

EECME CONFERENCE 2023

5th EASTERN EUROPEAN CONFERENCE OF MANAGEMENT AND ECONOMICS



Future Challenges of Management

CONFERENCE ABSTRACTS

HYBRID CONFERENCE

Venue: Slovenia, Ljubljana School of Business

May 25, 2023

INTRODUCTION

In a modern knowledge society and digitalized world, managers and organizations are faced with new challenges and unpredictable situations supported by digitally oriented practices. Employers and employees need to possess appropriate knowledge, experiences and various soft skills that are indispensable in the changing global world. Following sustainably oriented management activities and with the support of digital approaches to business processes in the broadest sense of the word, digital education and inclusion practices in today's globalized world can lead to a sustainably oriented knowledge society.

Considering current and future challenges of the management and business activities, the aim of the EECME 2023 is to provide a platform for researchers, higher education teachers, and authorities to present their research results in the following conference topics:

- Sustainable Development Approaches in Management,
- Business Process Modelling,
- E-Business and E-Governance
- Digital Approaches to Marketing,
- Globalisation as a Powerful Force for Growth and Development,
- Digital Education and Inclusion in Knowledge Management Society.

More than fifty papers from more than fifteen different countries were submitted for the presentation at the 5th EECME. Only the selected list of submitted papers was accepted for the presentation at the EECME 2023 conference. The interest in the participation at the conference without paper was sizable as well, since in total more than 120 participants registered for the conference. We believe that the conference represents a fruitful content background for exchanging good practices and dissemination of experiences, knowledge, and policies in the field of future challenges of management, which relate to sustainable development and digital issues, as well as to globalization and knowledge management society.

May this conference be remembered by illuminating and fruitful presentations and discussions that will benefit all the participants of the conference, our institutions, and wider society.

Assist. prof. dr. Katarina Aškerc Zadavec
Chair of the EECME 2023 conference committees

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Hybrid Conference

Venue: Ljubljana School of Business, Slovenia

May 25, 2023

The conference is hosted by:

Ljubljana School of Business, represented by Lidija Weis - PhD of Business Administration; EUMMAS leadership member (Slovenia).

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Abstracts of proposals are arranged in alphabetical order of the title¹

ANALIZA MODELOV INTEROPERABILNOSTI PRI IZMENJAVI POSLOVNIH ELEKTRONSKIH DOKUMENTOV

Rok Bojanc, Visoka šola za poslovne vede, Slovenija

Elektronska izmenjava dokumentov je postala sestavni del sodobnih komunikacijskih sistemov. Prispevek analizira različne modele interoperabilnosti, ki omogočajo izmenjavo poslovnih elektronskih dokumentov. Obravnava ključne elemente teh modelov, vključno s predpisi, podatkovnimi elementi, komunikacijskimi protokoli in naslavljanjem. Pri tem je pomembna standardizacija teh elementov, da model interoperabilnosti omogoča učinkovito in varno izmenjavo elektronskih dokumentov med heterogenimi sistemi.

APPLICATION OF CUSTOMER LOYALTY PROGRAMS AND ISSUES OF DATA PROTECTION IN ALBANIA.

Eduina Maksuti, University College Beder, Albania

Bledar Maksuti, University College Beder, Albania

The business owners, administrators and managers are strongly depended on the internet, to develop their business. This fact is more obvious in cases when applying the loyalty programs and contacts with the customers. Marketers sometimes get lost in their business management and tend to be less focused on the legal issues, keeping their mind in the business growth. In this point, one of the key elements is being on compliance with the national and international legal norms of data protection of the customers. The relevant changes in the domestic law makes it more difficult for the business owners to operate their online marketing business. Albania, being relatively new in market economy, has been taking steady steps in order to establish legal procedures for online marketing. This article will give an overview of the main legal issues that are faced most commonly by the business owners, administrators and managers in Albania, while applying and implementing the customer loyalty programs.

ARE DIGITAL YOUNG NURSE LEADERS SENIOR NURSE LEADERS MORE EFFECTIVE IN THE DELIVERY OF HEALTH SERVICES?

Sema Üstgörül, Manisa Celal Bayar University, Turkey

Bulent Akkaya, Manisa Celal Bayar University, Turkey

Younger nurses are more active and agile in nursing leadership comparing to as senior nurses are about to retirement. Digital era and technology forces nurses to be more dynamic and adaptive. Thus, they try to behave as digital leaders. The aim of this study to link the relationship between young digital nurse leaders' organizational resilience and commitment in hospitals. To test this relationship, the data were collected from nurses in two groups: Y and Z generation. The data were collected by four scales and analysed by SPSS and AMOS program. The results show that there is a positive relationship between digital leadership, organizational resilience, and commitment. The young nurses and staff have more digital leadership traits and behaviours. Furthermore, young nurses and staff have leader roles comparing senior ones. The results of this study may guide to the managers of healthcare organization to pay attention young nurses and staff in adapting technology and guide to senior nurses and staff through applying digital leadership behaviours.

BUILDING AN INFORMATION MANAGEMENT SYSTEM FOR THE AUTOMATION OF BUSINESS PROCESSES

Endrit ELEZI, University College of Business, Albania

Fabian Pjetri, University College of Business, Albania

With the creation of new ventures and the continuous growth of continuous consumer demands for products and services, the need for automation of business processes becomes inevitable. Automating business processes would bring customer satisfaction with products and services in a fairly quick time. ICT has been used massively to address and solve many requests/problems of businesses for aspects related to planning, operations, marketing, human resources, decision-making, etc. However, these solutions have generally been oriented by the

¹ Conference abstracts are not proofread.

topology of the business, offering IT systems products typically offered for that business. For these reasons, their reuse in similar businesses has often been difficult and with many updates. In this desert topic we will address a brand new approach to the development of information systems oriented towards the process itself. In this way, we can create the concept of system independence from the type of business in which it will be implemented. These systems will handle additional processes that can be easily integrated and customized via docker. This system will organize its work through intelligent bots that will help the business in the automatic development of a business\ work processes to offer certain products or services.

CIRCLE UP: CIRCULAR ECONOMY PLATFORM – ANALYSIS AND RECOMMENDATIONS

Svitlana Ostapenko, ISAG – European Business School & Research Center in Business Sciences and Tourism, Portugal

Elvira Vieira, ISAG – European Business School & Research Center in Business Sciences and Tourism (CICET – FCVC) & UNIAG – Applied Management Research Unit & IPVC – Polytechnic Institute of Viana do Castelo, Portugal

Ana Pinto Borges, ISAG – European Business School & Research Center in Business Sciences and Tourism (CICET – FCVC) & Research Centre in Organizations, Markets and Industrial Management (COMEGI), Portugal

Ana Reis, ISAG – European Business School & Research Center in Business Sciences and Tourism (CICET – FCVC), Portugal

The main objective of our project is to contribute to the creation of an innovative platform in the area of circular economy. Significant business opportunities can arise throughout the value chain as you think about how to evaluate waste and incorporate it into new modes of production, consumption, and reuse. Various organizations in Portugal are invited to test the platform “circle UP”. This tool, on one side, helps to understand what kind of waste is produced by organizations in Portugal (according to European classification of waste), depending on industry to which it belongs. Further, it is possible to understand the level of sustainable practices within Portuguese organizations, namely by identifying the type of sustainable practices that exist within different departments of organization. On the other hand, the platform, depending on the level of sustainability of organization, provides suggestions for “circling up” sustainability for each organization.

CONNECTIONS BETWEEN INTERNATIONALISED CURRICULUM AND DIGITAL EDUCATION AT SLOVENIAN HIGHER EDUCATION INSTITUTIONS

Katarina Aškerc Zadravec, Ljubljana School of Business, Slovenia

As a consequence of the Covid-19 situation, with the support of information-communication technology (ICT) and with appropriately qualified stakeholders for dealing with ICT for pedagogical purposes, digital distance education is nowadays more easily implemented – not only within local or national borders but also internationally. Digital education and the implementation of internationalised curriculum are closely connected concepts not only in theoretical aspects, but also in strategic and policy documents at international, national, and institutional levels. Some basic statistical connections between selected elements of the internationalized curriculum and international digital education will be presented according to the research that was performed among 1,367 academics from all Slovenian higher education institutions. It was found out that there are statistically significant differences among academics from Slovenia’s various higher education institutions regarding performing international digital education or online international pedagogical cooperation with institutions from abroad and their perceptions of the appropriateness of ICT equipment and support for the implementation of internationalised curriculum with online international learning at their home institutions.

CONSUMER BEHAVIOR FOR LOCAL WINE PRODUCTS IN TIRANA

Enea Qose, University College of Business, Albania

Fabian Pjetri, University College of Business, Albania

This study will analyze consumer behavior for local wine products in Tirana, and market segmentation based on preferences and socio-demographic characteristics. Without understanding consumer behavior it is difficult for wine companies operating in Albania to successfully markets their product. With the increase in income per person in Albania, the demand for higher quality food and drinks will increase in the coming years. The selection of the origin factor will provide a clearer picture of my study and its importance. Also suggested by the literature, the origin of the product is one of the main factors in the final selection of the product by consumers. Based on

the objectives of the study, descriptive statistical methods and Chi square test were used to analyze the research questions and relationship between the variable origin and socio- demographic characteristic.

CORPORATE GOVERNANCE AND INSTITUTIONAL INVESTORS

Rezart Dibra, University College of Business, Albania

The corporate governance framework should promote transparent and fair markets, and the efficient allocation of resources. It should be consistent with the rule of law and support effective supervision and enforcement. Effective corporate governance requires a sound legal, regulatory and institutional framework that market participants can rely on when they establish their private contractual relations. This corporate governance framework typically comprises elements of legislation, regulation, self-regulatory arrangements, voluntary commitments and business practices that are the result of a country's specific circumstances, history and tradition. The desirable mix between legislation, regulation, self-regulation, voluntary standards, etc., will therefore vary from country to country. The legislative and regulatory elements of the corporate governance framework can usefully be complemented by soft law elements based on the "comply or explain" principle such as corporate governance codes in order to allow for flexibility and address specificities of individual companies. What works well in one company, for one investor or a particular stakeholder may not necessarily be generally applicable to corporations, investors and stakeholders that operate in another context and under different circumstances. As new experiences accrue and business circumstances change, the different provisions of the corporate governance framework should be reviewed and, when necessary, adjusted. Institutional investors operate on the basis of well-defined risk-return criteria. Ownership concentrated among identifiable groups of insiders (e.g. family interests, allied industrial concerns, banks & holding companies). Ownership dispersed among large number of institutional and retail investors. Corporate governance has become one of the most commonly used phrases in the current global business vocabulary. The importance of corporate governance for corporate success as well as for social welfare cannot be overstated. Examples of massive corporate collapses resulting from weak systems of corporate governance have highlighted the need to improve and reform corporate governance at an international level. This paper examines the role of institutional investors in corporate governance and whether regulation is likely to encourage them to become active stewards.

CULTURAL INTELLIGENCE AS A FEATURE OF MODERN MANAGER IN THE CONDITIONS OF GLOBALIZATION

Gordana Gavrić, Faculty of business economics and entrepreneurship, Serbia

Marija Čukanović Karavidić, Ministry of education, Serbia

The job of a manager, the most important resource of a modern organization, is extremely difficult, dynamic and responsible. In the process of globalization, their work becomes even more complicated. Namely, modern organizations of all sizes and types are no longer restricted by national borders, they are growing and expanding, and managers are facing new management opportunities and challenges in a global environment. For this reason, cultural intelligence is gaining more and more importance and represents the most desirable characteristic of a modern manager. A culturally intelligent manager knows that the national culture determines the nature of the relationship between an employer and employees, the attitude towards time, money, business partner, work, etc. and thus significantly influences the course and ultimate success of business. The content analysis method was used in the paper, and the conclusion refer to the importance of developing awareness of cultural differences, which is considered a key factor in business success, growth and development of organizations in the conditions of globalization.

DECARBONIZATION AS ONE OF THE WAYS TO SOLVE THE PROBLEMS OF GLOBALIZATION

Alona Korohod, State University of Trade and Economics, Ukraine

For half a century, globalization has been a driving force in the development of world economies. Besides positive effects, globalization has also caused negative consequences: accelerated climate change, degradation of natural resources, and increased emissions. That is why, in the last decade, the importance of climate and decarbonization policies has increasingly appeared on the world agenda. In addition, recent geopolitical events, including COVID-19, the Russian invasion of Ukraine, further emphasize the importance of green solutions for recovery and decarbonization of countries' economies. The article aims to highlight the importance of decarbonization policies and identify the possibility of solving environmental and energy problems caused by

globalization. The methodology will consist of the use of a comparative analysis of established regulatory practices regarding the decarbonization of countries' economies, as well as the systematization of research and forecasts of scientists regarding the importance of decarbonization. The key results will allow to reasonably answer the question of how decarbonization can approach the solution of the global energy and environmental problem, whether decarbonization policies can transform globalization processes but with an emphasis on climate solutions. Or, on the contrary, will the trends of decarbonization stop the processes of globalization or even push for deglobalization.

DELO OD DOMA IN OBVLADOVANJE ČUSTEV V ČASU COVID-19

Fadil Mušinić, Visoka šola za poslovne vede, Slovenija
Darijo Levačić, Ministrstvo za notranje zadeve, Slovenija

Pandemija Covid 19, ki se je v letu 2020 razširila po celotnem svetu je od delodajalcev zahtevala različna prilagajanja za doseg ciljev. Organizacije, katerim je narava dela omogočala, so zaposlenim omogočile delo od doma. Organiziranost dela na domu in usklajevanje zasebnega in poslovnega življenja v družinskem krogu zahteva od posameznika upravljanje z različnimi čustvi. Cilj prispevka je bil ugotoviti povezanost med delom na domu in obvladovanjem čustev. Delo na domu je nenadoma postala obveza, ta pa je povzročala različne čustvene odzive posameznika. Z raziskavo smo želeli določiti razmerje med upravljanjem časa in osebnim počutjem, povezanim s čustvi posameznika, v času dela od doma. Metodologija zbiranja podatkov temelji na kvantitativnem pristopu in je bila uporabljena na 132 posameznikih. Za zbiranje podatkov je bila uporabljena spletna anketa. Rezultati ankete so pokazali, da ste spremenljivi delo na domu in obvladovanje čustev pozitivno povezani. Na podlagi česar smo sklepali, da je delo na domu in njegova učinkovitost povezana z obvladovanjem čustev.

DEVELOPMENT OF E-COMMERCE AND E-GOVERNANCE IN ALBANIA

Klea Nikolla, University Collage of Albania, Albania
Armila Xhebraj, University College of Business, Albania
Luziana Hoxha, Agricultural University of Tirana, Albania

E-commerce and e-Governance applications have significantly impacted the development of their respective business and public sectors for over a decade. They are two distinct areas of application of digital technologies, but they share some commonalities regarding their potential to improve efficiency, convenience, and access to goods and services. E-commerce refers to the buying and selling goods and services over the internet or other electronic networks. It has revolutionized how people shop by allowing them to browse and purchase products from anywhere, anytime, without needing to visit a store physically. E-commerce has also enabled businesses to reach a broader customer base, reduce operating costs, and streamline their supply chain management. On the other hand, e-governance refers to using digital technologies to improve the delivery of government services to citizens, businesses, and other stakeholders. This includes various activities, such as online application and registration, e-taxation, e-voting, and e-procurement. E-governance has the potential to increase transparency, accountability, and citizen participation in the decision-making process, as well as reduce costs. While e-commerce and e-governance have different goals, both require a robust digital infrastructure, including secure and reliable payment systems, data storage and processing capabilities, and user-friendly interfaces. They also need to address privacy, cybersecurity, and the digital divide to ensure everyone has equal access to the benefits of digital technologies.

ECONOMIC RECOVERY MECHANISMS IN WARTIME

Anatolii Mazaraki, State University of Trade and Economics, Ukraine
Ganna Duginets, State University of Trade and Economics, Ukraine

Restoring national competitiveness requires a lot of time, effort, and financial investment, and, in particular, involves a structural sectoral transformation, reorientation, and rethinking of target orientations and levers of the economy. Analysis and systematization of the experience gained by other countries that were in a situation similar to the unjustified Russian invasion of Ukraine on February 24, 2022, working out ways to solve problems will become a road map for recovery after the victory and in the process of rebuilding the country. The purpose of the article is to determine the key economic recovery mechanisms in wartime on the study of similar recovery experience in world system. As a result of the study, the main drivers and levers of economic recovery are

determined, which will help to restore the national economy step by step, and alternative methods are proposed, which are based on a combination of the experience of different countries.

EMBEDDING THE CIRCULAR ECONOMY INTO GLOBAL VALUE CHAINS: STRATEGIES AND FRAMEWORKS FOR EFFECTIVE TRANSITION

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The circular transition of the economy along global value chains provides leverage that can restrain the use of raw materials, preserve biodiversity, and reduce pollution, including greenhouse gas (GHG) emissions. While the transition to circularity is driving, several systemic barriers continue to exist. This short report presents eight proposals to facilitate the transition to circular value chains in the G20 and the Global South. In detail, we recommend: (1) promotion of circular product design, (2) promotion of international trade and investment policies of circular value chains, (3) increased financing for circular economy capital investments and creation of dedicated financing mechanisms for this purpose, (4) environmental development, Social and Governance (ESG) and circularity metrics driving sustainability investment decisions, (5) facilitating a localized transition by leveraging regional resources to shorten value chains, (6) ensuring that the transition process is equitable and inclusive for the Global South by supporting reverse logistics and globally applied Extended Producer Responsibility (EPR) standards, (7) using the public awareness momentum created by the plastics crisis to draw attention to the need for a circular economy, (8) creating a platform for sharing best practices in circular policy projects implementation and monitoring.

EXPLORATIONS IN DIGITAL KNOWLEDGE MANAGEMENT

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Introduction Digital knowledge management (DDKM) comprises a range of strategies and practices used to identify, create, represent, distribute, and enable the adoption of insights and experiences. Such insights and experiences comprise digital knowledge, either embodied in individuals or embedded in organizations as processes or practices. An established discipline since 1991, DDKM includes courses taught in fields of business administration, information systems, management, library and information sciences, information and media, computer science, public health, and policy. Digital knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, sharing of lessons learned, integration, and continuous improvement of the organization. DKM efforts overlap with organizational learning and may be distinguished from that by a greater focus on the management of digital knowledge as a strategic asset and a focus on encouraging sharing of digital knowledge. Some concepts in respect of DKM are; (a) Digital knowledge community (b) Digital knowledge ecosystem (c) Digital knowledge engineering (d) Digital knowledge management software (e) Digital knowledge transfer (f) Ignorance management (g) Legal case management Aim and Objectives This paper aims to examine how as the discipline matures, how academic debates have increased regarding both theory and practice of Digital knowledge Management, including Techno-centric with a focus on technology, digital knowledge sharing, and creation. How do organizations focus on how best to facilitate digital knowledge processes? How ecological processes focus on the interaction of people, identity, digital knowledge, and environmental factors as a complex adaptive system. Methodology What is the real value of information and digital knowledge, and what does it mean to manage it? The question is: what is this activity called digital knowledge management, and why is it so important to each one of us? Being an exploratory paper, methodology encompasses core components of DKM i.e. people, processes, technology (or) culture, structure, and technology, depending on specific perspective. The paper explores to include various lenses through which DKM can be viewed and explained, including (a) Community of practice (b) Social network analysis (c) Intellectual capital information theory (d) Complexity science, and (d) Constructivism. Conclusion 'Digital knowledge manager' is a role and designation that has gained popularity over the past decade. As the primary leader of the Digital Knowledge Management team, the Digital Knowledge Manager is primarily responsible for managing the organization's digital knowledge assets. The role has evolved drastically from that one involving the creation and maintenance of digital knowledge repositories to one that involves influencing the culture of an organization toward improved digital knowledge sharing, reuse, learning, collaboration, and innovation.

FORMATION OF THE DIGITALIZED LABOR MARKET IN THE EU AND UKRAINE

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Vita Klymenko, Higher Educational Establishment of Ukoopspilka - Poltava University of Economics and Trade, Ukraine

The problem of the formation of a digitalized labor market is relevant, but only partially studied. The purpose of the study is to determine the level of digitalization of the labor market in the EU and Ukraine on the basis of an integrated indicator - the Labor Market Digitalization Index. As part of the study, an integral method for ranking countries by the level of digitalization of the labor market was proposed and described. The results of the study made it possible to distinguish four groups of countries according to the level of digitization of the labor market ("digital leaders", "digital innovators", "digital followers", "digital newcomers") and to prove the ability of states to ensure the growth of employment based on the spread of digital technologies and the development of a digital ecosystem.

GLOBAL TRENDS OF MODERN INCLUSIVE ECONOMY

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Oksana Brodovska, West Ukrainian National University, Ukraine

The purpose of the article is to highlight and work out the global trends of the modern inclusive economy. Methodologically outline the main concepts on which modern inclusive economies are based, taking into account the war in Ukraine, climate challenges, displacement of migration centers. The key point is the development of a model of a successful modern and exclusive economy. Research on building inclusive workplaces, inclusion and entrepreneurship, corporate responses to the refugee and forced migration crisis, delivery of essential services to disadvantaged groups, enriched by diverse practitioners' perspectives. Although the global economy began to rebound in 2021, bringing some improvement in unemployment, recovery remains elusive and fragile. By the end of 2021, global economic recovery had been hampered by new waves of COVID-19 infections, rising inflationary pressures, major supply-chain disruptions, policy uncertainties and persistent labour market challenges.

GLOBALISATION TENDENCIES REFLECTED VIA LIFELONG LEARNING FOR THE DEVELOPMENT OF SHIPPING INDUSTRY

Olha Demchenko, Danube institute of National university - Odessa maritime academy, Ukraine

Globalization processes growingly influence all spheres of economy, which is impossible to develop without qualified labor resources. That is why the problem of preparation and retraining continues to remain relevant. The purpose of this article is to investigate the key globalization tendencies reflected with the assistance of lifelong learning, aimed at the development of shipping industry at the request of stakeholders. Based on analysis of the demands from the wide world society and investigations in this field, the essential principles, that occupy a significant place in future professionals' education and training, were singled out on the example of shipping industry. The main turned out: support of hard skills acquired during professional education at the appropriate level for sustainable occupational performance of duties; formation of soft skills, flexible, easy-going their transformation when appropriate, and updating in accordance with the requirements of employers; ability to professional development throughout life. The main trajectories were proposed for stable economic progress through lifelong learning.

GLOBALIZATION AND ITS IMPACT ON CULTURE AND MEDIA

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Slađana Janković, Faculty of Business Economics and Law, University Adriatic Bar, Montenegro

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Ivana Rašović, Faculty of Business Economics and Law, University Adriatic Bar, Montenegro

Globalization is term that is gaining more and more importance every day, so we are witnesses that it is happening very often through the media. Many of them have heard for this term, but the question is did everyone understand the meaning of it? Although, there isn't unique definition of this term, a large number of theorists agreed that is about the processes of economic, political and cultural activity which tends to unite the planet. The

work is conceived in such way that even someone who is not professionally oriented towards the mentioned topic, to provide satisfactory answers, because there are rare who aren't affected by the situation in which we live. The goal of this work is to provide to the reader as much information as possible about the global connection of people through media. A significant part of work is devoted to the impact of globalization to spread the media and how much the media initiate and support the process of globalization.

GLOBALIZATION AS A SUPPORT FOR THE GROWTH AND DEVELOPMENT OF STUDENTS

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Martina Jukić, Virovitica University of Applied Sciences, Croatia

Globalization is a process that has brought many opportunities to young people who have the greatest access to information ever. The purpose of the paper is to examine the students to what extent globalization has contributed to their growth and development. The main goal is to obtain results that will show whether students are ready to acquire more knowledge, experience and skills due to the availability of information or whether the excessive availability of information has created an aversion to it. The data were obtained using a quantitative method where a questionnaire survey is used to collect data, which were interpreted using the decryption method. The results will give a clear student perception of globalization, along with all the advantages and disadvantages. The research will contribute to the knowledge of the opportunities that globalization has brought to young people and how to use the best that it can give. Keywords: Globalization, students, learning, skills

HARMONIZATION OF ENVIRONMENTAL MANAGEMENT ACCOUNTING - TOOL FOR MANAGING ECONOMIC RECONFIGURATION

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The market economy implies the permanent optimization of an accounting system that ensures: modern methods, policies, and strategies compatible with the requirements of the current economy oriented towards the support of long-term sustainable economic activities. The increase in business relations' complexity has determined a profound revolution in management and implicitly in accounting as the main source of information and assistance in the decision-making process. Also, the configuration and complexity of the functional and technical-organizational structure of economic entities, the variety of activities, and the continuous introduction of advanced technologies are endogenous factors that require the assertion of environmental management accounting as an essential component of the accounting system. In this sense, this research presents the importance of streamlining all stages of organizing environmental management accounting to identify relevant solutions for managing adequate information and all existing resources available to economic entities.

HOFSTEDE CULTURAL DIMENSIONS AND INNOVATIVENESS IN THE DANUBE REGION

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The Danube region is one of most diverse regions in the World, where countries and regions also, can differ tremendously, also in the field of country GDP, development and Inovativeness. This article aims in explaining some differences through the values of Hofstede cultural dimension and providing some some starting points from which to actively develop Innovative potential and thus increase innovativeness.

IMPACTS OF CHATBOTS ON THE ACCOUNTING SERVICE INDUSTRY

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The integration of chatbots into the accounting services industry has become increasingly popular, and their adoption rates are expected to almost double in the next two to five years. Chatbots can automate routine tasks, allowing accountants to focus on more complex and client-oriented work, and AI-powered chatbots can provide more accurate data entry and reduce the time spent on manual tasks. However, their successful implementation requires consideration of a range of challenges. These include integration with existing systems and processes, data privacy and security concerns, ensuring accuracy and consistency in responses, and managing customer expectations and trust. The financial industry is increasingly turning to the use of chatbots for customer support and sales. The global conversational AI market is expected to grow significantly in the coming years.

IMPORTANCE OF INTERNAL CONTROL FOR CREATIVE ACCOUNTING

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Creative accounting enabled accountants to use accounting policies more flexibly. However, it was precisely this flexible application of accounting policies that led creative accounting to become synonymous with manipulative accounting in practice. Financial reports should reflect the actual state of business, but they are often subject to numerous manipulations. In order to prevent manipulations in financial reports, it is necessary for the company to have an established internal control system. In the research conducted through an online survey in Bosnia and Herzegovina, the connection between internal control and the use of creative accounting was investigated. The research confirmed two pre-set hypotheses that the use of creative accounting has an impact on the quality of financial reports, and that well-established internal control prevents to use of creative accounting.

INNOVATION MANAGEMENT ON THE WAY TO BUSINESS EXCELLENCE

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The current conditions of the global economy have caused innovative changes to be the main condition for a good, sustainable, competitive business of the organization. The solution to the problem can be seen in innovation management, of course with information technology. The goal of this work is the development of innovation with practical software solutions through the innovation management process, i.e. increasing business excellence in the organization. Researchers in organizations use original experience in the implementation of developed software solutions in the field of document management and business innovation. In recent times with globalization and the technological revolution, knowledge has become a key resource for the economic growth and development of nations. Accordingly, the improvement of innovation has become a key condition for the sustainable development and competitiveness of organizations on the local and international market. The results of the conducted research are presented through author-developed programs for statistical data processing and for assessing economic sustainability and achieved business excellence (based on the EFQM 2013 methodology).

INTELLIGENT PACKAGING AS A MARKETING TOOL. ARE DIGITAL TECHNOLOGIES RE-SHAPING PACKAGING?

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Rapid technological advancements, digitalization trends, changes in consumer behavior, and call to achieve sustainable development goals induce transformations in the packaging industry. Digital technologies are enabling the packaging to move from its core passive functions to more enhanced features such as prolonged preservation, traceability, communication, sustainable supply chain, life-cycle evaluation, and extended shelf-life of a product. Intelligent packaging can provide information about the conditions inside and outside of the

packaging preventing contamination of the product. Monitoring of food products allows consumers, producers, and retailers to avert potential spoilage and unnecessary waste. Consumer behavior determines the success of intelligent packaging. Their acceptance of new technologies, environmental concerns, attitude towards sustainability issues, as well as safety and quality preferences define customers' buying behavior. The innovative features of packaging have not yet attracted much attention from academics and practitioners. In addition, the design and development of such packaging are associated with high prices, which encourages manufacturers to avoid it. Therefore, a comprehensive understanding of current packaging trends can shed light on the benefits and potential barriers to its use. Therefore, this paper provides a literature review of intelligent packaging and explains its functions. It defines the role of packaging in marketing in the current digital era. The paper discusses the definitions of smart, active, and intelligent packaging and suggests how intelligent packaging can serve as a marketing tool while achieving marketing strategies.

LENDING RATE IN THE PURCHASE OF REAL ESTATE FOR THE DISTRICT OF TIRANA AND VLORA IN ALBANIA.

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Abstract In this modest paper, the authors have tried to present the progress of mortgage lending in the District of Tirana and in the District of Vlore in the Albanian state over the years. Throughout this paper, the authors have used primary statistical data provided by the questionnaire and secondary data provided by the competent official institutions of our country, such as the Central Bank of the Albanian State, the Institute of Statistics in Albania, the Ministry of Finance and other institutions. Based on the fact that the District of Tirana and the District of Vlora are two of the districts with the highest level of construction in Albania during these last 10 years, the study of mortgage lending is of special interest not only for current investors and potential but also from individuals. Based on the results achieved after processing the data, the authors give their suggestions regarding the latest trends and trends related to mortgage lending in these regions of our country. **Keywords:** Gross Domestic Product (GDP), Mortgage Lending, Real Estate, Competition, Collateral, Credit Restructuring.

MANAGEMENT OF SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION

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Unifying the concept of social, economic and ecological development, the new development paradigm was established under the name of sustainable development. Sustainable development should harmonize sensible consumption of natural resources with their protection and ensure a more equitable division of wealth and equal economic development at the global level. Within such a context, science and environmental education constitute the precondition for our joint future. As regards the contents, this paper provides a precise and comprehensive overview of theoretical features of environmental pollution and sustainable development, as well as the most important aspects of environmental and natural resource management. For effective control of environmental pollution to be possible, it is necessary to consider the ethical foundations of environmental economics in particular, and special attention is paid to in the paper. A significant part of this work is devoted to criticism of uncontrolled economic growth and the inefficiency of the state in controlling environmental pollution. Knowledge management for the purpose of sustainable development and development of international regulations on the environment are also included.

MARKETING INNOVATIONS IN CROSS-BORDER PASSENGER TRANSPORTATION

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Illia Neskhodovskiy, Izmail State Humanities University, Ukraine

The development of innovations in various areas of economic activity has its own characteristics. There are a number of unique features for the development of passenger transport routes, which should be considered in

more detail than in the planning of freight transport, and characterize this type of activity as particularly unique and requires a specialized approach in marketing innovations in this area. The presented article outlines the basic principles and concepts of the approach both when working with the material and technical base and when working with personnel in the course of planning and implementing innovations in passenger transportation. Particular attention is paid to the system of motivation for the implementation of the innovation process since the result of the introduction of innovation depends on the degree of motivation of potential subjects of the innovation process. Also, options for communication are considered both directly with potential consumers of the service created in the process of innovative activity and with local authorities in those regions where it is planned to carry out the innovative activity.

MARKETING MIX ANALYSIS WITHIN DIGITAL MARKETING

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This thesis analyses utilization of marketing mix in digital marketing. Marketing mix consists of four aspects: 1. Promotion 2. Distribution (Place) 3. Product 4. Price. We call these aspects 4Ps in professional dictionary, after the first letters in their English terms. The product is everything that is demanded and can be offered on the market. Regarding the price, we consider it as a part of what is offered to the consumer, i.e. part of what customer receives from the company. Distribution implies set of activities that should ensure the optimal level of product availability to consumers in the target market. Promotion implies a set of specific aspects of company's communication with other relevant segments of its environment and with the market.

METHODOLOGY APPROACH TO STRATEGIC PLAN DEVELOPMENT FOR THE DEPARTMENT OF THE RESEARCH INSTITUTE

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In the paper it is proposed the methodological toolkit for a strategic plan development of research divisions that is illustrated by the example of the Department of the Ukrainian research Institute.

The result of using the methodology is the development of a roadmap for further development of the research divisions that has determined strategic directions and concrete indicators for monitoring achievement of goals. It is used PESTEL-analysis, Porter's Six Forces of Competitive Position Analysis, ranking method, SWOT-analysis. In the paper it is proposed Internationalization –Application Matrix for research activity analysis and for Department's strategic scenarios development.

MODERN TRENDS IN BUSINESS IN THE FUNCTION OF BUSINESS SUCCESS

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The aim of this paper is to point out the importance of new trends in the business of modern organizations. Emphasis is placed on the processes that characterize modern organizations, namely: globalization, sustainability, information technology and modern organizational structures. The paper analyzes the extent to which modern organizations fit into the trends of globalization and sustainability, and the extent to which they apply modern information technologies and organizational structures. In order to have a more successful analysis, the advantages and disadvantages of these trends have been identified. The paper shows that the successful operation of modern organizations depends on the degree to which they have managed to master these trends and implement them in their business strategies. All these processes result in connecting and networking organizations, developing democratic relations in management and decision -making, which has a positive impact to greater employee motivation and more efficient business. Abstract. The aim of this paper is to point out the importance of new trends in the business of modern organizations. Emphasis is placed on the processes that characterize modern organizations, namely: globalization, sustainability, information technology and modern organizational structures. The paper analyzes the extent to which modern organizations fit into the trends of globalization and sustainability, and the extent to which they apply modern information technologies and organizational structures. In order to have a more successful analysis, the advantages and disadvantages of these

trends have been identified. The paper shows that the successful operation of modern organizations depends on the degree to which they have managed to master these trends and implement them in their business strategies. All these processes result in connecting and networking organizations, developing democratic relations in management and decision-making, which has a positive impact to greater employee motivation and more efficient business. Keywords: Modern trends, globalization, information technologies, sustainability, organizational structure

NEW REGULATION ON DIGITAL ASSET FOR FUTURE BUSINESS – CASE OF SERBIA

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In the past several years Serbia and surrounding countries became attractive environment for crypto currency hubs. Enterprises dealing with digital assets, which are present, dispose already over a 1 billion USD. Firstly for the purpose of preventing money laundering, organised crime and terrorism, local legislators adopted several regulations on this issue. However, very soon it became necessary to create a legal framework for business, finance and attracting foreign investments. Serbia was among the early birds who adopted relatively complete regulation on digital assets in 2021. The purpose of this paper is to bring this very actual topic to the attention of the academic and broader public. The authors will analyse the legal framework in force and compare it with the respective regulations in the EU. New legislation represents one big step towards the modern business. Nevertheless there are some more actions to be done to include digital assets completely into the legal life in Serbia.

PREDNOSTI IN SLABOSTI DELA NA DOMU V JAVNI UPRAVI - THE PROS AND CONS OF HOMEWORKING IN PUBLIC ADMINISTRATION

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Narava dela se je v zadnjih letih zelo spremenila, na kar vplivajo digitalizacija, tehnološki napredek (npr. robotizacija, avtomatizacija, umetna inteligenca), demografija in raznolikost. Posledično se je delo na daljavo v zadnjih dveh desetletjih vztrajno povečevalo. Namen članka je bil raziskati prednosti in slabosti dela na domu v javni upravi. V empiričnem delu smo z raziskavo želeli ugotoviti, ali zaposleni pri delu na domu lahko usklajujejo svoje zasebno in poklicno življenje in ali jim je delodajalec ustrezno organiziral delo na domu in jim zagotovil primerno IT opremo. Raziskavo smo izvedli na podlagi anonimnega anketnega vprašalnika, ki so ga izpolnili zaposleni v javni upravi. Rezultati so s pomočjo statistične analize pokazali, da zaposleni pri delu na domu vidijo več prednosti kot slabosti. Na podlagi raziskave in teorije smo spoznali, da je del javne uprave delo na domu ohranil tudi v prihodnje.

PRINCIPLES OF WATER INFRASTRUCTURE MANAGEMENT IN ENSURING SUSTAINABLE WATER USE IN UKRAINE

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The military actions in Ukraine significantly aggravate the problems of sustainable water resources management. Even in the pre-war period, the main funds of the drinking water supply and drainage systems were characterized by an unsatisfactory technical condition, an extremely high percentage of wear and tear and required large capital investments. During the wartime, the water management infrastructure of Ukraine became the object of massive attacks by the Russian Federation, which led to catastrophic consequences, such as the destruction of critical infrastructure facilities, lack of population access to drinking water supply, contamination of drinking water sources, complications of the sanitary and epidemiological situation, which poses a significant threat to the health of the nation. The purpose of the study is to determine the current state, trends in the reconstruction and development of the water management infrastructure of Ukraine and to form the main principles of its management in order to ensure sustainable water use in Ukraine. Methodological tools of the study are systematic approach, methods of system-structural analysis and synthesis, comparison and generalization, economic and statistical methods. Keywords: water infrastructure management, water supply and drainage systems, sustainable water use

SOCIAL RESPONSIBILITY OF BUSINESS AS SUSTAINABLE DEVELOPMENT APPROACH IN MANAGEMENT

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The feature of the effective functioning of social relations and the condition of sustainable dynamics of the country's development is socially responsible behaviour of business. In times of crisis, socio-economic processes become unstable, social risks increase and deepen. It is important to balance of social processes by reconciling the interests of economic entities and society, social proportions and certain priorities. In this aspect, the problem of social responsibility of business through the creation of a favourable business environment is of particular importance. As a result, it is important to study the process of corporate social responsibility as sustainable development approach in management

STRATEGY OF SALES AND COMMUNICATION OF HOTEL SERVICES DURING THE WAR

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In the conditions that have developed in the economy of Ukraine, the organization of processes in the hotel business and the formation of sales and communication strategies have undergone changes, as well as the tourism sector as a whole. Each hotel enterprise needs to clearly understand the plan of actions and decisions to ensure the correct operation of the enterprise, adapted to external changes. The purpose of the article is to study the essence and tasks of forming a strategy of sales and communication of hotel services during the war, studying the main aspects. After February 24, 2022, most Ukrainian businesses and enterprises, in particular hotels and restaurants, faced uncertainty and confusion about what to do next. The tourist flow came to a sudden halt along with air and rail connections. A significant number of workers lost the opportunity to be present at workplaces or went abroad. Due to the hostilities, the offer on the hotel market of Ukraine has decreased.

SUSTAINABLE APPLICATIONS OF FRUITS WASTE FOR THE VALORIZATION OF CEREAL BASED PRODUCTS

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This study aims to investigate the valorization of mandarin and banana peel waste, by application in muffins and cookies, as an approach of sustainability. Fruits peel was sun-dried and turned into a powder (PP) for applications in muffins (M) and cookies (C) in different proportions, respectively 3% (MPP3 & CPP3), 5% (MPP5 & CPP5), and 8% (MPP8 and CPP8), where the control samples were prepared without PP. Samples were tested at the day of preparation, after 1 day, 2 days, 3 days, and 5 days of storage for the moisture content, water activity, color (CIE L*a*b*) value, protein, fat, carbohydrates, and vitamin C. To investigate the valuable components such as total polyphenols, flavonoids, and antioxidant activity transferred from fruits peel waste into cereal-based products, extracts were prepared with methanol 80% (v/v), and tested respectively by Folin-Ciocalteu and aluminum chloride colorimetric methods, and by two tests ABTS and DPPH. Results showed that the application of PP contributed in improvement of quality, bioactive compounds content, extended the shelf life, and can serve as a good approach for the sustainable production of value-added cereal-based products and in support of circular bioeconomy.

SUSTAINABLE SUPPLY COST MANAGEMENT IN THE AUTOMOTIVE INDUSTRY

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Sustainable supply cost management is an essential aspect of the automotive industry, given the significant environmental impact of the sector, the need to manage costs to remain competitive, and the growing social and

regulatory pressure to reduce the carbon footprint of vehicles. The study aims to identify some key strategies that the Romanian automotive industry can use to promote the sustainable management of supply costs. Sustainable supply cost management in the automotive industry involves a holistic approach that focuses on optimizing the entire supply chain for sustainability and cost efficiency. By collaborating with suppliers, adopting sustainable procurement practices, implementing sustainable manufacturing processes, developing sustainable products, and tracking and reporting sustainability metrics, automotive manufacturers can reduce their environmental impact while also managing costs and remaining competitive.

THE CRIME OF HUMAN TRAFFICKING AS A FORM OF ORGANIZED CRIME

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Human trafficking is a serious problem today in Albania, in the region and beyond. Victims of this type of criminal offense have been and continue to be mainly women and children as a special category due to their special qualities. This category is a special category that requires a special legal protection because of factual data based on court decisions and factual data from international organizations. Albania is a country of origin for victims as well as a transit country for victims from the region to other countries. This new phenomenon appeared as a new form of violation of the social relationship as an object that protects freedom, dignity and personality both in Albania and in the South-Eastern European Region is a phenomenon favored by the process of opening, by the low economic, social level - cultural and in a particular way of unfair perception by special categories of citizens of these countries. The identification of victims of human beings is the key to success in preventing the re-trafficking of these victims, the prevention of a number of other criminal acts related to the \"history\" of trafficking, as well as the treatment of the victim. Although considerable progress has been made, the method of detecting victims of human trafficking requires first of all a new concept and vision for the very meaning of criminality, a professional commitment in the process of identification, referral and treatment of victims of human beings human, as well as for the documentation and trial of the criminal offense in charge of the perpetrators who in most cases are part of organized criminal groups.

THE IMPACT OF GLOBALIZATION ON THE GROWTH, ECONOMIC DEVELOPMENT AND INTEGRATION OF ALBANIA

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Globalization is a very important concept used to describe the ever-increasing interdependencies of economies, cultures, trade and many other aspects of interest to global society. Countries have built economic partnerships to facilitate movement over many centuries. But the term gained more popularity after the Cold War in the early 1990s, as these cooperative agreements shaped modern day life while being used in other contexts as well. The far-reaching effects of globalization are complex and politically charged. As with major technological advances, globalization benefits society as a whole. Understanding the relative costs and benefits can pave the way for mitigating problems while preserving the broader benefits. Globalization as a contemporary process strengthens all cross-border relations and operates according to the principle of supranationality. As a process, globalization overcomes economic, customs, social, cultural, but also political barriers. This process is significantly more expressed within some segments, which characterize today's contemporary world. Key words: globalization, international, supranational, integration.

THE INFLUENCE OF DIGITAL AND SOCIAL MEDIA MARKETING ON CONSUMER BEHAVIOUR

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In today's digitalized world, where internet and social media undoubtedly have a massive impact on our daily lives (including our buying decisions), it becomes indispensable for any manager or entrepreneur to be well aware about the influence of online marketing (also known as digital marketing) on consumer behaviour, so as to make the most profitable business decisions that are in their best interests. This study is an evaluation of some recently published articles and reports that tell about consumers in digital and social media settings. To write this article, a literature review is conducted and an attempt is made to highlight all the noteworthy ideas. In the end, the paper provides a brief summary that shortly outlines and concludes the findings of this study.

THE INFLUENCE OF DIGITAL MARKETING ON SOCIAL MEDIA WITH SPECIAL REFERENCE TO THE ROLE OF INFLUENCERS

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Digital marketing and social media have become increasingly popular ways to promote products and services in today's digital age. The work provides insight into social media enabling marketing experts to reach a wider audience on a global level via the Internet. This type of marketing communication offers companies to actively engage in conversation with consumers and receive immediate feedback on product and services. Digital marketing through social media increasingly relies on collaboration with influencers. Influencers are people who have a large number on social media and who, with their posts, influence the attitudes and behaviours of their followers. The goal of this work is to show the positive and negative side of cooperation with influencers, as well as that digital marketing and social media are inevitable part of modern business.

THE MICROCREDIT AS A SHORT-TERMS INSTRUMENT FOR SUSTAINABLE DEVELOPMENT THE NORTH-WEST REGION OF ALBANIA - SHKODRA CASE

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The Sustainable Development Goals are a global call to action to end poverty, protect the Earth's environment and climate, and ensure that people, regardless of location, can enjoy peace and well-being. Recently notice that Albanians tend to move abroad. This is characteristic especially for the North of Albania. Shkoder region is a northwest part of Albania that is known for its wealth of natural recourse, culture, and traditions. It is surrounded by a lake, a sea, and a river, also Shkodra'people are called "The creedal of arts and knowledge". But the poverty indicators tell the opposite. The poverty in this region is nearly 15 %, and the level of unemployment level is very high. People tend to leave Shkodra. They have land and professions but they don't have the property legality and cash to make useable these natural resources. To have a sustainable development region, the government needs to take measures to help people to work their lands and to create their company. Interviewing a sample of 200 people in rural areas in Shkoder (borrowers/not borrowers) we notice that microcredit has a short-term impact in increasing of their incomes and consequently contributes in stopping leaving of the people. Before and after is the method used for impact analysis in order to reach in above conclusion.

THE ROLE OF MANAGEMENT IN THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT IN THE OIL INDUSTRY

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Heavy task! But as happens most of the time, the executor of the heavy task cannot choose whether or not to undertake it. With accents of particular difficulty, the management area has the role of keeping the business specific to the oil industry in the area of viability, implementing the new requirements along the lines of preserving the environment in the historical/traditional - polluting activities. The conditions of the legal, social and political-administrative environment on the oil field grow and diversify from year to year, especially relative to sustainable development. Here, the executive mandate that aims to migrate industrial technologies from the polluting area to that of environmentally friendly ones rests exclusively with the management team. Like any transition, it involves both additional costs that must be effectively and dynamically managed, as well as the assumption of a panel of measures whose conception, planning, implementation, correction and completion I propose to address in this paper. The purpose of the work is to identify and expose the adaptation methods and the response delivered to the external environment by the oil companies, as a reaction to the inputs on the line of sustainable development designed by the complex system in which they operate.

THE ROLE OF SELF-MANAGEMENT IN THE MANAGEMENT SPHERE

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The topic of the article is consideration of self-management, as optimal management of one's own capabilities, modern techniques and methods to achieve a comfortable life and work rhythm and at the same time the process

of self-discovery, work on oneself to achieve the personal and professional development of a manager. The purpose of the study is to determine the role of self-management in training future specialists in the field of management. The main research methods are: generalization and systematization, comparative analysis, analysis and synthesis, system analysis. Conclusions. Self-management makes it possible to solve the issue of self-improvement of the manager, perform tasks with lower costs, organize work more efficiently, obtain better results, reduce workload, reduce haste and stress, develop the practice of self-control over life situations.

THE UNLIKELY TRANSFORMATIONAL LEADERS: FROM ZERO TO HERO ON BOARD OF ROMANIAN ENTREPRENEUR(SHIP) IN LONDON

Iuliana Chitac, Alexander Ioan Cuza University, Romania

Agheorghiesei Daniela, Alexander Ioan Cuza University, Romania

To fully appreciate the transformational leadership potential ingrained in migrant entrepreneurs' entrepreneurial practices, it is essential for the reader of this study to look beyond the stereotypes of precariousness and economic survival that are frequently associated with migrant entrepreneurship. In particular, this interpretive phenomenological study (IPA) focuses on the narratives of the entrepreneurship practices of 30 London-based Romanian immigrant entrepreneurs who recounted their experiences as transformational leaders in their communities and host British society. It builds on Social Learning (Bandura, 1971) and Leader-Follower theories to further our understanding of how these entrepreneurs use mentorship and role modelling to motivate and inspire stakeholders to look beyond the enterprise's economics and make proactive contributions to society. Specifically, the findings show how these entrepreneurs went beyond "their subsistence to create jobs and income for others," in the end, leaving a legacy of socioeconomic value that benefits society as a whole (Maas, Jones & Lockyer, 2019). This study, one of the few with Romanian immigrant entrepreneurs as its emphasis (Chitac, 2021), advances the interdisciplinary viewpoint on transformative leadership through entrepreneurship. It promotes and fosters the transition from belief-based policies to evidence-based policies that support the diversity of entrepreneurs and leaders. Acknowledgement: This work was co-funded by the European Social Fund, through Operational Programme Human Capital 2014-2020, project number POCU/993/6/13/153322, project title "Educational and training support for PhD students and young researchers in preparation for insertion into the labor market".

TOWARDS SUSTAINABLE EVENT PLANNING: CURRENT STATE OF PLAY, BEST PRACTICES, AND CHALLENGES CREATING SUSTAINABLE EVENTS

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The topic of sustainability has gained widespread acceptance in many areas of society, with significant claims for the benefits of adopting the principles of sustainability in business and management. According to the United Nations, a sustainable event is one designed and organized to meet two main objectives: to minimize all potential negative impacts on the environment and leave a beneficial legacy for the host community and all involved. In the last few years, the concept of sustainable event planning has been incorporated also into the event industry, turning the attention of event management to issues of environment, social, and governance (ESG) as well as diversity, equity, and inclusion (DEI). The author will elaborate on the current state of sustainable event planning, outline some best practices in this sector, and deriving from the results of different studies make recommendations as to how the industry can and should make sustainability core to activities in event management.

VALORIZACIJA ZNANJA – IZZIV MANAGEMENTA ZARADI PRIHODNOSTI

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Valorizacija znanja je ključnega pomena tako za podjetja kot države zato, da znanja dajejo rezultate, in ukrepanje učinkuje. V ta namen je potrebna valorizacija, ki znanje pretvarjati v know how in dodano vrednost, saj je temeljna skrb managementa učinkovito poslovanje in produktivnost dela, ki jo evidentira novo ustvarjena vrednost. Družba, pravne in fizične osebe se še nikoli niso srečevali s toliko izzivi razvoja, ki jih je prinesla globalizacija, na eni strani in na drugi strani problemi in krizami kot so vojna, finančne, ekonomske in zdravstvene. V okolju Evropske Unije so njene institucije zagotovile ustrezne ukrepe in konceptualna priporočila, tudi za zdravje, ki ni le temeljna vrednota in pravica posameznika, ampak je postalo koncept, v katerem je potrebno sistemsko ukrepanje, raziskovanje in inoviranje, kar vse omogoča in pospešuje tudi digitalna transformacija. A za konkretizacijo ukrepanja, tudi na področju zdravja, mora poskrbeti država, njeno vladanje in njen management v javnem in zasebnem sektorju. V tem kontekstu je tudi pomembna naloga managementa, da izpeljuje valorizacijo znanja. Tako konceptualizacija zdravja kot valorizacije znanja sta pomembni sistemski spremembi, ki zahtevajo učinkovit management, ki ima potrebno znanje in veščine v ta namen.

VPLIV NA NAKUPNE ODLOČITVE POTROŠNIKOV S POMOČJO MARKETINGA Z VPLIVNEŽI

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Živimo v času, ki ga zaznamujejo nenehne spremembe in hiter tempo življenja. Kot družba postajamo vedno bolj odvisni od sodobnih tehnologij, kar pa se odraža tudi na drugačnem pristopu do trženja in spreminjanju tega. Hiter tehnološki napredek in digitalni razvoj sta namreč prinesla nove načine oglaševanja in komuniciranja s potrošniki. Ena od najpopularnejših novih oblik digitalnega trženja je trženje z vplivneži. Namen prispevka je predstaviti marketing s spletnimi vplivneži, ki je zadnja leta v velikem porastu ter prikazati rezultate kvantitativne raziskave katere namen je bil raziskati kakšen je dejanski vpliv vplivnežev na kupce in v kolikšni meri se ti odločajo za nakup izdelkov po priporočilu vplivnežev. Z narejeno raziskavo smo podali konkretne odgovore na vprašanja o tem, kako marketing z vplivneži vidijo anketiranci in koliko je tovrstni marketing lahko učinkovit za podjetja v prihodnje.