**THE GLOBAL ENVIRONMENT - A CHALLENGE TO  
       CORPORATE COMPETITIVENESS**  
     Silvana Pasovska, Trajko Miceski1

**Joiurnal of economics, ISSN 1857-9973, Универзитет Гоце Делчев – Штип, 2018 година**

Abstract

Competitive positioning is continuous activity by which the companies control their own competitive advantages in comparison with those in the target market, with aim of positioning is identification of the level of its differentiation, the need for maintaining of competitive advantage or oportunity for its increasing. The aim of competitive positioning strategies is to increase the previously acquired competitive advantages and creating new advantages which are difficult to imitate, and radically different from the previously existing ones. Competitiveness is not the aim but it is the means or a combination of economic circumstances in which economic entities can realize their developmental benefits. The aim of this paper is to show that the competitive advantage company in the context of globalization and economic integratio, which greatly depend on its ability to respond to external challenges. Sources of competitiveness of companies in the global market can be internal and external, but no less significant strategy to maintain existing competitive positions as a strategy of action and reaction strategies to minimize the negative effects of those existing competitive action when the company could not predict or expect them.

Keywords: macroeconomics, economic integration, competitive advantage, global market ,competitiveness strategy

**INTENZIFICATION OF TOBACCO PRODUCTION IN THE REPUBLIC OF MACEDONIA**

Silvana Pasovska

Un.St.Kliment Ohridski Bitola,Scientific Tobacco Institute-Prilep, Republic of Macedonia

e-mail:Silvana.Pasovska@uklo.edu.mk

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**ABSTRACT**

Intensification of agricultural production can be defined as an increase in agricultural production per unit of measurement (labor, means of production etc). Intensification at the level of a whole agricultural holding or its production unit represents a degree of change in the structure of production and the means engaged in the production.

The degree of agricultural intensification depends on environmental, technical-technological and economic conditions. The variability of these conditions requires appropriate adjustment of the degree of intensification. Intensification of an agricultural holding should be economically efficient, within the limits of the economic optimum for increase of assets and labor.

The final forms of intensification are extensive and intensive agricultural production, and between them there are different degrees of intensity. The increase in yields leads to a reduction of the fixed costs, which partially mitigates the increase of variable costs. When deciding on the economically optimal level of intensity, it is important to consider the total investments (sum of the fixed and variable costs per unit of measurement). In general, intensification can be expressed as obtaining a product at a lower cost, which is an indicator of the economic efficiency of production.

**Keywords:** intensification, tobacco production, economic efficiency, agricultural areas, tobacco producers(co-operators)

**Application of transformational leadership as an incentive for innovation i.e. developing subordinates with durable values**

Silvana Pasovska, Trajko Miceski

**Journal of economics – University Goce Delcev – Stip, 2018 година**

**Abstract**

Transformational leadership plays a very important role in organizations to change the culture and behavior of subordinates. It affects the improvement of employee performance, and thus raising the image of the organization and developing its long-term success. Its application indicates the development of a positive transformation of the personality on the charismatic conceptions of the guided and ensuring the results of the work. This means that leaders need to create a culture that promotes personality building. employees with real values ​​and realization of the company's goals.

The transformational approach is capable of creating significant change in both individuals and the wider organization through adjustments, expectations, aspirations, perceptions and values. He relies heavily on the leader's personality, character, vision, challenge and example. Transformational leaders are focused on the "common good" rather than their individual "power base". These leaders are broader and respect the interests of employees. innovate.

The paper covers views on transformational leadership, based on charisma, its role in innovation organizations, ie. building personalities with lasting non-corruptible values, empirical research on the image in organizations formulated through the statements of the surveyed managers and employees and the same presented through tabular, graphical and computational correlation values.

**Keywords:** leadership, transformation, charisma, innovation, followers, inspiration, creativity, teamwork

**Quality of raw tobacco through purchase classes**

Silvana Pasovska

**International scientific conference Екологија и здравје, Пловдив, Бугарија, јуни 2018 година**

**Abstract**

By perceiving the quality of the purchased tobacco and its correlation with the achieved quantity, one should give an answer to the announcement whether the subsidies given by the state per kilogram of produced tobacco need to be transformed into purchasing quality groups of raw tobacco. The movement of quality through the purchasing classes and what are the conditions and tendencies, will be presented through part of the purchased tobacco at the level of the Republic of Macedonia, where special information and data will be used for the achieved yield of the purchased tobacco from Tutunski Kombinat which is one of the most representative segments in the production of raw tobacco with over 10% of the total production in Macedonia. This research is done to get the required information and confirm whether there is a need to transform the current subsidy given per kilogram of produced tobacco into a subsidy by purchase classes of purchased information. The information obtained should show whether so far The practice with incentives per kilogram of purchased tobacco is correct and does it count on the obtained quality of the purchased tobacco, which is purchased at a certain purchase price at quality groups contracted with the purchasers and producers of tobacco and their associations. This means that they are the ones determine the internal parity and internal quality of tobacco.

How the yield is achieved in the past period of the purchased tobacco and what is the quality of the tobacco by purchase classes, through analytical method using comparative data from several years will be elaborated in detail in the scientific paper.

**Keywords:** quality, yield, raw tobacco, redemption classes, subsidies

**ПРАВИЛНОТО ПРЕГОВАРАЊЕ КАКО ФАКТОР ЗА ДЕЛОВЕН УСПЕХ**

Доц. д-р Силвана Пашовска

Научен институт за тутун - Прилеп, Универзитет „Св.Климент Охридски“ - Битола

Проф. д-р Трајко Мицески

Економски факултет, Универзитет „Гоце Делчев“ - Штип

**9-та Меѓународна конференција Меѓународен Славјански Универзитет,**

**Свети Николе, 2018 година**

**Апстракт:**

Преговарањето е комуникациски процес на меѓусебен разговор, разбирање и договарање за одредени проблеми кои се поставени како предмет.Тоа е интерактивен процес на комуникација што обично се случува за остварување на заедничка цел. Преговарањето се јавува како комуникациско-аналитички процес во кој преговарачите се во меѓузависен однос и вршат влијание врз прговарачките резултати.

Основни карактеристики кои се заеднички за еден преговарачки процес се постоењето на две или повеќе преговарачки страни, постоењето на заеднички теми за кои ќе се преговара, точка на отпор, однос на меѓузависност итн. Успехот на преговорите зависи од правилно определените стратегии и тактики.

Користењето на погрешни стратегии и тактики ќе доведат до лоши резултати на самиот процес на преговорање. Како соодветни стратегии може да бидат прилагодувањето, избегнувањето или компромисот. Добрите преговарачи се способни да препознаат таква ситуација и да применат соодветни стратегии и тактики

**PREFERENCE ETHICAL AND SOCIALLY RESPONSIBLE**

**CONDUCT OF BUSINESS COMPANIES**

Silvana Pasovska, Trajko Miceski

**Петти меѓународен конгрес и светска академија на науки и уметности – ICON BEST 2016 година, Факултет за туризам и менаџмент - Скопје**

**Abstract**

Business ethics focuses on preference of ethical principles and ethical attitude toward the problems that arise in the work of a company.

Ethics assumes preference of the grounds on which a civilized society should

develop. It applies to all areas of work of the company and largely determines its long- term survival and development.However, the way some enterprises operate, neglecting the ethical norms and responsibilities to society, not only has a critical impact on their long-term survival and development, but also adversely affects the plants and animals.

In this regard it should be pointed out that company which ignores the ethical norms and social responsibilities condemns itself to failure in its future work.

Therefore the company that wants to operate profitably in the future must make efforts to ensure long-term sustainability through obeying ethical standards and social responsibilities.

**Keywords**: ethical leadership, social responsibility, social reaction, performance,

profitability

**THE IMPORTANCE OF ENTREPRENEURSHIP IN TOBACCO PRODUCTION AS A FAMILY BUSINESS**

Ph.D.Silvana Pasovska, Ph.D.Stevco Dimeski

1Un.St.Kliment Ohridski Bitola,Scientific tobacco institute,Prilep Republic of Macedonia,

2 Economic Bank-Skopje,Republic of Macedonia

**IMPACT FACTOR International Journal of Development Research, ISSN 2230-9926 ( 2017)**

**ABSTRACT**

Family business is quite common form of doing business in Macedonia and the Balkans. There are two ways of operating: by starting family business or by inheritance. In both cases there is equal amount of advantages and disadvantages which have a beneficial or detrimental effect on business. On the side of advantages are: being your own boss, flexible working hours, long-term job security for members of the family, possibility to increase family wealth, work with people you know and trust, possibility to engage in various aspects of the business and to acquire a variety of skills. There are also some disadvantages, e.g. disputes can disrupt business or family values, there is no strict line between business life and private life, family conflicts may have reflection on business and vice versa, financial risk is higher than usual, higher stress at work and in private life, less "private" time and more obligations, etc. Modern tobacco economy requires good management of all activities and proper motivation of the engaged members. It will help to achieve higher effectiveness in work, lower production costs, increased productivity and better supply of necessary resources. Tobacco has a special place in agricultural industry. About 10% ( over 200,000) of the population of R. Macedonia is engaged in production of this crop and 4,500 people are employed in tobacco industry. Investigations show that tobacco production organized in small farms or other types of organization needs management and organizational skills, with special emphasis on motivation of the involved members in order to improve and increase the quality of the overall production process. Beside that, reliable family business requires a well developed entrepreneurial skills of the owner-farmer.

**Keywords:** management, entrepreneurship, effect, profit, tobacco production, organizational entities, family business, small enterprise

**Некои аспекти на нелегалниот пазар на цигари во светот**

Силвана Пашовска, Љубен Попоски

**Научно списание на Друштво за наука и уметност – Прилеп, 2020 година**

**Апстракт**

Нелегалниот пазар на цигари е интересен за проучување како на светско ниво, така и во поодделни држави вклучувајќи ја и Македонија. Како најчеста причина за тргување на овај пазар се јавуваат високите давачки и акцизи кои ги наметнуваат државите на легалниот пазар на цигари.

Статистиката покажува дека шверцот со цигари во нашата држава е релативно мал и изнесува 2% во однос на соседните земји каде е околу 20%. За тој процент да се намали, владите на државите треба да имаат однапред направен календар со вредности за акцизата на цигари, кој ќе биде оптимален и пред се реален со што на производителите ќе им нуди предвидливост потребна за бизнисот и цените.

Со ваквиот чекор акцизата ќе има ниско оптоварување на цената, а државите ќе имаат поголема контрола врз нелегалниот пазар со цигари. Минималното оптоварување во Македонија сега е 26,8 евра на илјада парчиња цигари, а во Европската Унија изнесува 77 евра. Во наредните десет години проекцијата покажува дека во Македонија тоа оптоварување ќе порасни на 55 евра, а во Европската Унија на 90 евра, што секако ќе влијае врз поттикнување на трговијата на нелегалниот пазар на цигари.

**Клучни зборови:** нелегален пазар, цигари, акцизи,систем на дистрибуција,буџетски приходи

**Behavior at work place and commitment to the organization**

Silvana Pasovska1,Trajko Miceski2

1Scientific tobacco institute - Prilep, University St.Kliment Ohridski - Bitola, "1st of May" bb,7000 Bitola, Republic of Macedonia

2Faculty of economics, University St. Goce Delcev - Stip,"Krste Misirkov"10A,2000 Stip, Republic of Macedonia

**International scientific conference – EMAN Ljubljana Slovenija, 2019**

**Abstract**

Workplace behavior is a scheme of actions for members of an organization that directly or indirectly affects its effectiveness. Part of the important workplace behaviors are work behavior and productivity, absence, substitution of workers, and organizational fervor. However, dysfunctional behaviors may occur in the organizational environment. Work behavior is the sum of all behaviors associated with the work the organization expects from the individual. That is why they originate from the psychological agreement. For some jobs, work behavior can be more precisely defined and easy to measure.

Commitment to the organization is a stance that reflects the identification of the individual with the organization and the connection with it. A person who is largely committed to work is likely to be considered a true member of the organization to avoid small sources of dissatisfaction and to see himself as a member of the organization. In contrast, it is likely that someone who feels less committed to the organization will be seen as a stranger in order to express dissatisfaction and not be seen as a further member of the organization.

**Keywords: individual, organization, behavior, character, attitude, perception, stress, creativity**

**The role of top management in analyzing the profitability of a company**

**Silvana Pasovska**

University St.Kliment Ohridski-Bitola,Scientific tobacco institute-Prilep,Republic of North Macedonia

**International conference ITEMA, Bratislava Slovacka 2019**

**Abstract**

Cost-effectiveness analysis is a management tool used to quickly determine the chances of success when the results are compared to those outlined in the business or marketing plan. It helps managers find the cost, output, and sales combinations that allow companies to achieve better financial results and ultimately greater profits.

Every company, in order to achieve complete success in its operations, must take into account the costs incurred in production (cost-effectiveness), labor engagement in terms of realized production (productivity) and the amount of funds engaged. achieving the results of the business process with the least amount of hired assets represents the principle of profitability as the ultimate business success of any company. As a partial expression of the quality of the economy, profitability expresses the efficiency of the assets engaged in generating profits.

The economic efficiency of companies, as an expression of the achieved economic quality, analyzed by the degree of satisfaction of the objectives of the cost-effectiveness principle, should be quantified by the value of the profits made and the value of the assets invested. perceive and study the impact of the assets, observed through the processes of their investment, the extent of their engagement and the intensity of their spending throughout all stages of the reproduction process.

**Keywords:** ROI, Profit, Rate of Return, Financial Balance, Costs

**Perspectives and possibilities for development of tobacco production in the Republic of North Macedonija**

Silvana Pasovska, Trajko Miceski

**Journal of agriculture and plant sciences, JAPS ISSN 2545-4447, ноември 2019 година**

**Abstract**

The production with its socio-economic significance, is a source of existence, engagement and income of a large part of the population, as well as income from the export of the state.

Over the past decade, the World Health Organization has made efforts to reduce tobacco areas through the FCTC (Framework Convention on Tobacco Control), but it succeeds only in developed EU member states, while in other parts of the world is not so. That production is maintained at a stable level .

Tobacco production in Macedonia in the last few years is around 25,000 tons per year, whose real increase requires more human resources, which in the next period is not certain (there will be an aging of the population and the emigration of young people in the cities and abroad

Threats always exist, which are different developments on the external market, competition from neighboring countries producing oriental tobacco (Turkey, Greece and Bulgaria), as well as from some far-eastern countries. The spread of some new tobacco products that are not very dependent on tobacco production in the field, such as so-called electronic cigarettes and similar products, are also a real threat.

Keywords: tobacco, development, population, cigaretts, prodact

**Креирање на средина и градење на свест за ефективна**

**организациска комуникација во услови на тимско работење**

Силвана Пашовска

**Меѓународна конференција за економија и менаџмент - ЕМАН, Љубљана, Словенија, 2020 година**

**Апстракт**

Процесот на ефективна комуникација е од суштинско значење во сите фази на работењето на организацијата, истовремено претставувајќи клуч за поврзување на сите вработени од различните нивоа на хиерархиската пирамида. Ефективната комуникација дејствува како крвоток на организацијата и одржува здрава рамнотежа во нејзиното опкружување.

Таа е значајна за:

- спроведување на целите на организацијата;

- развој на план за нејзино постигнување;

- организирање на тимот и ресурсите на најуспешен начин;

- водење, мотивирање и создавање клима во која најдобро се комуницира со

вработените;

- контрола на севкупните активности на организацијата.

Комуникацијата отсекогаш се доживувала како вештина што се учи и вежба, односно усовршува. Таа е континуиран процес кој подразбира праќање и прием на информации кои треба да бидат јасни, конкретни и насочени кон правото место – примач. Целта на комуникациските вештини за ефективното функционирање на тимот е давање можности на сите и согледување на ставовите на сите членови. На тој начин побрзо се доаѓа до подобро решение што би било прифатено од сите, побрзо се решаваат настанатите проблеми, а се зголемува и меѓусебната соработка за поефективно остварување на целта за која постои тимот.

**Клучни зборови**: тимско работење, лидерство, комуникациски фидбек, хиерархија, доверба

**Менаџментот на себеразвојот и личното однесување**

Силвана Пашовска-Трајко Мицески

**10-та Меѓународна конференција Меѓународен Славјански Универзитет, Свети Николе, 2019 година**

**Апстракт**

Менаџментот како наука, поради важноста која ја има во работењето на претпријатието, покривајќи ги сите функции на работење, е од посебен интерес во секоја област на работење и живеење.

Зголемениот интерес произлегува од: општествениот карактер на менаџментот со кој се насочуваат одговорностите во правец на ефикасно извршување на целите, дека менаџментот е основна карактеристика на индустриското општество, менаџментот воедно е и спрецифичен орган во деловното претпријатие.

Менаџментот претставува широко подрачје на активности, ги опишува нивоата на авторитет во рамките на огранизацијата, означува функционален приод, и ги опфаќа вработените, финансии, цели, методи и постапки.

***Клучни зборови***: менаџмент, организација, менаџер, лидер, однесување, мотивација, цели, контрола.

**DEMOGRAPHIC CHANGES OF FERTILITY AND LIFE EXPECTANCY IMPACT ON FOOD CONSUMPTION TENDENCIES**

Trajko Miceski1, Silvana Pasovska2\*

1Faculty of Economy, Goce Delcev University, Krste Misirkov 10-A 2000 Stip, Macedonia; 2Tobacco Institute in Prilep, University St. Kliment Ohridski - Bitola, Kicevski pat bb, 7500 Prilep, Macedonia \*email: [s\_pasovska@yahoo.com](mailto:s_pasovska@yahoo.com)

**Journal of Hygienic Engineering and Design**

***Review paper UDC 631.147:314.1-026.81***

**Abstract**

Organic food means food produced according to inter- national standards, using technology that completely fit the regulations for the protection of nature i.e. with- out using or limited use of artificial fertilizers. These organic crops grow on healthy - uncontaminated land or land previously cleaned of all toxins. Because of the positive impact of this kind of production on individu- als and society in general, market of organic products seen continuous growth. Confirmation for the positive contribution of organic production is continuous in- crease of life expectancy of the population. This is log- ical because organically produced food improves the health of the population, while the organic method of production means a cleaner environment, which con- sequently leads to of their life increase.

For the purpose of this paper, the data has been tak- en from the Ministry of Agriculture, Forestry and Wa- ter Economy of Macedonia, Organic Europe, European section of the Organic World website, Research Insti- tute for Organic Agriculture (FiBL) and the Agricultural Market Information Company (AMI). In this paper are put out some theoretical aspect about the consum- ers’ preference for organic production. Also, organic production dynamics (land under organic production, organic producers and organic market), birth rate and life expectancy are shown in tables and figures. Based on this data, we performed trends analysis. The data show that the area under organic production in Macedonia has increased over 130 times in last ten years, from 192 hectares in 2004 to 26.431 hectares in 2012. In the European Union, the area was duplicated, from 6.353.105 hectares in 2004 to 11.151.991 hectares in 2012. The life expectancy in the European Union, as well in Macedonia is increasing. In the European Union, the average life was 73 years in 1980 and reached 80 in 2012. In Macedonia, it was 67 years in 1980 and 75 years in 2012. The birth rate in the European Union was 13.9 or almost 14 live birth per 1.000 inhabitants in 1980 and 10.4 in 2012. In Macedonia the birth rate was 21.6 in1980 and 10.9 in 2012, which means dou- ble reduction. Predictions for the future are showing increase of the area under organic production and the life expectancy, on one hand, but also decreasing in the birth rate, on the other hand. The preference of organic production means cleaner environment, healthier life and better place for living, which among other things, contributes to longer life expectancy. The trend of increased life expectancy fol- lows the trend of increased organic production (land under organic production, organic producers, and or- ganic market). This means that the consumers are more and more preferring organic food. A growing majority of consumers in Macedonia know what organic agri- culture is and know the value of organic food, but in this area there is much more that can be done, like: raising the consumers’ awareness through appropriate campaigns, promotions and other informational tools, more organized export of organic products, and pro- motion of Macedonian organic food in international trade fairs and similar events.

***Keywords****: Organic production, Life expectancy, Birth rate, Correlative analysis, Macedonia, European Union.*

**ПРАВИЛНИОТ ПРИСТАП НА УПРАВУВАЊЕТО СО ЧОВЕЧКИ РЕСУРСИ КАКО ФАКТОР НА УСПЕШНОСТА ВО СОВРЕМЕНОТО РАБОТЕЊЕ**

**The correct approach to the management human resources as a factor performance in modern operations**

Трајко Мицески1,Силвана Пашовска2

1Универзитет Гоце Делчев-Штип,Економски факултет,trajko.miceski@ugd.edu.mk

2Универзитет Св.Климент Охридски-Битола,Научен институт за тутун-Прилеп,Silvana.Pasoska@uklo.edu.mk

**Меѓународна конференција Меѓународен Славјански Универзитет, Свети Николе, 2015 година**

**Апстракт**

Главна цел на истражувањето на овој труд, е анализата на клучните фактори кои придонесуваат за развојот на вработените, а со самото тоа поголема продуктивност, мотивираност, соработка.Многу компании сметаат дека е важно инвестирањето во развојот на вработените. Вработените се поефикасни во своето работење, што од друга страна придонесува клиентите да бидат позадоволни. Меѓутоа кај многу постои дилемата зошто воопшто да инвестираат во обука и развој на вработените, особено во време на висока мобилност на вработените од една во друга организација.Мотивацијата е внатрешна сила или енергија што води кон акција, вршење на активности и постигнувања. Мотивацијата е поврзана со желбата и амбицијата, а ако тие се отсутни тогаш и мотивацијата е отсутна. Многу често, еден вработен има желба и амбиција да заврши одредена работа или да постигне одредена цел, но нема иницијатива и подготвеност да превземе акција.Ова се должи на недостатокот на мотивација и внатрешна сила која ќе ги води кон постигнување на целите.Мотивацијата ги зајакнува амбициите, ја зголемува иницијативата и дава насока, храброст, енергија и упорност да се следат целите.

**Клучни зборови**: развој, вработени, обука,стратегии, мотивација, цели

**INVESTING IN STAFF DEVELOPMENT - PATH TO SUCCESS FOR COMPANIES**

**Ass. Prof. SilvanaPashovskа Ph.D.**

University "St. KlimentOhridski" Scientific Tobacco Institute Prilep

s\_pasovska@yahoo.com

**Prof. TrajkoMiceski Ph.D.**

University Goce Delchev Stip, Faculty of Economics Stip

[trajko.miceski@ugd.edu.mk](mailto:trajko.miceski@ugd.edu.mk)

**Меѓународна научна конференција БАС 2016 година**

ABSTRACT

Management of human resources involves conduct or direct the people in the company. The basic tenets of governance which it is based are: work incentives, organizational socialization, organizational culture, relations between individuals, the relationship between the individual and the group and relations between the group and the company. As the management of human resources is constantly changing and so promote it incurs major changes. The relations of superiority and subordination, cultivated for thousands of years, slowly but surely gives way to cooperation and creatively solve the targets encouragingintegrity and initiative of the employee to a higher level.

Motivation is an internal force or energy that leads to action, performing activities and achievements.Motivacijata connected with the desire and ambition, and if they are absent then the motivation is absent. Very often, an employee has the desire and ambition to complete a specific job or achieve a certain goal, but no initiative and willingness to take action.Ova due to lack of motivation and inner strength that will lead to achieving the objectives.Motivation strengthens ambition and increases initiative provides guidance, courage, energy and perseverance to follow the objectives.

Management of human resources is based on personnel policy and its proper implementation. That is a process that brings together "the activities of planning and development, selection and allocation, valuation and appraisal, replacement, retirement and firing, rest and recreation."

**Key words:** Globalization, Team working, Running, Planning, Engineering, Management, Functions,

**Бизнис планот како предуслов за одржлив бизнис во услови на променливо опкружување**

Силвана Пашовска

**Меѓународна конференција Меѓународен Славјански Универзитет Свети Николе, 2020 година**

**Апстракт**

Денес бизнисите функционираат во крајно променливо опкружување, па затоа и [бизнис план](http://www.pretpriemac.com/kako-da-podgotvite-biznis-plan/)овите неопходно е да бидат прилагодени на едно такво опкружување. Всушност, бизнис планот треба да се користи како средство за финансирање на малите бизниси, како блупринт за претприемачкиот успех, како патоказ за идните бизнис активности, како сет на бизнис идеи, како средство за опишување на бизнис идеите и како финансиски водич за бизнисот. За да се изработи и реализира еден успешен и квалитетен бизнис план уште на почетокот, потребни се девет основни чекори кон целосно негово успешно имплементирање и тоа :

- **Идеја за отпочнување** – која ќе иницира создавање на уникатен производ или услуга, ќе овозможи низа придобивки за потрошувачите, ќе се разликува од конкуренцијата и брзо ќе се пробие на пазарот;

- **Сегмент на потрошувачи** – ги опфаќа потенцијалните клиенти и нивните потреби ;

-  **Канали на дистрибуција**  – се однесуваат на потенцијалните добавувачи и како производот преку нив ќе стигне до крајните корисници - потрошувачи;

- **Односи кон потрошувачите** – го опфаќа прашањето како да се креира побарувачка за истражуваниот производ/услуга;

- **Структура на трошоци** – направени за да се добие производот или услугата;

- **Клучни активности** – кои активности треба да се направат за да се започне со нормално функционирање и работа на бизнисот ;

**- Клучни ресурси** – добавувачи, опрема и останати елементи примарни за бизнисот;

- **Клучни партнери** – лица или компании без кои нема да може да профункционира концептот на бизнисот;

- **Приходи** – или првични прогнози за можните приходи и за профитот.

Анализата на секој од споменатите чекори и нивното доследно спроведување, е предуслов за квалитетен бизнис план или добра основа за успешен бизнис.

**Клучни зборови: бизнис план, инвестиција, ресурси, менаџирање, профит**

**Marketing activity control location as necessity for improving the sames**

Silvana Pasovska

**Меѓународна конференција БАС – Битола, ноември 2018 година**

Abstract

The organizational change is a component of the contemporary enterprise, because it is considered that the process of the changes improves the working process. With the change of the organization of the marketing activities one should have in mind the structural nature of the changes in the strategy, technology, procedures and methods which make the marketing interesting, challenging and attractive as a business function. Important factor for creating of appropriate marketing organization of the marketing sector is the way of connecting with the product consumers and the users of the services. The size of the market (on local, national or international level) influence on the organization of the marketing sector and the role of the marketing sector is to increase the number of consumers and to increase the frequency of the purchases with simultaneous improvement of the production program and the selling system of the products as well. The marketing should be understood as a behaving culture of the manufacturers towards the consumers. Therefore the initiative of the marketing must be pointed towards adaptation of the products to the demands of the buyers. In fact, the marketing is a special managerial function which creates the behaving culture of the buyers. **Keywords**: marketing, organizational changes, manufacturers, buyers, management.

**Улогата на менаџментот на човечки ресурси за грижата на вработените**

Д.Гелевски, Т.Мицески, С.Пашовска

**Научно списание на Друштво за наука и уметност Прилеп, 2016 година**

**Апстракт**

Менаџментот на човечки ресурси преферира стратегиски пристап на управување со вработените на една организација кои работат во неа и поединечно или колективно придонесуваат за остварување на нејзините цели.

Модерните организации и институции се повеќе препознаваат дека нивен најголем капитал се вработените односно човечки ресурси. Личност која поседува знаење, вештини, мотивација и други способности претставува човечки капитал со потенцијали кои на организацијата или институцијата и осигуруваат конкурентска предност.

Значењето на менаџментот на човечки ресурси се согледува во тоа што со правилно организирани активности да овозможи на организацијата да ги ангажира вистинските луѓе на вистинско место, на вработените усовршување и напредок, правилно мотивирање и наградување и со правилно координирање на сите наведени активности оствари добри резултати на организацијата.

**Клучни зборови**: човечки ресурси, менаџмент, значење, улога, обука

**Agricultural cooperatives - a driver for the development of agriculture**

Associate Professor Dr. Silvana Pashovska, Assistant Professor Dr. Natasha Zdraveska

St. Kliment Ohridski University - Bitola, Scientific Tobacco Institute - Prilep,

Republic of North Macedonia

**INTERNATIONAL JOURNAL OF CURRENT RESEARCH – Impact factor**

**Abstract**

The development and experience in the world so far have shown that small private agricultural cooperatives are economical only to a certain extent at the expense of high labor intensity. Practice shows that the small commodity-based economy cannot be competitive in the market and cannot appropriately apply the scientific - technical achievements in agriculture. The experience of developed countries shows that in all cases with such an agricultural system, consolidation of holdings begins, with disintegration and disappearance of a large number of small agricultural holdings and creation of holdings - cooperatives of rational size. However, it is also known that this path is long and difficult, and it usually takes place by buying the land from the owners of small and non-competitive holdings. The primary disadvantage of this path of consolidation is the time it takes to achieve and accomplish this long-lasting process, as well as the need to invest substantial funds that will limit the development opportunity and will not contribute to improving profitability in the short run. There is another way to form optimally large economies by means of lease, as the experience of some countries shows (Netherlands, Germany, France), and it is used in our conditions, however some experts assess this system as unfavorable, due to the termination of the connection between the land owner and its management.

However, despite the previously elaborated problems, it is necessary to point out that there is clear unsustainability of holdings with a small property in Macedonia, and the only rational way to effectuate land property is through cooperatives created as a real opportunity to unite into a powerful force of a large economy with collective management.

**Keywords:** cooperative, profit, competitiveness, market economy, business

**Tobacco and tobacco production in the Republic North Macedonia continue to have the primacy of an industrial crop without an alternative**

Associate Professor Dr. Silvana Pashovska, Аssistant professor Dr.Natasha Zdraveska

University St. Kliment Ohridski – Bitola, Scientific Tobacco Institute – Prilep,

Republic of North Macedonia

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**Abstract**

Tobacco, as a crop, has a special position in the structure of agricultural production and the structure of export, with a particular importance from an economic and social aspect, primarily in specific regions where it represents an important source of finance and livelihood of the population. The emergence of tobacco in Macedonia is closely related to its spread in the Balkan Peninsula, as one of the fundamental products that were important for trade at the time. For this particular reason the production of tobacco in the Republic of North Macedonia has more than historical importance and it is one of the basic traditional activities of every agricultural family in the regions where conditions for its cultivation exist.

It is particularly important to mention that this plant is grown in conditions where any other crop cannot replace tobacco in terms of its cultivation in soils with lower quality, where it provides adequate yield and quality, and thus provides a decent income. These are rural areas in the country where a large part of the rural population lives and the cultivation of tobacco dominates within the agricultural activities. It is a matter of an oriental tobacco type, which is closely related to the Macedonian region, which disposes of favorable natural, agro-ecological conditions for its production.

Namely, the territory of the Republic of North Macedonia has appropriate soil and climatic characteristics for growing this tobacco type (however some other tobacco types can be grown as well), of certain varieties that are unique in terms of the expressed specific aroma and the high quality of raw material, which is recognizable in the world. Therefore, the tobacco production in the Republic of North Macedonia has a particular economic significance for the country.

**Keywords: tobacco production, subsidies, revenues, alternatives, perspectives.**