paper is museum culture, a field that is also stagnant for decades and has the traditional museum building as its main representation. The need for a more sustainable museum model beyond the museum building is now more evident than ever. While European museological discourses in the last half-century widely accepted the models of open-air museums, the state of interpreting open-air heritage through a museological paradigm is generally absent on the territory of the city of Skopje. Open-air museums aim at open-air interpretation of heritage, while understanding heritage not as a protected status quo, but as a resource that has an intrinsic role in society at present. The advantage of open-air museums is in the active use of heritage resources, in promoting living heritage and culture, mediating authentic experience and the immediate relation to visitors.

The paper will investigate the potentials of heritage resources on the territory of Skopje. The case study on sustainable museum culture in Skopje will focus on mapping heritage resources, review of the state of protection and readability of heritage, accessibility and capacity of heritage for open-air museum use, the potentials for applying the concept of open-air museology through programmatic and spatial interventions, etc.

Keywords: open-air museum, Skopje, new museology, sustainable, museum culture, heritage

Short Biographies

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**Meri Batakoja**
works as Associate-Professor at the Architectural Design of Public Buildings Department, Institute for Architectural Design at the Faculty of Architecture, University “Ss. Cyril and Methodius” in Skopje. Her special research interest are the interdisciplinary border areas of architectural thought on the overlap of architecture and culture. She graduated from the Faculty of Architecture, University “Ss. Cyril and Methodius” in Skopje, gained her Master of Science degree in Cultural Studies from the Institute of Literature, University “Ss. Cyril and Methodius” in Skopje and her Doctor of Technical Sciences degree from the Faculty of Architecture, University of Zagreb, Croatia.

**Zoran Pavlov**
graduated from the Faculty of Art History and Archaeology – University “Ss. Cyril and Methodius” in Skopje and holds a Master degree in Ottoman monuments from Gazi University in Ankara, Turkey. He worked at the Republic Institute for Protection of Monuments of Culture and currently works at the Directorate for Protection of Cultural Heritage, Ministry of Culture as Head of Department. His main activities and responsibilities are conservation, restoration and valorization of cultural heritage for UNESCO designated sites as World heritage. He is President of the Commission for Managing the Natural and Cultural Heritage of the Ohrid Region.
GLOBAL HEALTH SECURITY (GHS) INDEX MODEL EXTENSION AND ASSESSMENT OF THE WESTERN BALKANS COUNTRIES POSITION

Abstract

The paper discusses the assessment of global health security based on the extension of the Global Health Security (GHS) index basic model (prevention, detection and reporting, rapid response, health system, compliance with international standards, and environmental risk) with parameters: Gross Domestic Product (GDP) per capita, Democracy Index (DI) and Corruption Perceptions Index (CPI), using multiple linear regression analysis (MLRA) and artificial neural networks (ANNs). Based on the size of the coefficient of determination (R²), the validity of the extension of the basic GHS model was evaluated based on the results achieved on a sample of 42 countries. In the second part of the study, the results of individual segments of the international safety assessment of health systems for the countries of the Western Balkans (WB) countries are discussed, by comparing them with countries of similar size in the EU. The results showed that health security systems in WB countries are at a much lower level compared to countries of similar size in the EU, which was also reflected in the COVID 19 pandemic during 2020 and 2021. In WB countries, in the post-pandemic period, the consequences in different areas (human health, economy, culture, education, etc.) will be much more visible in relation to EU countries with a significantly higher degree of development of health systems defined by the GHS model.

Keywords: GHS model, GHS model extension, EU, Western Balkan countries

Short Biographies

Živan Živković

is a full professor at the Technical Faculty in Bor, University of Belgrade, Serbia, graduated from the Technical Faculty in Bor, completed his master's and doctoral studies at the University of Ljubljana (Slovenia) and sub-specialization and post-doctoral studies at the Institute of Physics of the Czech Academy of Sciences and Arts in Prague (Czech Republic). He is the founder of two international journals with an impact factor. So far, he has published 175 papers in journals with IF, made 2013 citations, h-index 26, i10 index 76. He has published 17 university textbooks, 7 monographs, 6 chapters in international monographs, 239 papers in national journals, 165 papers at international conferences, and 210 at conferences of national importance. He has mentored 17 doctoral dissertations and has supervised over 100 projects of national and international importance. He is a member of the editorial board of four international journals, many international scientific associations, and the winner of numerous scientific awards.
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THINKING ABOUT POST-PANDEMIC ARCHITECTURE: HEIDEGGER, JAPANESE NEW WAVE AND NEW DUTCH ARCHITECTURE

Abstract

Whether we are embracing or countering technology, we are unable to avoid its grip on our world. Architecture is one of the areas which are the most indebted to technology. The most influential thinker on technology and contemporary architectural theory is Martin Heidegger. According to him technology is not controlled by humanity, but on the contrary: humanity is subjected to the will to power of technology as a way of revealing of Being. It conceals all other possibilities for revealing, such as the poetic way. This for Heidegger is the greatest Danger of technology since it opens the doors to nihilism. COVID-19 pandemic further pushes the cold rationale of the calculative thinking underlying technology, especially in the redesigning of our built environment. This crisis actually threatens to accelerate the dominance of the essence of technology which he calls the enframing (Gestell), and brings the greatest Danger to its full closure of all other ways of revealing of Being once and for all! This paper aims at thinking on Heidegger’s notion of the ‘appropriating event’ (Ereignis), through ‘letting-be’ (Gelassenheit) for opening alternative paths of architectural design by gaining a free relationship to technology. Concrete examples from architectural design and theory of the Japanese ‘New Wave’ architecture, and architects such as Kurokawa Kisho, as well as contemporary Dutch architecture – MVRDV and Rem Koolhaas’ OMA, will be discussed as examples for their double move towards technology: their full embracement of the latest technologies in their design and building, while explicitly rejecting the underlying technological rationality and calculative thinking associated with technology.

Keywords: COVID-19, technology, architecture, Heidegger, Kurokawa, Koolhaas, MVRDV

Short Biography

Jordan Shishovski

Jordan Shishovski, PhD. is university lecturer at School of Architecture and Design, University American College, Skopje. He teaches theoretical classes such as Architectural Theory, Scientific Research and Critical Thinking, and several classes in History of architecture. He holds a PhD in Philosophy. As a researcher he regularly participates in various social sciences, humanities and policy research projects both national and international. He is also active in the area of cultural activism. He is a member of the Macedonian Pavilion for the 17th International Architecture Exhibition in Venice Architectural Biennial. He published his first book in 2019 in Macedonian: Heidegger: Technique, Poetic, Dwelling.
SUSTAINABILITY OF SOCIAL ENTERPRISES IN THE POST-PANDEMIC WORLD:
BUSINESS LESSONS LEARNED

Abstract

Social entrepreneurship gradually becomes a priority choice for international organizations, financial partners and other players on the market in terms of investment and doing business while achieving a social purpose. Covid-19 has increased the recognition of social entrepreneurs as advocates for change which contribute to the mitigation of the impact of the pandemic and the increased efforts to build back better towards a resilient recovery. However, social enterprises need a conducive business environment to thrive and fulfil their potential. The business dimension is one of the key factors for development of social entrepreneurship. The business environment in which social enterprises operate is a transversal topic in terms of policy, stakeholders and social outcomes. Conducive business environment fosters early entrepreneurial activity and access and engagement of social entrepreneurs on the market which present the prerequisite for development of the sector.

This paper presents the results related to the business dimension from broader holistic research of the macro-environment conducted in the period October - December 2019 and a follow up a year later. Qualitative methodology was used, through conducting interviews with social entrepreneurs and key stakeholders, combined with document analysis to provide an insight into the business challenges and needs of social enterprises in North Macedonia. The evidence showed that access to market and funding, room for innovation, collaboration with the business sector and lack of public and customer recognition are some of the crucial issues for the development of social entrepreneurship in the country. The country’s current business scenery is not enabling for traditional businesses which makes it even more perplexing for social enterprises. Social enterprises need conducive policies that facilitate business operations, but also empower intersectoral partnerships and collaboration.

Keywords: social entrepreneurship, ecosystem, business, key factors, post pandemic, sustainability, policies, social entrepreneurs.

Short Biography

Stefan Chichevaliev
Stefan Chichevaliev – Executive Director at the Social Entrepreneurship Observatory in Skopje, a PhD in Business Administration, with more than 10 years of experience in the private, public and the civil sector. He consults for many international organizations in creating and implementing innovative solutions with great
impact to the people’s wellbeing. Skilled program and project management professional with a focus on social issues, and a researcher in the area of sustainable development with focus on the economic and social domains and markets that work for society. Developer of partnerships in SEE and Advocate for social entrepreneurship and attainment of the SDGs.
Abstract

Corporate accountability refers to company performance in “non-financial areas” especially sustainability. Post Pandemic corporate accountability requires actions, decisions, policies which operate “outside the box.” The revolutionary Covid19 mRNA vaccines are a clear and timely call to corporate boards to challenge “traditional” approaches to sustainability in the way Moderna and other vaccine manufacturers arrived at their new vaccine sustainability. Major corporations are already recognizing the potential for reduced commuter activity and trying to take a life-cycle costing approach to changes that may be made as their present contracts for commercial space and office “overhead” are coming up for renewal. Software technology for expanding work at home and integrating with cloud-based scalable video conferencing and remote access systems to engage your customers in your business processes is developing at speed.

This paper is about post pandemic sustainability thinking. We discuss how the capacity to recover from difficulties may be improved in several areas. Indoors, with examples, we consider the impact of inner space as the next corporate frontier – the impact of contagious disease prevention and the culture of office plant propagation. We find the potential for florafelt pocket systems, vertical hydroponic gardens, biowalls, living roofs, and garden treasuries of plants and products from revolutionary science already underway. Socio-ecological system elasticity is considered and the examination of insights on creating sustainability in a warming world. Focus is on social rearrangement and activity that enhance responses to post-pandemic ecosystem change, that challenge conventional responses to unusual weather events, and the consequences of some socio-ecological changes already undertaken around the world. Examples include changes adopted by the City of Miami to change its tree canopy, the adoption of hardy sedum plants on an 8-acre living roof in Chichester and the future potential from the European eLTER project. The harvest from post pandemic thinking provides valuable insight for the socio-ecological thinker and many ways to guarantee sustainability in our warming world.

Keywords: Corporate accountability, social responsibility, sustainability, inner space revolution, socio-ecological thinker.

Short Biography

Jeremy Cripps
A Chartered Accountant (UK) and a CPA (Ohio), Jeremy earned his BA and MA from Case Western Reserve University, Cleveland, Ohio and his PhD in Accounting from the Union Institute and University, Cincinnati,
Ohio. After an apprenticeship in London with Price Waterhouse Coopers, he joined their tax department in Cleveland and then the International Tax department in New York. From New York, he moved to become European Controller for a client, an American multi-national based in London. From London, he moved into consultancy in Qatar and the Sultanate of Oman and then with a young school age family he returned to the United States and became a Professor. Awarded Fulbright Scholarships in Zimbabwe (University of Zimbabwe, Harare) and Bulgaria (The Technical University, Sofia) he continued to do short-term consultancy work with contractors for US Aid in East Europe and the Middle East. He set up and earned accreditation for the business school at the American University of Kuwait, taught at the American University of Bulgaria, and today continues full-time in the classroom at the University of Findlay. Research includes accounting history and human capital valuation. Married to Mary Cripps they have three married children and five grandchildren.
KEY FACTORS FOR EFFECTIVE DIGITAL EDUCATION AND POST-PANDEMIC
BLENDED LEARNING

Abstract

Education systems are part of the global digital transformation, not only because schools have a significant role to play in developing students’ digital competencies and in preparing them for the world driven by technology, but also because technology can influence the way we teach and learn. The prolonged perception of the limited potential for using digital technologies in education was abruptly changed during the Covid-19 pandemic, which put the traditional schooling to a halt. In difficult circumstances, continuity of the educational process was enabled by an unprecedented use of digital technologies, although with significant variations in the effectiveness of practices which impacted the quality and inclusiveness in education. Based on best practices and lessons learned in the process of implementing online and distant learning in the primary and secondary schools in the EU and in North Macedonia from the beginning of the outbreak, this paper elaborates on the key factors for effective digital education. Taking into account the positive effects and benefits of using digital technologies in education, it offers a discussion on the modalities for applying blended learning from the next school year.

Keywords: Digital education, remote teaching, distance and online learning, blended learning, digital transformation of schools.

Short Biography

Aleksandra Nakeva Ruzin

Aleksandra Nakeva Ruzin, Ph.D. is currently engaged as Coordinator for the National Platform for Distance Learning at the Ministry of Education and Science and as a lecturer at the American College - Skopje. Prior to these positions, she has had over 20 years of distinguished career in both the public service and the private sector - was honored to serve as Ambassador to the Kingdom of Sweden; held top management positions in the corporate financial sector and served on the boards of many business associations for over a decade; was appointed on senior positions at the Ministry of Finance, and was a member of the negotiation teams with the IMF, the World Bank and WTO as well as an external Advisor for budgetary and treasury issues to the Major of the City of Skopje at the initial period of decentralization in the country. She has been a guest lecturer at Universities in Sweden, the USA and in North Macedonia, and is frequently engaged as a speaker and moderator on financial and environmental topics and on woman leadership and empowerment at conferences at home and abroad. She received her Master degree in Public Policy and Management with
highest honors (Summa cum Laude) from the University of Pittsburg, PA, USA, and her PhD in Economics at the Faculty of Economics in Skopje. She is the recipient of the prestigious International Public Service Award for 2016 from the University of Pittsburgh, and has received numerous recognitions for her work in Macedonia and in Sweden.
Tackling the Emergency Powers That Shaped the Legal Landscape During COVID-19: Analysing the Legal Disruptions and Regulatory Solutions

Abstract

When speaking of extraordinary powers, we usually think of powers available to the executive during times of emergency. The outbreak of COVID-19 has impacted fundamentally the functioning of States, their democratic institutions and legal systems. Therefore, it is understandable that governments are continuing to resort to exceptional measures in seeking to get control over the spread of COVID-19. These exceptional measures inevitably restrict rights and institutional actions in ways that can be justified only in these extraordinary circumstances. It is in the greatest interest of society that these measures against COVID-19 are imposed and enforced within the framework of established democratic principles, the international legal order and the rule of law. While some constitutions include detailed rules providing for a state of emergency (sometimes of various kinds) in the event of external or internal threats, others address emergencies by making use of rules that allow for a certain modification of the normal balance of powers between the executive and legislative powers. Interestingly, however, even where specific emergency constitutional mechanisms exist, Member States have preferred not to trigger them, either for historical reasons or for fear of triggering a mechanism perceived as too repressive. Legislation adopted in situations of emergency raises questions as to temporal limitations, scope and proportionality and legal certainty. This paper will analyze the extraordinary public powers that are usually reserved for emergency situations in which ordinary public powers are not sufficient to effectively deal with a crisis. Ordinary constitutional processes are too slow to respond to the immediate needs of the population, so that they must be restricted to enable swift help and relief to those affected. The comparative analysis in several states will overview the effects of the extraordinary powers in the form of emergency powers provided for by emergency legislation.

Keywords: COVID-19, extraordinary powers, state of emergency, constitution, regulatory management tools

Short Biography

Vasilka Salevska - Trajkova currently holds the position of Regulatory Affairs Manager for South-east Europe at Philip Morris International (PMI). She is also leading the Scientific engagement of PMI for North Macedonia. Previously she had 15 years of experience as public servant, holding various positions in the area of EU integration.
processes and international relations in the Government. She has been State counselor for European integration and international cooperation in the Ministry of labor and social policy (2018-2019), State counselor for European integration and international cooperation in the Ministry of health (2011-2018), State counselor for European integration and international cooperation in the Ministry of education and science (2009-2011), Head of department for national version of the preparation of aquis communautaire in the Secretariat for European affairs (2007-2009). Also, she has successfully finished State Bar exam in May, 2018.

Vasilka is PhD in law, researching on EU constitutional law and European integration process; Associate professor at the University American College Skopje since September 2018; ex guest-researcher at the Max Planck institute for Comparative Public Law and International law, Heidelberg, Germany (http://www.mpil.de/) working on the issue of enlargement in relation to the European Constitutional law and MA at the College of Europe, Campus Natolin, Warsaw, Poland (www.coleurope.eu) analyzing the methods and strategies for effective use of the European financial resources in certain European countries, emphasizing those most recommendable for the Republic of Macedonia. She is also holder of the national Bar exam.
THE POST PANDEMIC PROSPECTS OF WORK FROM HOME IN BANKS IN NORTH MACEDONIA

Abstract

The modern banking has never been exposed to event similar to the pandemic of Covid 19 and the massive disruption in different areas of operations due to this event. Until actual Health crisis, within their regular activities the banks performed different stress test scenarios including continuity planning as a measure of providing normal operations, but the human factor has never been under particular observation nor the organizational changes that have to been done in case of unavailability of working force, as well as it’s deployment in safe environment. In the attempt to contain the spread of the virus physical or social distancing recommendations were implemented, that resulted with temporary working from home or alternative working arrangements. The aim of the paper is to discuss the challenges of introducing working from home, such as different aspects of telecommuting and the historical perspective of past attempts for this organizational model. Hence, the paper will elaborate the advantages and disadvantages of work from home, as well as post covid prospective. It focuses on the aspect of physical dimension of work, comparing banking with other sectors, operations that can be done remotely, physical presence dependable operations and factors influencing these segmentations. Relevant literature indicate that there are high expectations about accepting work from home or using the hybrid model in the post covid period. A survey with bank management participants was carried out, using questionnaires as a method of data collection. The survey presents how telecommuting is perceived in terms of productivity, scale of absenteeism and reduction of cost, value added to the bank operations and other important aspects telecommuting, the potential and expectations of the banks in North Macedonia.

Keywords: Pandemics, telecommuting, work from home, organization, banks.

Short Biography

Maja Stevkova-Sterieva

Is the President of the Macedonian Banking Association and Chief Financial Officer of Komercijalna Banka AD Skopje. In her academic career she has been awarded a PhD in Economic Sciences (2012), University “St Cyril and Methodius” Skopje on the topic of “Operational Risk and Corporate Governance”. She also has a master degree in Monetary Economics from the Faculty of Economics (2000) University “St Cyril and Methodius” Skopje on the topic of “ ALM in Banking”. Her bachelor Degree was awarded from the department of Business Economics (October 1989 – July 1993), Faculty of Economics University “St Cyril and Methodius” Skopje. In her professional careers she held different positions including: Director of Risk in Komercijalna banka AD Skopj, Management and Planning Division and most recently a Board Member -Chief Financial
Officer, Komercijalna Banka AD Skopje (Risk Management, Strategic Planning and Capital Control, Treasury and Financial Markets; Finance). She is also a member of other bodies: President of the Macedonian Banking Association; Member of Supervisory Board in “KB Prvo”, Pension Fund Company; Member of the Council for development of the Capital Market of the RNM; Former President of the Board of ABIT Foundation; Former Member of the Board of Chamber of Commerce of RM. Other activities include lecturer on the “Entrepreneurial Finance”, Faculty of Economics, University American College, Skopje.
Abstract

Covid-19 pandemics initiated a profound societal and economic changes with a reflection in the ways of working and labor relations. One year into the pandemics the this topic is one of the most sensitive and one that will experience the most intense repercussions. This is visible not only by the rising unemployment, but also in terms of reorganization of the work processes and operationalization of the concept of working from a distance. There is no doubt that this has brought to light the reconceptualization of the work engagement. The implementation of the concept of teleworking (telecommuting) in absence of a legal framework and management practices becomes interesting for both employers and employees. The aim of the paper is to define the concept of teleworking and its operationalization by the employers in absence of a legal framework. The comparative analysis of the legal frameworks in EU and RNM with the actual situation will form the basis for recommendations. A special attention will be paid to whether the concept of teleworking with all its negative and positive consequences should remain a preferable and recommended concept as basis for redefining the employment contract in the post-Covid period. The study will utilize a comparative and empirical approach. The research will be cone on convenient sample respondents from private sector companies. Using a questionnaire will help in understanding the attitudes for the current legal framework for teleworking, and the operational practices in using the approach, as well as the managerial practices related to regulations of working hours, performance management and employee wellbeing.

Keywords: teleworking, Covid, labor relations

Short Biographies

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Is a PhD in the field of Business Law from The St. Cyril and Methodius University Skopje. Currently, he is a Dean of the School of Law within University American College Skopje. As Associate Professor, he teaches courses in Company Law, Financial Law and Labor Law. His teaching and research areas are also related with the Securities Law as well as the legal aspects of the investments funds. His work experience includes supervisory position in the Securities and Exchange Commission of the Republic of Macedonia. Among other activities, he is elected for educator in the Academy for Judges and Public Prosecutors of the Republic of Macedonia in the fields of Company Law and Labor Law. Also, he is a member of the editing board of the
legal journal "Lawyer". Dr. Marko Andonov has published numerous articles in the field of Company Law, Securities Law and Labor Law. He has attended a number of seminars, trainings and conferences in the country and abroad.

**Dimitrinka Jordanova Peshevska**  
Is an Assistant Professor at the University American College Skopje and Head of the Department of Psychology. She is an expert in health, clinical and developmental psychology, with 30 years experience in international organizations and WHO Country Office Skopje (2000-2014). She is well known for her empirical work on child abuse and neglect in Macedonia and adolescent dating violence. Involved in policy/strategy development in the domains of mental health, violence against children, and non-communicable diseases, focused on transformation of theoretical frameworks into practical and evidence based solutions.

**Ana Tomovska – Misoska**  
is a Professor and Head of Management Department at the School of Business Economics and Management at University American College Skopje. She obtained her PhD from Queen's University Belfast. She has been involved in a number of research projects in Northern Ireland and Republic of North Macedonia. Her research interest include human resource management and consumer behaviour. Her research portfolio includes a number of national and international publications, exploring organizational culture and organizational alignment and is a co-holder of the only social science patent in the country for a procedure for measuring organizational alignment Vox Organizations.

**Kate Trajkova**  
Associate professor at University American College Skopje (UACS), with over fifteen years’ experience in management and education. She is a psychologist (organizational psychologist), Master of Science in HRM and PhD in strategic management, certified Points of You practitioner, certified Design thinking practitioner, certified trainer and external evaluator for CAF management quality standards.
NEW MODELS OF URBANITY, A CASE STUDY OF THE VILLAGE OF CHUCHER, SKOPJE

Abstract

The doctrines of urban plans of the last century imposed on the territory of the city of Skopje have always insisted on a hierarchical and structured character of the city and its parts. The unattainability to establish one consistent urban model in this period leads us to a new reading of the relationship of the city and its territory, one that is a programmatic unity/difference of particularities and their power. This distinctiveness in its full capacity is most explicitly recognized in the contact of the city and its natural and built periphery. In the specific urban, economic, cultural, social and post-pandemic conditions of our cities, the landscape in its full productive and phenomenological scales can be a structural element for observation and intervention in the territory. Although similar processes affect the periphery, the issues related to its sustainable development are considered in terms of specific territorial scope, the village of Chucher in the area of Crnogorija as an example of a recontextualized environment on the outskirts of Skopje. Building on subjective and empirical research and documentation of the territory, we operationalize the landscape through its dominant element, the topography. The superposition of all this information generated positions of architectural, programmatic, infrastructural, the natural density that sometimes builds on the old position of the existing features and sometimes proposes new ones. These new models of urbanity that predetermine different cultural and social relationships provide forms and spatial structures that create neighbourhoods and social relation in direct contact with the openness of the landscape. In the context that is subject to daily changes and transformations that cause dramatic spatial consequences, the aim of this paper promotes an interdisciplinary approach through the symbiosis between actors and structures of biodiversity, agriculture, industry, housing and work as a prerequisite for resilient city models.

Keywords: periphery, landscape, community, adaptive infrastructure, post-pandemic

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Abstract

COVID has had an immense impact on HRM. The aim of this Paper is to examine international responses and detect best practices. We analyse a variety of methods, techniques, trends and ideas from all over the world. Insights from Germany, Hungary, Austria, Spain, Italy, Portugal, United Kingdom, Ireland, US, Canada, the Netherlands and Belgium are considered. Work has been transported to virtual space. Home office has grown into being the engine of public service development. It is likely that the future will be characterised by hybrid models. Online operation is intertwined with numerous issues, such as: simplification and increased efficiency of procedures, legal regulation of the transformation, data protection. Numerous questions require our answer as regards the use of virtual space: How will teamwork function? What adjustments are required in learning and development schemes? What is the new role of leaders? How can we assure mental health? How do we promote resiliency? Another trend concerns digitalisation of recruitment and selection. Digitalisation is spilling over to the neighbouring areas, such as job branding, mobility management and onboarding. How will the post-COVID era look like? The scale of HRM changes ranges from mere adjustment to paradigm shift. Areas of utmost importance include: consequences of accelerated digital transformation, growing importance of IT skills, new methodology for learning and development, demand for resiliency, sustainable development, efficiency, social dialogue as well as restoration of trust between employer and employee. Public service has to adapt to the modified socio-economic environment. Its structure and functioning requires reform. This process incorporates the hope that digitalisation can bring qualitative changes in the functioning of public service. COVID has also brought about a chance to take advantage of the possibilities digital technology can offer. It has enabled us to reinvent the functioning of the state on a higher level.

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