Conditional membership of Serbia in the European Union already tired of enlargement - How far is 2025?

Anila Jelesijević

The paper analyzes the EU enlargement policy from 2014, when the Republic of Serbia opened membership negotiations with the Union until 2018, when 2025 is mentioned for the first time as a possible year of the EU enlargement. In order to better understand the enlargement policy, this paper also takes into account other important events and documents before the aforementioned period. The author seeks to prove that the EU enlargement policy is in the phase of enlargement fatigue manifested through a vague credible enlargement policy and a perspective on uncertain membership. Although the EU has shown its willingness to financially support further development of the countries in this region, its enlargement policy does not follow such “financial euphoria”. The author thinks that the crises the EU has gone through, the political conditionality related to the candidate countries, the requirements for completing all reforms before membership, are just excuses for the EU that is not ready to accept the Western Balkan countries. In the case of Serbia, the political conditionality that implicitly requires recognition of Kosovo’s independence and opposition to Russia is no guarantee that this country will become the EU member. The author concludes that 2025 could be an enlargement year if the European Union really wants it.

Key words: European Union, Western Balkan countries, enlargement fatigue, credible enlargement policy, financial euphoria, political conditionality, crises, Serbia, Kosovo’s independence, 2025

Serbia and current geopolitical processes in the Balkans

Miša Stojadinović, Violeta Rašković Talović

The Republic of Serbia welcomed the end of the 20th century as a weak and incomplete country exposed to strong pressure of the great powers, the processes of regional instability and numerous disintegrative tendencies, with its borders being constantly redrawn. This paper considers the current geopolitical challenges that the Republic of Serbia faces in an attempt to find its place in the process of international integration. The subject of this paper is an analysis of the possibilities of strengthening regional cooperation as one of the most important ways for the Balkan states to overcome the constant conflict between the East and West in this region. Also, the paper analyzes the position of Serbia through the challenges faced by all Balkan countries,
showing that they would all benefit from improving regional cooperation in terms of strengthening their position in international relations. The greatest challenge is the lack of multilateral cooperation with too many long-standing unresolved disagreements and conflicts. The paper is based on a geopolitical approach to understanding international relations by using historical, geographical and comparative methods.

Key words: geopolitics, international integration, political institutions, Balkans, Republic of Serbia

Lessons from Afghanistan and possible implementation in the Serbian Armed Forces

Veroljub Vučković, Hatidža Beriša

The paper is based on the experience mainly of members of the international forces engaged in opposing the Taliban movement in Afghanistan from 2001 to the present day. Presenting past experiences, certain lessons are identified and they can be embedded in the empirical system of the Serbian Armed Forces.

This topic is one of the less researched issues in our country, and the content that is available mostly comes down to agency news, authorial articles and political analyses, mainly by foreign authors, published in daily newspapers and magazines in the field of international politics. The majority of the available experiences and lessons are mostly related to the political level of decision-making, while the specific experiences of units and individuals from the battlefield are present to a much lesser extent.

The aim of the paper is to provide a comprehensive analysis of the experience mainly of members of the international forces engaged in opposing the Taliban movement in Afghanistan, definition of lessons and suggestion of their implementation in the commands and units of the Serbian Armed Forces.

Key words: Afghanistan, security, international forces, Serbian Armed Forces, capabilities

The relation of law and power in the legal order

Marko Trajković

The relation of law and power in the legal order of a country is a direct cause of its stability. How the picture of that legal order will look like, and how long such a legal order will last directly depends on this relation. The power that the law itself carries, because the language of law is not "innocent", but it affects stability, and if we add to it the relation of factual power, the matter becomes very serious and has to be considered. Therefore, properly "deployed" and value "regulated" power will contribute to the stability of an order that is called legal.

Key words: law, power, legal order, values, long duration
Internet as a tool for political communication

Jovan Č. Mitrović, Vladimir J. Mitrović

The paper analyzes the extent and use of the Internet in the world and our election campaigns, that is, to what extent the Internet affects voter information and how it should be used effectively. In this regard, a survey has been conducted to examine the importance of the Internet as a means of informing voters in the city of Niš. The results of the survey have confirmed that the Internet is not so relevant means of informing the voters in the city of Niš about political parties and candidates. Also, the results of the research have confirmed that the candidates for the mayor of the city of Niš have not used so far the online platform to communicate with their party members, sympathizers and a wider circle of citizens.

Key words: information society, Internet, political parties, voters, dialogue, decision-making

Comparative analysis of the data secrecy protection of the Republic of Serbia with other countries in criminal offenses against constitutional order

Dejan N. Tepavac, Miroslav J. Bjegović

Criminal offenses against constitutional order and security are also informally referred to as political offenses. Therefore, it is especially important to find the right measure between criminal procedural defense of the state and endangering the freedom and rights of citizens. There is also a real danger that criminal law in this field is abused by the incumbent, by persecuting political opponents. The sanctions for preparatory actions can be justified by improving prevention in the early stage of committing a crime, but at the same time it creates the potential for possible abuse.

National laws are increasingly trying to deal with malicious individuals, potential perpetrators of these crimes. The aim is to mitigate the negative consequences and reduce the losses resulting from the above-mentioned criminal activities. The consequences can be far-reaching for national security, i.e. they can cause problems that are essential for the functioning of the national community.

The broadest term in the security context of a country is the concept of national security, which is understood and interpreted differently. In the broadest sense, it means the survival of a state or national survival, that is, crucial defense in order to preserve territorial integrity, political independence and state institutions. In large states, national security means the protection of all national interests, the absence of war or its successful conduct and completion. According to another view, national security, based on external factors, means the absence of threats, that is, the position in international community that makes compromising vital interests impossible.

Considering the above-mentioned facts, it can be concluded that effective protection of business information is necessary. In this regard, every entity, especially nation states, invest enormous efforts, which are reflected in the establishment of a special system to protect business information and minimize the risk of their fall into the wrong hands.

Key words: secret data, business information, national security, protection, criminal code
Secondary criminal legislation in the Republic of Serbia

Dragan Jovašević

In order to secure and protect the most important social goods and values in all modern states, criminal law has a special place, role and importance. It determines, through a system of legal regulations, individual offenses and a system of criminal sanctions in order to suppress and prevent the commission of criminal offenses. This means that the law emerges as a basic, formal source of criminal law originating from constitutional norms. In addition to the Criminal Code, which is a codified system of legal norms that cover the entire field of criminal law, secondary, subsidiary or supplementary criminal law is also implemented in many countries. It is a set of laws from other areas of legal life, which define, according to the principles and within the Criminal Code, the concept and characteristics of one or several criminal offenses, namely, acts that violate the norms of those special laws. Both elementary and secondary criminal law have a uniquely set goal - effective, lawful, timely and high-quality protection of society from crime. This paper deals with the place, role and importance of secondary, subsidiary or supplementary criminal law in the exercise of the protective, guarantee function (role) of criminal law in general.

Key words: Criminal Code, secondary law, criminal offense, sanction, protection function

Detecting and proving criminal offenses related to illicit production and trafficking of narcotics

Stanimir Đukić

The paper defines the concept, types and main characteristics of narcotics, the occurrence and extent of drug crime, illicit production and trafficking of narcotics, and it partly deals with the concept and subject of criminal methodology. Furthermore, the methodology for detecting and proving criminal offenses related to illicit production and trafficking of narcotics is presented and analyzed, as well as empirical analysis, that is, the activities and results achieved by the police officers (criminal police) of the Novi Sad Police Department in seizure of narcotics and detection of this type of crime.

Key words: narcotics, illicit production and trafficking of narcotics, drug crime, criminal offense, criminal methodology, detection of criminal offenses, proving methodology, Criminal Code, police officers (criminal police)

Comparative analysis of national security strategies of the Republic of Serbia and the Republic of Croatia

Radovan Miladinović, Hatidža Beriša

The paper comparatively analyzes the national security strategies of the Republic of Serbia and the Republic of Croatia with an attempt to comprehensively identify the key indicators and attitudes of the two countries in terms of experiencing their own national security and how to preserve and improve it.

Key words: security, security environment, values, strategy, national security, interests
International and national environmental protection frameworks

Ivan Joksić, Goran Milojević and Nada Đuričić

The second half of the 20th century is a period of increased interest in the environment. This is especially the case in countries with developed industries that produce adverse effects on the environment. These are the so-called dirty technologies that put profit above all other assets in society. The inventiveness of production processes has not been accompanied by technical solutions that would put an end to mass pollution. The large profit generation has led to the absence of interest in establishing legal and institutional mechanisms for proactive and reactive action to systematically endangering human health through pollution of their living space.

We can single out several environmental domains within which the environment is protected. Taking into account the diversity of international and national legal instruments in the field of the environment, the paper identifies those with the strongest effect. Therefore, the focus of the paper is on the right to a healthy environment as a human right and criminal offenses that incriminate the zone of their violation.

Key words: environment, international and national legal instruments, human rights, criminal law

Factors affecting decision-making on evacuation in the event of disasters caused by fires in residential facilities: a Belgrade case study

Novak Mumović, Vladimir M. Cvetković

In the theory of catastrophes, there are inconsistent results of the research regarding the manner in which certain factors influence the timely and adequate decision-making on evacuation in the event of disasters caused by fires in residential facilities. The subject of the research is to examine the attitudes of citizens regarding the consent to evacuation, the ways and barriers of its implementation, as well as the influence of internal (demographic, socio-economic and psychological) factors on the conduct of evacuation in disasters caused by fires in the Republic of Serbia. The survey results indicate that the greatest number of citizens would be evacuated when a fire breaks out in residential facilities. In addition, the statistically significant influence of certain demographic and socio-economic factors on such decisions has been identified. In relation to citizens who would refuse to be evacuated, the further research should be conducted in order to determine why they refuse to be evacuated and what the main reasons are for such decision.

Key words: security, factors, decision-making, evacuation, fires, residential facilities

Mobile communication systems and applications relevant to integrated disaster management

Maja Svrdlin, Vladimir M. Cvetković

Contemporary disaster management requires finding optimal solutions for mobile communication systems and applications that can be used to enhance the effectiveness of security and rescue systems. The multidisciplinarity and true complexity of
the disaster risk management process conditions the use of various logistical tools and equipment. In this regard, information and communications technology plays an important role because in a certain manner it raises the level of people's capabilities for quick decision-making and reduces the possibility for various mistakes.

The paper describes the characteristics and use of the most well-known mobile applications used worldwide in integrated disaster management in order to provide assistance and support to members of the emergency response units and other endangered citizens. Moreover, the current and expected challenges and problems in the normal functioning of mobile communication systems and applications in the event of disasters are comprehensively considered.

Key words: security, mobile phones, mobile systems, applications, management, catastrophes

Defense or military sciences - half a century without an answer

Srđan Blagojević, Srđan Starčević and Mihailo Zogović

Despite the fact that different problems in the modern world are solved by implementation of science and scientific methods, and although it is obvious that modern armed forces use scientific knowledge not only for the development of military equipment, but also in the planning and conduct of their operations, military sciences are not recognized in the Serbian system of sciences. Therefore, during accreditation of study programs and the Military Academy, that is, the University of Defense (founded in 2011), there was the merger of military sciences with the already established scientific field of management and business, which was classified into the social-humanistic educational-scientific field whereas military scientific theory was classified into the narrow scientific field management in defense. Management in defense has further incorporated all primary military disciplines (tactics, operational warfare, strategy, command and control and defense logistics), while the harmonization of study programs has led to an increase in the number of subjects that have the term management in their name and the suppression of primary military or other, for an officer, important social subjects (e.g. philosophy, political system, constitutional law, sociology of warfare and the military, history of military tactics, rhetoric, international relations).

One of the reasons for this situation is too broad definition of these sciences as defense sciences. The paper reviews critically the previous attempts to integrate defense or military sciences into the Serbian scientific system, with particular reference to the problem of naming those sciences and defining their limits or lines of contact and encounter with other sciences. Resolving the set dilemma - defense or military sciences - in favor of the latter name, the authors emphasize the specifics of the important factors of military sciences (subjects, theory, languages and methods) and the need to include military sciences in the existing list of scientific, that is, professional fields in the social-humanistic educational-scientific field.

Key words: defense, warfare, defense sciences, military sciences, factors of military sciences
CBRN Service capability development in response to chemical weapons threats

Dejan R. Inđić, Miroslav R. Terzić and Ivica N. Andrić

The challenges, risks and threats to the security of the Republic of Serbia, at the present political and security moment, are complex. A weapon of mass destruction (nuclear, radiological, chemical and biological) poses the greatest threat since its use would have the greatest consequences. Out of all types of a weapon of mass destruction (WMD), the most common use so far has been chemical one. Chemical weapons can be used in the Republic of Serbia in many ways, but in the last few decades in the world it has been the most widely used for terrorist purposes. The Chemical, Biological, Radiological and Nuclear (CBRN) Service is the general service in the Serbian Armed Forces (SAF), which is responsible for responding to chemical weapons threats in combat operations and it develops capabilities for such tasks. By reducing the strength of the SAF, through reorganization and transformation from 2006 to the present, the CBRN Service has undergone a significant reduction in the structure of its managing bodies and units at that time. This especially refers to the chemical weapons threats response capability that is most likely to be used in the Republic of Serbia in comparison to other types of WMD. Therefore, the main question is, in what directions the CBRN Service capabilities should be developed so that it can respond to chemical weapons threats. The subject of this paper is the CBRN Service of the Serbian Armed Forces and the possible directions for its development of capabilities for response to chemical weapons threats. The paper will analyze possible ways of endangering the security of the state by chemical weapons, consider the role of the CBRN Service in the development of the capabilities of the Serbian Armed Forces and propose concrete solutions to further directions of the development of the CBRN Service capabilities to respond to chemical weapons threats.

Key words: CBRN Service, chemical weapons, operational capabilities, reconnaissance, decontamination, terrorism

Model of support to decision-making in the selection of the Serbian Armed Forces members for professional development

Milan Kovačević, Ranko Lojić and Bojan Kuzmanović

The most important resource of organizations is employees. Knowledge, capabilities, skills, personality traits, as well as the ability for learning and development of employees are the basis for achieving a competitive advantage. The success on senior management positions depends on the quality of the personality and the ability to develop and learn, while the current level of knowledge and skills is of less importance. The selection of a person for professional development is an important decision, which affects the quality of management personnel on high positions in the Serbian Armed Forces in the future and it has to be carried out carefully. An objective, clear and transparently conducted decision-making process also has a strong motivational effect on all participants in the selection. The importance of selection for professional development in the Serbian Armed Forces is also emphasized by the fact that its mem-

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bers are entrusted with sophisticated military equipment and modern weapons of great lethal power. The paper presents a model for solving decision-making problems in the field of human resources management – the selection of candidates for professional development by implementation of the method of analytic hierarchy process and using the Expert-Choice program.

Key words: selection, analytic hierarchy process, development, criteria, group decision-making, Expert-Choice

Andragogical support to the development of the competences of the Military Academy cadets in the field of physical education in order to achieve more effective grade point average

Marjan Marinković, Jasmina Milošević Stolić, Biljana Ivanova

This longitudinal study starts from the fact that the Physical Education segment is very important for the development of cadets, both physically and intellectually. The paper presents the results that indicate the connection of the Physical Education subject with the grade point average achieved during studies.

Key words: military education, physical education, studies of Military Academy cadets

Comparative analysis of anti-armor systems using the AHP method

Marko Radovanović, Aca Ranđelović and Aleksandar Milić

This paper presents and describes anti-armor systems in the operational use of some armed forces in the world and the Serbian Armed Forces with their tactical-technical and combat characteristics. Using multi-criteria decision-making and the AHP method, the obtained results have been analyzed and the conclusion reached on the degree of effectiveness of anti-armor systems, with the proposal of introducing certain equipment into the operational use in the Serbian Armed Forces in order to modernize and equip infantry units.

Key words: anti-armor system, multi-criteria decision-making, AHP method, anti-tank guided missile

Modern technology in the training of command staff for the conduct of defense operations

Aleksandar Milić, Aca Ranđelović, Saša M. Devetak

This paper presents models of the implementation of JANUS simulation software during the training of infantry and engineering command staff, as well as telecommunication service.

Key words: training, command staff, simulation software, JANUS, defense operation
The historical development of strategic management

Antonio Mak, Nenad V. Kovačević and Mitar Kovač

The paper analyzes the historical development of management and strategic management over three periods of time: (1) until 1880, (2) from 1880 to 1945, and (3) from 1945 to the present. The implementation of strategic management for the needs of the defense system is explained through the functioning of the PPBE concept in the defense system of the Republic of Serbia.

Key words: management, strategic management, PPBE system

The place of the Western Balkans in the agenda of Russia and Turkey in the context of hybrid threats

Nebojša Nikolić

The paper analyzes the broader context of Russia-Turkey relations in contemporary security conditions characterized by the presence of hybrid threats, with the aim of considering the place and importance of the Western Balkans region in the security agenda of these powers. The purpose of the analysis is to enhance the methodological approach for more objective perception of activities and intentions and, above all, the relative importance that the great powers attach to the Western Balkans region in the context of other areas and issues where their interests are at stake. Two major powers, Russia and Turkey, have been selected, as foreign factors that have been present in this region for a longer period of time with varying degrees of intensity. In order to pursue their own interests and make an impact, foreign factors undertake a number of different measures and activities that are often referred to as hybrid threats in modern defense and security analyses. Therefore, at the very beginning of this paper there is a brief overview of the hybrid warfare concept through evaluation of highlighted issues and responses of practical interest to strategic decision-makers.

Key words: Western Balkans, Serbia, hybrid threats, great powers, assessment methodology, perception of importance, Russia, Turkey

Development of the Serbian defense system under the conditions of hybrid threats

Radiša Saković, Dejan Stojković

The subject of the research in this paper is directed towards the prediction of the development of the capabilities elements of the defense system of the Republic of Serbia under the conditions of dynamic changes in the strategic environment, that is, under the conditions of constantly present hybrid threats to the security of the country. The subject of the research has been considered through three sections: the concept,
nature and character of hybrid threats; endangering the security of the Republic of Serbia by hybrid threats and the development of the capabilities of the defense system of the Republic of Serbia to counter hybrid threats. The aim of the research has been to determine the genesis of hybrid threats, to consider the way they affect the security of the country and to predict the directions of the development of the capabilities elements of the defense system of the Republic of Serbia to counter hybrid threats. The results of the research have showed that hybrid threats to the security of the Republic of Serbia have existed since ancient times and they do not represent a new phenomenon because throughout history the security of the country has been repeatedly threatened by hybrid threats. The aforementioned facts indicate the continuation of an unfavorable trend, which means that the security of the country will also be exposed to hybrid threats in the future, and that will require the development of specific capabilities of the defense system to protect the interests of the Republic of Serbia.

Key words: strategic environment, hybrid threats, security, capabilities, development, defense system

The concept of hybrid warfare

Nenad Cvetković, Mitar Kovač and Branko Joksimović

The paper analyzes the historical and practical aspect of the concept of hybrid warfare, and there is an attempt to find a certain definition of the term through the analysis of the existing theoretical considerations about hybrid warfare, which should determine the content, scope, character, responsible parties and purpose of this type of conflict.

Key words: warfare, conflict, hybrid warfare

Legal and economic aspects of competitiveness of organic production in the Republic of Serbia

Miroslav Čavlin, Petar Pejušković and Svetlana Ignjatijević

Despite significant natural potential and growing demand, organic food production in Serbia is still underdeveloped. The subject of the research in this paper is an integral analysis of the competitiveness of organic food production, that is, the definition of the legal framework and economic measures for improving the competitiveness of organic production in Serbia. The aim of the research is to consider from a legal and economic aspect the strategic position of the sector, that is, opportunities and obstacles, and to propose concrete measures for business improvement.

Key words: legal framework, economic measures, organic production, organic food, competitiveness
Evaluation of factors relevant to the level of participation in the market of organizations doing business in the Republic of Serbia

Nikola Ćurčić, Slavomir Miletić, Aleksandar Grubor and Zoran Simonović

The subject of the research in this paper is the business success of an organization related to the evaluation of factors relevant to the achievement of the desired market share, taking into account the fact that its scope of participation cannot be defined once and for all. The aim of the research is to evaluate the factors that are important for increasing the level of market share of organizations doing business in Serbia as a specially selected goal and to identify their importance for business success both within national and international borders. The research has been conducted on the basis of a specially designed questionnaire on a sample of 100 organizations doing business in Serbia. There were 96 returned and validly completed questionnaires that were considered when processing the data. The methods used in this research are hypothetico-deductive, analytic-deductive and comparative methods, historical and statistical-descriptive methods and methods of comparative statistics. The key research findings have confirmed that market share is significant for the success of the organizations selected in the sample. The most important factor relevant to the level of market share is the reputation so far, followed by the characteristics of the market, the size of the market, the length of appearance in the market and the presence of other organization (competition) in the market. The research findings also indicate the differences in the ratings of the importance of market share for business success in organizations of different size and different levels of business.

Key words: business success, organization, factors of market share

Competition protection policy as a factor of economic development of transition countries

Ivan Đekić, Vladimir Radivojević, Miloš Krstić

The system of protecting and enhancing effective competition in the market is an important economic policy instrument of every market-oriented economy. The effectiveness of such system, as well as its impact on economic activities, varies from country to country. The aim of this paper is to present the achieved results and to determine the impact of competition protection policy on economic development of transition countries. The research implements correlation and regression analysis. A measure of the effectiveness of competition protection policy is the group of market competition intensity indicators from the Global Competitiveness Reports of the World Economic Forum and Knoema, while the measure of economic development is represented by gross domestic product (GDP). The research findings indicate that there is a medium correlation between the results achieved by transition countries in the field of competition protection policy and their economic development. The result of the regression analysis indicates that the increase in the effectiveness of competition protection policy has a positive effect on GDP in transition countries.

Key words: competition protection policy, intensity of competition, economic development, transition countries
Forms and formalities of securities

Predrag Jovičević, Slobodan Andžić, Ana Koprivica

A limited overview of form institute and formalities of similar forms in contract law are only starting premises that can help us orient to the issue of form when it comes to securities. Namely, there can be no doubt about the strict formality of a unilateral declaration of will of the party seeking to commit itself as an issuer of securities.

There can be no confusion here about the fact that this is not a declaration of will of two parties, as in the case of a contract and that there is only the signature of the obliging party, the issuer, on the security as one of the essential elements of formality.

Key words: securities, form, markets

Challenges and scope of revenue audit

Bojan Savić, Ivan Milojević

Revenue is one of the flows of profitability, and therefore a key determinant of the entity success. Due to its importance, revenue is a necessary position to be audited by an authorized auditor. The complexity of the implementation of the International Financial Reporting Standard 15 - Revenue from contracts with customers, as well as other IFRSs that address recognition, measurement and disclosure of revenue, the current changes to International Standards on Auditing, together with a high degree of risk of revenue manipulation, make the audit of this position a very delicate issue. The aim of the paper is to highlight the key challenges faced by an auditor in conducting revenue audit, as well as the specific procedures that are carried out in such case.

Key words: revenue, International Standards on Auditing, International Financial Reporting Standards

Employee corporate affiliation: the formula of organization success

Svetlana Vukotić, Miodrag Brzaković, Vuk Mirčetić

This paper analyzes the role and importance of corporate affiliation of employees in the business and achievement of the organization's success. Corporate affiliation consists of the following factors: teamwork, knowledge transfer, balanced communication and corporate culture. In addition to the above-mentioned factors that determine corporate affiliation, more elements could be analyzed in this domain including employee motivation, career management and leadership. We have considered the aforementioned factors supported by a thorough literature review and the results of this analysis indicate the undoubted importance of employee corporate affiliation and the impact on better overall performance. All of these contribute to building the organization's comparative advantages.

Key words: corporate affiliation, team concept, knowledge transfer, balanced communication, corporate culture, organization success
The impact of national culture on the process of managing organizational changes

Đurđijana Ilić, Marko Andrejić, Milojko Janošević, Sladana Ilić

Research has found that the national culture in Serbia is characterized by a high distance of power, high avoidance of uncertainty, a high degree of collectivism and dominant female values (gender role distribution). These characteristics are in contrast to the characteristics of the national culture of the Western countries, which represent the ideal that Serbia strives for on its path to the EU. The introduction of new values into national culture and management of changes in the organizational cultures of companies in Serbia can lead to contradictory guidelines in organizational and individual management of organizational changes and greater resistance to changes. The interest in the impact of national culture and intercultural management has increased rapidly with an intensification of globalization. The results of this research are of great interest to multinational companies that face the dilemma on a daily basis: how to adapt to local cultures and thus increase the effectiveness of management practice in local units while maintaining a unified management system and strong corporate culture. The knowledge of the impact of national culture on organizational changes is important because of the effective and efficient implementation of well-known knowledge, experience and lessons in implementing changes that suit us, but also in successfully resisting the "external imposition" of changes that are not in our national interest. When making decisions about changes in national culture and major organizational changes, the key vectors of time should be followed, and not transient holders of particular social roles.

Key words: national culture, national interests, organization, organizational changes, management of organizational changes

Implementation of reporting automation in business systems analysis - web platform as a tool for start-ups

Nikola Pavlović, Velimir Dedić, Marko Ranković, Milena Ilić

In start-up companies that have started with very few resources ("from scratch"), there is often not enough start-up capital to obtain all necessary resources and secure a good start-up position in the market. Therefore, start-up consulting companies, with the necessary knowledge they have, can provide a competitive advantage by simply automating consulting services using this or a similar platform.

This gives them a powerful tool in their field of work at a relatively affordable price depending on the experience of the team and its members. Since young people are increasingly involved in the field of information technology no matter what business they do, and that studying programming is increasingly available on the Internet, start-up companies can leverage employee skills with minimal investment in order to create a platform.

Key words: automation, reporting, start-up, web platform
Contribution to improving the selection, creation and development of managers in large companies

Dragana M. Đergović, Lazo M. Kukobat, Marko D. Andrejić

By implementing a methodological approach - accurate job analysis, an adequate selection and development procedure for personnel, as well as permanent evaluation of the achieved results of the implementation of selection methods and educational programs, the potential problems of creating an inadequate management structure are significantly reduced, and the preconditions for the success of the human resources management process are created. There are numerous ways, organizational forms, methods, techniques and programs for creating, developing and professional training of personnel for managerial positions. Their effectiveness is different - it is reflected in the career advancement of managers and the improvement of the quality of business of a company. A series of questions related to the process of managing the professional development of the existing and potential executives of large companies, seeks answers, and some of them are analyzed in this paper.

Key words: management requirements, managerial competencies, selection, education, human resources development, large companies

Revision of standards for accreditation of higher education institutions

Dragan Turanjanin, Marija Marčetić

The reforms of higher education and the changes that have been implemented in the last ten years have imposed and brought several novelties that have set and presented the higher education system in a different way from the one that was known to us before. The demands placed on higher education by the Bologna declaration and our efforts to comply with it have opened up a number of new issues that were not known or existed in higher education until then. In this paper, we meet the efforts to improve the quality in our higher education. After a detailed review of the basic standards, changes have been proposed to improve the system quality. The proposed amendments primarily refer to the relevant standards for accreditation of higher education institutions.

Key words: higher education standards, Bologna declaration, accreditation

Terrorism as a form of political violence

Svetislav Lutovac, Nikoleta Lutovac

Considering the period during the last decades of the last century, it can be easily noticed that, to this day, terrorism has, in its very complex form, brought about the most dramatic experiences after the Second World War.
In the last decades of the 20th century and the beginning of the 21st century, terrorism, especially international terrorism, has become a threat not only to the territorial integrity of sovereign nations and states, but also to peace, freedom and development of all humanity. Contemporary terrorism is in constant expansion, which is primarily manifested in the qualitative domain.

Owing to the constants that drive it, it renews itself cyclically, each time being more perfect and efficient with additional elements of surprise.

Key words: terrorism, international terrorism, expansion, cyclic renewal

Battle and poetics

Milun Lutovac

Two historical events: the battle between the Kingdom of Montenegro and the Austro-Hungarian Monarchy in early January 1916, and subsequently, the Austrian occupation of Montenegro (1916-1918) are the inspiring source and thematic preoccupation of the novel "Nevidbog" (1933) by Risto Ratković; "Dukljanska zemlja" (1939) by Dušan Đurović; "Montenegro" (1958) by Milovan Đilas; "Ratna sreća" (1973) by Mihailo Lalić; "Mojkovačka bitka" (1968) by Ćamil Sijarić; "Pod Skadrom" (1979) by Ćedo Vuković and "Razvršje" by Milo Bošković (unfinished novel).

In addition to the same material and subject matter, the novels of the Mojkovac literary circle are linked by the intense presence of the psychosis of uncertainty and fear, which, in a typical Montenegrin way, coexists with the determination of the people to resist the aggressor, regardless of price. Due to the interweaving of their elements and structures, the recipient perceives them as one Romanesque entity, created over thirty-five years. Not only because of the use of the same material, but also because of the intertextuality of the narrative structures and elements, these novels form a narrative cycle which can be named the Mojkovac literary circle.

Key words: Risto Ratković, Dušan Đurović, Milovan Đilas, Ćamil Sijarić, Montenegro, Battle of Mojkovac, Mojkovac literary circle, intertextuality