



INTERNATIONAL BALKAN UNIVERSITY

Faculty of Economics and Administrative Sciences
Faculty of Communications
Faculty of Humanities and Social Sciences

September 29-30, 2016
Hotel New Star, Skopje , Macedonia

IBUISC'16


INTERNATIONAL STUDENT CONGRESS

Faculty of Economics and Administrative Sciences
Faculty of Communications
Faculty of Humanities and Social Sciences

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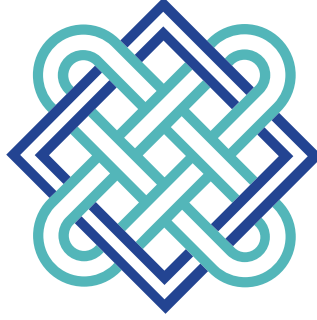
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September 29–30, 2016 Skopje, Macedonia

General coordinator:

Prof. Dr. İsmail Kocayusufoğlu – Rector

Faculty coordinators:

Assoc. Prof. Dr. Snezana Bilic

Asst. Prof. Dr. Shener Bilalli

Prof. Dr. Emilija Stoimenova – Canevska

Scientific committee:

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Assoc. Prof. Dr. Bejtula Demiri

Assoc. Prof. Dr. Kire Sharlamanov

Assoc. Prof. Dr. Fehmi Agca

Asst. Radmila Zivanovic



Dear Students,

International Balkan University (IBU), established in 2006, is a foundation university. Our University is located in Skopje with its enriched traditions as well as with advantages from geographical location, diversity of culture, background and re-

ligion, and it is a truly international university with students of multifaceted culture and variety.

Attached to the principle of “quality in education” coupled with sound background of academic development, IBU is focused on promoting the contemporary status of education and hence, plans to move to the new campus facilities most probably in the next semester.

As the beacon of the importance we attach to the quality of education for the leaders of future and carrying the banner of internationalism by functioning under Erasmus and Mevlana Exchange Programs, we here welcome the students from various countries in connection with numerous symposiums and congresses. We, thus, believe that such academic and friendly interactions will further encourage the learning quality. We have so far welcomed and educated considerable number of foreign students through Erasmus and Mevlana Programs, believing that such events surely serve equal benefits for all those involved.

To give a striking example, two from the above mentioned congresses were organized in the last two year by the Faculty of Economics and Administrative Sciences, with selfless efforts of our foreign students from a variety of countries. This year the congress is organized by three faculties, including: Faculty of Economics and Administrative Sciences, Faculty of Communications and Faculty of Humanities and Social Sciences. What is more fascinating is that this year we have over 50 participants from 23 different countries and we are preparing this congress with even bigger enthusiasm under the spirit of cooperation.

Taking this opportunity, I should underline that we are pleased to welcome you all as our students who are tomorrow’s leaders from different countries and universities to participate in the Congress. I wish you success and fun at the same time.

Best Regards,

Prof. Dr. İsmail Kocayusufoğlu
Rector of International Balkan University

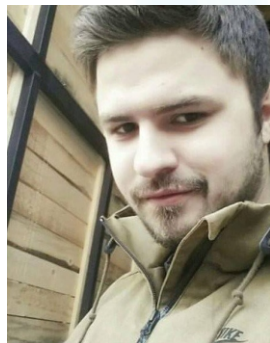
Organizational team



Dukica Pavlovikj

Faculty of Economics and Administrative Sciences
President of IBUISC'16 Organizational Team

Dukica Pavlovikj was chosen as a President for this year's congress because of her devoted skills as a leader. Her contribution for the congress includes her ability to coordinate and communicate with a team of 11 ambitious and hard-working students, her experience in the previous student conferences in 2014 and 2015 organized by International Balkan University, and also her characteristics such as: friendliness, reliability, responsibility, hard work and total dedication to fully-organizing the congress. She graduated at the Faculty of Economics, and also she is a member of the IBU family as a volunteer in the International Relations Office.



Dogan Tahir

Faculty of Humanities and Social Sciences
Vice-president of IBUISC'16 Organizational Team

Dogan Tahir was appointed as a vice-president because of the variety of skills he possesses. Not only that he was the greatest problem-solver, but he also had the opportunity to make important decisions for the congress in the absence of the president. He worked together with the president during the preparations and made a great contribution for IBUISC'16 to become more valuable. He maintained constant communication with the team, academic staff and our appreciated participants during the whole process of organizing the congress, until the very end.

Organizational team



Adela Shabovic

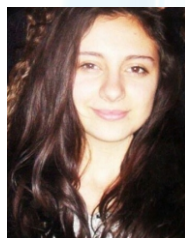
Faculty of Economics and Social Sciences – Administrative Assistant

Adela's dedication to the congress was one of the most appreciated characteristics that contributed to IBUISC'16. As a graduate of the Faculty of Economics and Administrative Sciences, she maintained to put her theoretical knowledge into practice, and widen her experience with organizing such events. She is a hard-working, responsible and a very valuable member of our team.

Nefise Shaban

Faculty of Humanities and Social Sciences – Foreign Relations Officer

Nefise's main responsibility was to contact the foreign students that are participating at this year's congress, as well as maintaining close contact with the students and helping them with everything they need for a better experience at the congress. As a student of the Psychology department, her positive energy and reliability made the congress preparations much more smoothly.



Berkan Asanovski

Faculty of Communications – Domestic Relations Officer

Coming from the Public Relations department, Berkan was responsible for the communication with the domestic universities and students. His main role was to be in constant communication with the president of the congress, and to maintain a close relationship with the domestic students.



Igor Pejkovski

Faculty of Communications – PR Agent

Igor is also coming from the Public Relations department. He used his experience and special PR skills to maintain close contact with the media outlets of Macedonia, and he was also in close contact with the organizing committee of the congress in order for everything to go as planned.



Organizational Managers



Teodora Kostova



Kaltrina Maksuti



Merve Shemova



Irma Mushovic



Belma Rahic

This year's secondary team comprises of five ladies who are responsible for managing the congress. You will see these ladies everywhere around the congress, and these ladies have the biggest responsibility: to manage the whole congress, so that it will run as smooth as possible.



INTERNATIONAL STUDENT CONGRESS

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AGENDA

3rd INTERNATIONAL STUDENT CONGRESS 2016

“Contemporary Leadership – challenges and opportunities”

September 29–30, 2016

Hotel New Star, Skopje , Macedonia

28 September 2016 (Wednesday)	
All day	Arrivals of participants and accommodation in Hotel “New Star”
29 September 2016 (Thursday)	
09:00 – 10:00	Registration
10:00 – 10:30	Welcome Speeches <ul style="list-style-type: none"> - Prof. Dr. Ismail Kocayusufoglu, Rector of International Balkan University - H. E. Ömür Şölendil, Ambassador of Republic of Turkey in Republic of Macedonia
10:30 – 11:30	Keynote Speaker - Furkan Cako
11:30 – 11:45	Coffee Break and Media Press
11:45 – 13:30	Session I. – Leadership Psychology Moderator: Prof. Dr. Emilija Stoimenova - Canevska
13:30 – 13:45	Coffee Break
13:45 – 15:30	Session II. – Leadership and Public Relations Moderator: Asst. Prof. Dr. Shener Bilali
15:30 – 16:30	Lunch Break
16:30 – 18:00	Session III. – Leadership – Born or Taught? Moderator: Asst. Radmila Zivanovic
20:00	Gala Dinner
30 September 2016 (Friday)	
09:00 – 10:45	Session IV. – Political and Religious Leadership Moderator: Assoc. Prof. Dr. Bejtula Demiri
10:45 – 11:00	Coffee Break
11:00 – 12:30	Leadership in Management and Business Moderator: Assoc. Prof. Dr. Snezana Bilic
12:30–12:45	Coffee Break
12:45–14:15	Session VI. – Leadership in the Global Economy Moderator: Assoc. Prof. Dr. Violeta Madzova
14:30 – 15:00	Conclusions and Closing of the Congress by Faculty Coordinators <ul style="list-style-type: none"> - Asst. Prof. Dr. Shener Bilali, Vice-rector - Assoc. Prof. Dr. Snezana Bilic, Dean of Faculty of Economics and Administrative Sciences - Prof. Dr. Emilija Stoimenova-Canevska, Dean of Faculty of Humanities and Social Sciences
15:00 – 15:15	Awarding of Certificates for Participation
16:00	Free time/ Sightseeing tour in Skopje
01 October 2016 (Saturday)	
08:00	Excursion
02 October 2016 (Sunday)	
All day	Departures of participants

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Airports

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Can Leadership Be Taught?

Aaron Korboi

Stella Maris Polytechnic / Department of Agriculture
Liberia

I wish to submit my abstract entitled "[Can Leadership Be Taught?]" for your consideration.

My take on leadership is that it can be taught, but then it depends on the person how they develop their skills. It's just like in normal life - some people are naturally gifted in certain traits than another and thus become better leaders while others need to work hard at it.

Unfortunately, I don't trust political leaders. Because 90% of them have only one objective in their mind...get rich soon.

Teaching leadership candidates how to create and articulate their own future vision will help them when it comes time to actually execute plans to get there.

It's often said that it takes a certain type of person to be a great leader. But people with leadership potential don't simply become leaders overnight. It's up to existing leaders to train the next generation, showing them how to guide a group of people toward a specific vision or goal.

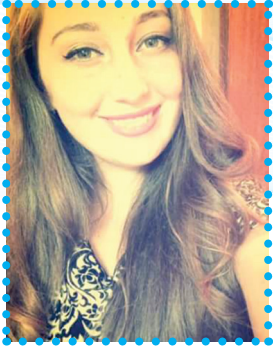
Before you start teaching and enhancing the skills of a leader, you have to start with the right person, the person should have a track record of success and have already exhibited leadership traits. Not everything they'll be doing as a leader is necessarily something they've done before

People who are self-confident, assertive, social, and bold may indeed be predisposed to lead, but those who are more quiet, introspective and thoughtful can be taught to lead - along with anyone else who is willing and capable of learning.

Leadership is an executive club, and it shouldn't be taken for granted

Thank you for your consideration of this abstract.

Sincerely,



Female versus Male Leaders – a challenge of Contemporarity.

Adea Hasi

ISPE College, European Integrated Studies & Political Sciences
Kosovo

Today, fortunately we can see that women are becoming every day and more active in political life and also in all spheres of leadership.

For quite a long time men have been considered as the leaders in nearly all spheres , because they were always seen more appropriate than women.

Historically, women have dealt with all kind of difficulties and now they continue to deal but with the difficulties of modern society, in which they are fighting with all the power they have to rise.

Now, I guess women have understood the power they have and also the potential they keep so they can face everything. They can be thousands times better than a man, thousand times more intelligent , they can perform better and can be more organized, and women take seriously every competition.

Woman's leadership can be really efficient, taking the nearest example my town Gjakova , where a woman leads and compared to the men leaders that have been before she can be considered a very successful leader. We support her and she probably will win another four years.

In my research paper I will illustrate with examples and I will compare different male and female leaders and will give the conclusion about who deserves to be called a better leader.

Women have been discriminated for centuries and in quite many places they still are, so that's the reason we haven't seen female leaders as much as we see male ones.

But, woman have just started to dominate so their leadership will be unstoppable very soon.

They will gain the position they deserve in all fields of society, woman have created the society and they will be the ones who will lead.

Keywords: female leader, male leader, modern society, difficulties, domination, potential, successful, discrimination, competition.



The role of political leadership in Balkan countries

Adelaid Karishik

International Balkan University, Faculty of Economics
and Administrative Sciences

Macedonia

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The role and quality of political leadership is very important for fragile states like Balkan countries that emerges from conflict and must go through transition phase to the path of sustainable development. Ideally, political leadership should articulate the collective vision of the people for the future of the country and thus lay the foundation for the strong states that underpins stability and shared aspirations. It should also be capable of aligning the population and the country's resources behind that vision. But vision without concrete actions and visible results will quickly lead to disappointments and the vision itself could eventually atrophy. Thus political leadership must also be able to design and implement programmes and policies that make a difference to the lives of the citizens. The paper will describe some of the challenges facing the political leadership in Balkan countries, and how it attempts to meet those challenges. Focusing the period after the transition phase, the paper will examine how these challenges have affected the provision of public services and simultaneously the process of maintaining or rebuilding trust by the people. In the presentation of the paper we will discuss the challenges that political leaders faces after the period of transition to the path of sustainable development, problem solving, economic development and keeping the peace on Balkan.



Personality, Multiple Intelligence, Emotion and Motivation

Ahmad Kadry

Faculty of Ohalo, Department of physical education
Israel

Leadership, A process that affects a certain person intentionally to another person or group to teach, to guide, direct, and act for achieving group or organization. Leadership is worldwide phenomenon and based more on interpersonal skills and perceptual. It also related to personal characteristics of the leader, the first thing that leader can have is different vision from the others, it means that he can see things from another spot. Another important characteristic leadership is "charisma" it means to get people to go in and to believe in leader. Crizmtiim leaders considered as those who have special properties and cause people to act according to their instructions (self-confidence, ability rhetorical charm, a dominant personality).

The mental side and level of intelligence for leadership is very important to keep things in the right path and to control it. Intelligent leader who take advantage of any problem and makes it opportunity to achieve plans. To deal with problems that can happen in the crew and solve it, (Power to charge, the power to punish, the power demand execution, the power of professional knowledge).

Beside all that leadership is not, an easy task that anyone can do it, because any careless decision backs to huge responsibility. The ability to make the right decision distinguishes between success and failure. Therefore, we cannot interfere our emotions and feelings and let them influence our decisions.

Finally, any leadership in the world does not matter if it on local level or global level or any small or big project it needs motivation and without it all the plans will be effected to the worse definitely. Motivation have many faces like human skills (Motivation, guidance, communication with people, personal example...) or materialism such as (money). If we gave to our teammates, workers, or employees the required motivation with correct management then we can success and call our leadership, "successful leadership".



Personality, Multiple Intelligence, Emotion and Motivation

Aiman Temishpayeva

Almaty Management University, High School of
Finance and Management
Kazakhstan

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A good leader is someone who thinks “outside of the box”, who is different from regular people, for whom you want to follow and to listen. That is why; the purpose of this research is to identify importance of such quality for a good leader as – critical thinking. Theoretical basis of research based on the works of Edward de Bono’s “6 Thinking Hats” and Howard Gardner’s “Five Minds for the Future”. Due to which the explanation, analysis and further recommendations have done. In the work, a big attention paid for the ability of looking on the problem from different perspectives for a leader and importance in having and development of such minds as: Sense of Discipline, Synthesizing Mind, Creating Mind, Respectful Mind, and Ethical Mind. Moreover, the ability of controlling emotions and a fine line between acceptable and nonacceptable, examined in the paper. Through showing critical thinking as a key point in formation of the leader, this research highlights the importance of multiple intelligence and controlling of emotions for a leader.



Crisis of non-governmental leadership? The analysis of the causes of volunteers resigning and NGO leaders' misconceptions

Aleksandra Belina

Warsaw University, Faculty of Pedagogy
Poland

Voluntary work is mainly described as a vital contribution to active civil society, community engagement and – broadly defined – democracy. However, the abundant literature on non-governmental organizations has paid limited attention to inconsistency of volunteerism' leadership and management provided by non-profit sector. The paper reviews recent studies about volunteerism in NGOs as well as provides commentary on them, based on the author's research. Semi-structured interviewing covered the total of 18 respondents. The research aimed at showing both the perspective of volunteers and coordinators managing voluntary work in non-profit organizations, describing inside reality of 10 non-governmental organizations. Conducted research examined Third Sector as a field of youth and adult activism, empowerment and leadership, where coordinators play the role of intercultural, political, educational leaders. The study shows how did they use their position in contact with (former) volunteers. Struggle, confusion or a wide range of attitudes and expectations of volunteers and coordinators indicates that philanthropy represents an incoherent continuum that encompasses a centuries-old natural expression of emotion and solidarity as well as over-developed bureaucratic systems immersed in business logic and a results-oriented approach. The results of 18 semi-structured interviews show that most of selected non-profit organizations in Warsaw struggle with a plethora of problems and obstacles related to proper leadership, especially in terms of volunteers management. The research is exposing common belief of an increasing importance and nearly unequivocally positive impact of volunteerism on society which is willingly accepted and disseminated by both theoreticians and practitioners of Third Sector. Results show the potential crisis of non-governmental leaderships related in particular to (mutual) understanding of needs, communication skills, conflict resolution and motivation.



Leaders of Today versus Leaders of Tomorrow – Comparison of Examples from the Leaders from the Past with the Leaders of the Future

Alexandra Molchanova

University of Tyumen, Institute of State and Law
Russia

Society has leaders since time immemorial. There have always been people, different from others, having enigmatic powers and sort of an inner flame, burning bright enough to steer either small groups of people or the whole states. This is surely why a numerous cohort of the renowned scientists starting from ancient Plato (e.g. “philosopher kings” in his “Republic”) and Aristotle (“Politics”), medieval Augustine (“The City of God”) and Thomas Aquinas (“Summa Theologica”), the Renaissance and New Age philosophers like Thomasso Campanella (“The City of the Sun”), Niccolo Machiavelli (“Prince”), Thomas Hobbes (“Leviathan”), John Locke (“Two Treatises of Government”) to the modern researchers like Frederic Winslow Taylor, Henry Fayol and Peter Drucker described their stances on what the leader should be like, what qualities distinguish the real leaders from other people, what skills are essential for the leadership ability.

Generally, in the past leader was mostly a person, who influenced people in order to achieve his or her own goals (K.Hudson “Contemporary leadership styles”). It was a manager, who gave instructions and controlled the tacit performers. The submission to such leaders was almost ultimate. In this respect, such images as of Lenin, Stalin, Hitler came to mind.

However, today the leader is one who motivates people to achievements, being in constant interaction with them, aimed at the group cohesion to achieve an overall goal (K.Hudson “Contemporary leadership styles”). It's obvious that in the future VUCA world, the leader needs to be not only charismatic but also passionate about the ideas, able to motivate and inspire people, providing them with a leeway for initiative. In such productive environment the majority of the team would appear to be not just the silent performers, but enthusiastic partners (Dr. Dan Eller “Developing Public Relations Leadership: building success through the process of collaboration”). As an example of great modern leaders I can name Lee Kuan Yew, who was able to transform Singapore into one of the richest countries in the world.



The development of entrepreneurial competencies as a basis for leadership teaching

Anna Tatarnikova

Vyatka State University, Faculty of Management and Service
Russia

The possibility and actuality of teaching leadership skills among young people has the highest priority in the current economic conditions. So, the leader is someone who leads behind him, manages a common cause, takes responsibility and risk.

It should be noted that some of these characteristics are found in the definition of the entrepreneur. The entrepreneurship is an initiative activities carried out at your own risk, aimed at continuous improvement of the process of satisfaction the existing and created needs of consumers, allowing a systematic profit from the use. It is differ from the definition of leadership only by aspiration to profit. Thus, not every leader is an entrepreneur, but every entrepreneur is a leader.

If we consider entrepreneurship as a specific aggregate of competencies and skills, the entrepreneurship and leadership can be taught in different educational institutions. At the present time the higher education institutions in the Russian Federation, as in many other countries around the world, introducing competence approach to education. It consists in formation of a specific list of common cultural and professional competencies of the student. However, a group of entrepreneurial competencies are allocated in some federal educational standards. For example, the results of "Management" development of education in the direction of the program, the graduate should possess the following competencies:

- the ability to find and evaluate the new market opportunities and formulate a business idea;
- the ability to develop business plans for the creation and development of new organizations (activities, products);
- the ability to evaluate the economic and social conditions for entrepreneurial activity.

It is expected that the graduate trained according to this standards the educational institution will have the necessary competence in entrepreneurial activity.

The ability to handle tasks, to apply creative approach to solving problems and take responsibility for the implementation this decision depends of the number of human entrepreneurial competencies. The development of entrepreneurial competencies is closely linked with the formation of leadership type of thinking. Thus, leadership training is possible.



Religious Impact on Leadership in Contemporary Societies

Anastasiya Polishchuk

Taras Shevchenko National University of Kyiv, Institute of International Relations
Ukraine

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The subject of leadership has attracted a significant amount of attention in recent years insofar as proper leadership structure and development appear to constitute the fundamental prerequisite for organizational success. Given that leadership as social phenomenon interconnects with individual and societal cultural and spiritual peculiarities, this research paper attempts to examine the influence imposed by religion and religiosity both of leaders and their followers on leadership practices in the modern world. The study of the indicated problem is conducted through the prism of a leadership style thus enabling to carry out a comparative analysis of implications for leadership practices brought by each of major world religions. This paper also focuses the religious effect of organizational surroundings on selection of a leadership style, the steadiness of the latter and relationship between personal and collective religious affiliation. Due regard has been paid to the globalized environment of the modern world as well as to possible distortions of religious values and principles in order to provide a thorough understanding of religion's place in leadership practices. Among the research findings, we observe that religion influences contemporary forms of leadership through its educational, disciplinary and legitimizing functions mostly as a component of cultural environment. Religiosity both of leaders and their followers may affect leadership habitudes, though the modern world sees attempts to avoid religiousness being directly related to organizational structure and functioning.



Leadership: Thinking Big for Gaining an Edge in Competition

Aneta Naumoska

Ss. Cyril and Methodius University
Macedonia

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A single idea is the starting point for all businesses, but its imminent success or failure is determined by the leader. Furthermore, risks and downfalls are inherent in any business enterprise, but it is the way they are handled that creates a divide between the idea's success or failure. This presentation will pose important questions regarding the preparatory phase when turning an idea into reality, the challenges throughout the whole creative process, and how to gain an edge in the competitive market of today in order to be known as a leader as well as forerunner in a new market niche. As a practical example, I will discuss my personal experience when creating the first business dictionary (Macedonian-English, and vice versa) as a mobile app, which was released on both iOS and Android platforms in June 2016. A combination of starting small and thinking big has proven to be a successful recipe in the business world, and my strategy as a leader was therefore listening to customers' needs and offering a product that will bridge their needs and realistic outcomes, yet at the same time demonstrating uniqueness. Identifying gaps in the market is merely the first step, followed by different stages of growth and evolving. Being a Professor of English Language at a University level, not directly participating in the world of business, yet teaching Business English to students, I have come across several significant connections between business and teaching. Therefore, this presentation will put in context the driving force of people from professions seemingly distant from the business world to become leaders.



Female versus Male leaders – a challenge of Contemporary

Ariana Shala

University of Prishtina "Hasan Prishtina", Philosophical Faculty
Kosovo

When it comes to leading, through history, men and women did not have the same opportunities. While women were occupied with keeping the family together, men were occupied with leading business, politics and organizations. In the United States women were allowed to vote only in 1920, before that they did not have same rights with men in their country. In Europe, women experienced the same treatment as in the United States. Switzerland females were allowed to vote only in 1971. This explains that until then men and women were not equal at all. "For instance, in France married women did not receive the right to work without their husbands' permission until 1965." All these facts tell us a lot about male and female position through years in different countries. Keeping females isolated from politics and organizations did not make them less powerful. It only made them more determined about what they really want. After their struggle in leadership, we have examples of successful leadership females. One of them is Margaret Thatcher the Prime Minister of the United Kingdom from 1979 to 1990, the woman that served the longest in the United Kingdom in 20th century. Indira Gandhi the only female Prime Minister of India who was the second Prime Minister to serve the longest in India. Angela Merkel the chancellor of Germany since 2005. Hillary Clinton, the nominee for the President of the United States. These successful females, show us that females can be as productive and powerful as men in leadership. Today, both men and women have equal rights to express their talent in leading. If many countries have men as leaders in politics, organizations, economy or other fields it is not because they are more able or successful than females, this should not be gender conflict. If they are successful, it is because they are successful individuals. Their gender should not be the reason that people choose them as their leaders.



Leadership Management – Team Building, Gender Differences, Cultural Diversity and Ethics

Ayberk Dündar

Maltepe University , Faculty Of Engineering And Natural Sciences
Turkey

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This project involves how a leader may manage their staff in daily life and /or in different situations. The goal is to explain how leaders focus on different branches of work elements while managing a department. This has been done by researching workplaces and situations which happens in those fields. This research shows the importance of many factors which I eliminated in three separate headline: Team Building, Gender Differences, Cultural Diversity and Ethics.

In the first section I focus on team building which includes; differences between team effectiveness and individual effectiveness, team and team building definitions, factors that have influence

Next section is about Gender differences in workspace. I will elaborate bullying, copying mechanisms, genetical, biological, structural, social psychological properties.

Furthermore, I added research material which focus on solutions and importance of issues that concern ethics. It is divided in three subject; Reasoning through ethical issues, resolution of ethical issues in the workplace, the importance of human resource department.

Contribution of cultural diversity, recognition of diversity, communication between cultures is important to handle the topic of cultural diversity in the workplace.



Leadership Role In Modelling And Strengthening The Organizational Culture

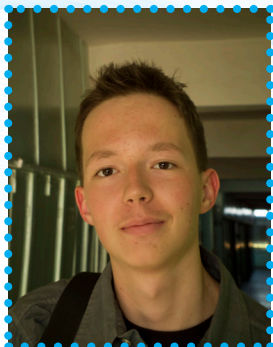
Besnik Avdiaj

Student of Bachelor studies in the University of Prishtina
Kosovo

In the era of contemporarity, as a result of globalization, countries and companies are facing changes and innovations of all kinds. Economic systems of many countries, both at the macroeconomic and microeconomic levels, are constantly on the move, with the aim to be in step with the latest scientific and technical developments. Recently, we can note that in many countries applying capitalism as an economic and development model, the business organizations are paying a growing importance to the human factor and the effective and efficient management of human potential.

In this way, recently has begun an interesting phenomenon, which has also become part of different treatments, even scientific ones. It is about organizational culture, as a process of creating shared values, through which employees of an organization are identified and that they regularly cultivate by conducting business activities. But what is very important for our consideration has to do with modeling or designing this culture and strengthening its elements from the management, which in our case should have strong leadership attributes.

Through this study paper, I made an effort to put the emphasis on the role of leadership in shaping and strengthening the organizational culture by treating the creation of the latter, its levels, how evolves by absorbing changes coming from dynamic environment, then the changes in the role leadership, the reactions of leaders at critical moments and organizational crises, the allocation of resources, rewards and status, modeling, training, recruitment, selection, promotion and excommunication. There are also other element resulting into a steady leadership to achieve the creation of an organizational culture, which motivates employees to merge their personalities one with it.



Leadership In The Global Economy: The Role Of Education In Achieving Worldwide Economic Dominance

Daniil Kashkarov

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The paper examines the role of national education in achieving leading positions in global economic relations. To prove an exclusive importance of education, both theoretical and econometrical approaches are used. Theoretical part uses stock of knowledge accumulated by Gary Becker, Jacob Mincer and other outstanding scientists in the sphere related to human capital. In this context, education is treated as one of the basic and inherent parts of human capital, which moves economy forward on domestic and global levels. Econometric part tries to establish relationship between global economic leadership and national education by the means of quantitative measurement and analysis. To assess the importance of education for international economic dominance, two logistic regressions are launched by the author. The membership in Group of Twenty or G20 is used in both models as a dependent categorical variable and indicates the fact of economic leadership on the worldwide level. The first logistic model examines the overall influence of human capital on the probability that country can become international economic leader. The Human Development Index or HDI is used as a numerical expression of human capital level in the societies included into a data set. Together with HDI, traditional explanatory variables such as amount of labor force, gross capital formation, etc., are used in the first model. The second model takes a closer look at the composite Human Development Index and studies its individual components: life expectancy index, education index and GNI index. Both models indicate that HDI and individual education index have statistically significant influence on the probability of becoming worldwide economic leader and confirm the relationship established in theoretical part. Data for analysis was taken from the official data sources of International Monetary Fund, United Nations Development Programme and World Bank.



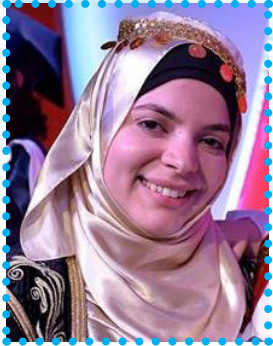
The Construction Of A Political Myth About Putin Via The Mass Media, Based On Archetypes Of Social Life And The Peculiarities Of The Russian Mentality

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The article analyzes the political myth functions and archetypes of social life and the peculiarities of the Russian mentality. The construction of the political myth about V. Putin as a strong leader (alpha male) is analyzed with examples of news and information campaigns in the mass media. The article explains the relationship between the features of the Russian mentality and Putin's images, which the mass media forms. Understanding of this context explains the choice of Putin specific images for lighting in the mass media and the reasons why the construction of the myth about him is possible and effective.



Leadership and Public Relations – Public Speaking, Media, Public Campaigns, Styles and Approaches

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Leadership is an important skill especially in public relations. Although it is more related to communication management we can assume that a successful P.R has its roots deeply connected to leadership skills.

Which is the connection between leadership and public relations? What role does leadership play in nowadays media?

I will try to answer to these questions and to focus more on some styles and approaches referred to an effective leadership through giving examples; advices and recommendations from my experience as P.R in a newspaper and in an NGO in an attempt to give a modest theoretical and practical contribution.



Leadership - Personality, Multiple Intelligence, Emotions and Motivation

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Leadership is a broad term, nowadays it includes more than just being a boss or someone who gets to make the decisions, today being a leader means combining all your values, your personality with your emotional intelligence and motivation. This study explores the impact of personality, intelligence, motivation and emotional intelligence on the perceived effectiveness of leaders, in this study, I investigate the connections between personality and leadership in order to clarify the leadership effectiveness. It is emphasized that the effect of personality is not always positive, but there is both a dark and a bright side to personality.

I have studied and analyzed the "Theory of Multiple Intelligences" (MI), and its connection with leadership. This paper shows that moods and emotions (feelings) play a crucial role in the leadership process. More specifically, it is shown that emotional intelligence (EI), the ability to understand and manage your own emotions, and the emotions of the people around you, it contributes or have an impact on leadership. Then, I have analyzed how emotional intelligence impacts or contributes to effective leadership by focusing on the five important and essential elements of leadership effectiveness.

and it is shown that motivation in leadership is the ability to raise and inspire people around you to achieve or perform at their bests, is the ability or power to motivate yourself to do your best, and this leads you into a motivational leader, both are needed for maximum performance, they are like the flip sides of the same coin.

In this study have been used the methods of analysis, interviews and monitorings have been made, just to show the results that leadership today means the integration of different abilities and values, that leadership is changing and it doesn't have to do anymore just with the "IQ" but much more things are playing key parts on leadership.



Religious Impact on Leadership in Contemporary Societies

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The words contemporary society brings into mind the Western society. This, however is not the only facet and so circumscribes around all the societies existing in the world at that moment in time. Taken in this sense, it would mean the societies of the underdeveloped world do count as contemporary one. This underdeveloped world is the contemporary society which is in transition. There has been a claim that these societies that are in transition tend to take advantage of religious ideals, twist their interpretation and convince the audience of those twisted beliefs. The main audience in this case is the uneducated and the less educated strata of the population. In such a case the true meaning of the relative concepts are lost. The paper is about the misuse religion is put to by the leaders of such societies and the impact it leaves on the members of that society. It will focus especially on the Pakistani society and how it has become a deep-rooted concept in the society of today. Interviews of people, academicians and profiles of leaders are the most basic elements of assessment.



Can leadership be taught?

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Leadership is a skill that is hard to describe, but easy to recognize. Most of us have persons in our lives to whom we look up. I like to see these people we look up to as leaders. Leaders are people which are followed by others, not always because of their position but because of their leadership skills. They gain other's belief because they are excellent at their work. Not only that they show great results at their work, they are also people with whom you want to spend time. That's because they are slow at criticizing and fast at valuing. They represent a great example: they establish goals, motivate and trust, they are passionate, visionary, motivational and encouraging. The discussion if leadership can be taught, is an old discussion, which was answered by many philosophers and psychologists. I strongly believe that leadership can be taught and that's because of many reasons. The first example of learning how to lead is family. We were born alone, but there were our parents that lead us. Looking up to them we start learning our first lessons on how to lead. If we assume that leadership is something that is a specific code in our genes, it means that some persons have it and some do not. When we, for example, believe that leaders are born, we more likely have a tendency for selecting the right people rather than on developing them. On the other hand, we would more likely have a focus on giving people the right opportunities to develop when we suppose that leaders are made we need the willingness to become leaders. One effective way to learn how to become a leader is to study the lives of great leaders. But the most important thing is the willingness to take on responsibilities to override the fear of leading, otherwise one is always a follower. So to become a leader you must have an honest understanding of who you are, what you know, and what you can do, and you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Keywords: leadership, belief, genes, opportunities, lives, willingness, convince



Trends and Leadership Challenges in the Evolution of the Global Economic Sector.

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The size and the complexity of the world economy has expanded significantly since the 1990s and especially in the last two decades, some regions—notably Asia, the European Union member states, and the United States, are interdependent as never before. The economic crisis has contributed to accelerate the rebalancing of the distribution of global economic power. In this paper, I will focus on trade and financial flows and on the evolution of the monetary system, in order to identify new trends in world leadership. The paper aims to outline plausible perspectives in the changing global economic order by highlighting the factors of change and discontinuity with the past in the global economy. After a brief analysis of the most important actors in the global economic system, the last section tries to identify new trends in global leadership and suggest the need for new theoretical frameworks to interpret better the changes. Particular attention is paid to the transatlantic relationship, in order to give some hints about its future development and evolution.

Key words: global economy, leadership challenges, new trends, evolution



Leadership: Born or taught?



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The debate about leadership, whether it can be taught or not, is not one of modern times. In addition, there are many arguments supporting one side of the debate meanwhile other ones standing for the opposite. The purpose of this paper though, is to identify which side of arguments stands a step further in this issue as well as to approach to an accurate finding. Leadership can be defined as a combination of certain traits, skills and competences. By investigating the nature of the abovementioned elements, whether these are born or acquired the paper provides a better approach to the final word. With regards to the so-called 'traits', people might be born with certain ones and leadership might be considered in this way as a sort of talent, however this fact cannot exclude the crucial impact of surrounding. Herein, researches provide that a born talent missing the right conditions to be developed and utilized can almost never be transformed into leadership. Utilizing the talent also takes willingness and mainly effort so this fact makes the first approach towards the affirmation on the presented question. In furtherance of, the paper suggests that neither skills nor competences are utterly born. These characteristics are undoubtedly in a great dependency of outside factors as well. In connection to this, the paper shows that formal and informal methods are of crucial importance in the process of developing skills and competences. Leadership programmes; formal trainings; developmental activities are among the most common ways to develop leaders. As a conclusion, the paper indicates that leadership can be taught, most likely to a certain extent. Although acquiring leadership skills requires a significant investment of time and energy yet it is possible in so far as there exists willingness to do so.

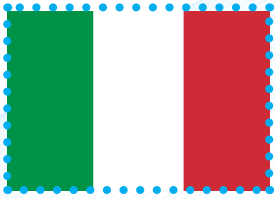


Transformational Leadership in a Transactional World

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Transformational leadership is outlined as an admission that brings us closer to that form of leadership and governance that merges the best features of six other leadership models. It is a consolidative theory of ethical stewardship that can help leaders build stakeholder commitment, trust and create valuable synergies to transform and meliorate today's leading systems. This study lays out that transformational leadership has been privileged over transactional leadership to the detriment of an understanding of effective leadership. As well this paper brings a present and historical reappraisal of how the best examples of transformational leadership have been criticized as leader-centric. Many of them did not shy away from being transactional. They were able to move the nation as well as petty politics. I draw near this topic by providing a theoretical examination of how transformational leadership involves more than charisma and emotion. It implicates more than giving good speeches and making people feel good. In its ideal form, it creates valuable and positive change in followers with the end goal of developing followers into leaders. Avouching between ethical and unethical transformational leaders, followers are viewed as ends in themselves, not as means to some other end. This includes connecting the follower's sense of identity to the mission, toward and integrative view of identity of the organization.



Fear, the flame of modern leadership

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Nowadays leadership has changed; it has evolved towards new frontiers. Always, in human history, the leader has been the one able to transform people's necessities in his strengthen. Necessity of protection from the hypothetical foreign enemy, of creating an organized society, of wellness. Necessity wasn't, at least not always, strictly related to fear as it is today.

Evolution has brought mankind to know the importance of consequences. Humans now have got their own history as constant remind of what they should or shouldn't do to guarantee their everyday life. They now live, more and more, to protect their organized systems, to guarantee the status quo. In this contest a new way of intend leadership has developed. It is simple to observe but, sometimes, difficult to understand. If we consider the domestic politic of almost every European Country it is clear, from Hungary to UK, how fear is influencing and feeding new leaders. Nowadays the leader is no more the one able to propose what is right for all, but is the one capable of pander the inner nature of human minds, to decline, in modern time, the ancient conception of man, homo homini lupus stated, in 17th century, by Thomas Hobbes. Each one could be a danger for the other one and the real, modern, leader is, unfortunately, the one capable of express, and not anymore to isolate, this inner, deepest, fear of the common man.

The aim of this paper is to provide a comparison between some of contemporary most influencing leaders, from the American Trump to the Russian Putin, which, all in different ways, and using fear as a politic asset, are changing the concept of leadership and by then the entire prospective of their countries. More and more people don't care about the poverty of their leaders contents that instead became a reason of support, for many, that only want to hear safe, and often unreal, words to feel secure. The paper will analyse the actual situation in the prospective of the importance of necessity to be, again, the main point of politics and leadership instead of fear. Because necessity stimulates humans to build, fear is just the beginning of the end. And good leaders, has history tells, are the ones able to build.



Leader's pedagogy in the Transformational Leadership: the necessity of studying movements, technical behaviors, deportment and conducts.

The psychological aptitude linked to the theatre of Jerzy Grotowsky.

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This paper will discuss the present need for leaders to act as motivators and mentors. Traditional literature emphasises mentors' motivational role and pursuit of results; such a role, however, cannot exclude the ability to genuinely communicate one's personality and happiness in one's work. Alongside transformational leadership theory, this will be implanted by means of the need to communicate emotion to one's employees as if from a stage.

This paper will furthermore analyse the work of the greatest theatrical innovator of the last century, Jerry Grotowsky, through a corporate and business lens. The omission of superfluous details from the stage is crucial in the Grotowskyan tradition; the building of a deconstructed space from which the basic values of human existence can emerge, and through which the identification of the audience with the actors can happen by means of a sort of mutual credibility between the two. The same should be true of businesses.

Transformational leadership has always been tied to the most positive emotional characteristics, such as motivation, empathy, and a sense of purpose within a business, of having an important role in its workings and its outputs. On closer inspection, these two theories are not so far removed from one another, but rather are deeply connected in terms of the actor/leader's social, pedagogical, and relational attributes.

They are responsible for the success of the performance/business, through which they interact with other people and with society using a series of actions and methods that maximise or minimise the necessary result; they must be capable of passively following directives, of opening new opportunities and possibilities for those who look to them, and of being a positive point of reference for their followers.

This complex work can only be made possible through the thorough deconstruction of the human mind's basic preconceptions and of the actions it subconsciously performs and is held back by every day; through a liberation and identification with the role with which one is entrusted; and by instilling into one's words, into one's self-confidence, and especially into the image one projects to others all those qualities particular to a leader.



Female leadership in Ukrainian society

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Nowadays there is a strong tendency to increase the number of women in politics, entrepreneurship and senior management. The part of women in the parliaments of the world is 22%, despite the fact that women make up about 50% of world population. Today 24 countries are headed by women (including prime ministers in parliament republics). There is also a steady, alas slow, increase of women in the workforce globally. However, percentagewise, the number of women in leadership positions is not very high. They have not achieved the parity with men in leadership positions. According to Catalyst (2016), women occupy 4.4% of CEO positions in S&P 500 companies. They are among 9.5% of top earners, and make 25.1% of senior level officials in these companies. According to the data presented in World Economic Forum, "When it comes to women's ability to rise to positions of authority, over the past 10 years, 68% of countries have made progress towards a more equal cohort of legislators, senior officials and managers" ("Tracking the gender gap over time", 2015, para. 10).

In light of these tendencies, it is important to ask following questions: Does leadership correlate with gender? Do the differences between male and female leaders objectively exist or is it a product of gender role expectations? In which plane the gender aspect of leadership exists, social or psychological?

This research focuses on the perceptions of women leaders in Ukrainian society. It is a phenomenological study that is going to uncover perceived effectiveness of women leaders through series of interviews. Ultimately, this study will help to project into the future the dynamic of women leadership development in Ukraine.

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Can Leadership be Taught?

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Are leaders born or made? If the answer is made, then can leadership be taught and learned? These and other similar questions are the focus of this seminar paper. Leadership education, like leadership itself, must rely on heuristic approaches such as mentoring, coaching, patterning, and, trial-and-error experience. Individual personality traits provide at least part of the basis upon which leadership skills are built, and such characteristics reach stability by adolescence. In this article I've made differences between managers and leaders, which is nowadays very important to be aware of. However, this early grounding and foundation may strongly influence the choice of career or profession, the style or attitude toward work relationships, and the approach of managerial roles and interactions, including leadership roles. As well this article have as a goal to provoke in them that strength that they have and to be encouraged to see that they have the ability to be leaders and to be inspired to work in order to achieve a higher purpose. In order to achieve level of leadership, in this article you will find useful information about leadership styles, which can help you to determine what kind of leader you are. The concept of leadership nowadays is part of our daily life, even though we are not aware of that. The goal of this seminar paper is to make people aware of that, but also to provide information that are important in everyday situations that can be very useful.



Rethinking the psychology of leadership: From personal identity to social identity

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Leadership is an influence process that centers on group members being motivated to reach collective goals. As such, it is ultimately proved by followership. Yet this is something that classical and contemporary approaches struggle to explain as a result of their focus on the qualities and characteristics of leaders as individuals in the abstract. To address this problem we outline a social identity approach that explains leadership as a process grounded in an internalized sense of shared group membership that leaders create, represent, advance, and embed. This binds leaders and followers to each other and is a basis for mutual influence and focused effort. By producing qualitative transformation in the psychology of leaders and followers it also produces collective power that allows them to co-produce transformation in the world. The form that this takes then depends on the model and content of the identity around which the group is united.



Leadership – Personality, Multiple Intelligence, Emotion and Motivation

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An individual's personality is key factor in defining his/her future as a leader, mentor or administrator. The combination of a typical personality which favors the position of a leader with multiple intelligence [musical-rhythmic, logical-mathematical, naturalistic, bodily-kinesthetic, interpersonal, intrapersonal, visual-spatial, verbal-linguistic (the latter being more definitive)], the high motivation they have to attain their goals and the positive approach they have towards work and the people around them, make the perfect cocktail of a successful leader. Besides explaining the elements of personality, intelligence and emotivity, there will also be real-life examples like Woodrow Wilson, who used his charisma and his strong willpower to attain what he wanted and to create the framework of a peacekeeping organization or Ronald Reagan whose role was crucial in calming the tensions with the USSR during Cold War thanks to his attitude and the trust he gained among his people and followers.

Or nowadays, positive and empathic leaders like Barack Obama with his transformational-charismatic, cross-cultural, and contingency-situational leadership (that made him win a second election) or Michael Bloomberg the number 1 mayor of New York with his go-green and environmentalist lobbying and anti-gun movement.

These factors will be analyzed more deeply in the issue under discussion and will be identified which one of them has been more determining in their success. There will be techniques and methods about improving oneself and how to be a better leader, as a form of recommendation.



Political Leadership In Latin America- Types, Styles And Approaches

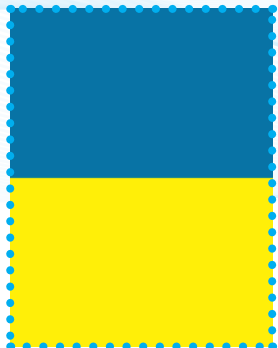
Jakub Dembiński

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Latin America over the years has been scene for drastic political changes from far left to far right. Countries such as Chile, Argentina, Venezuela, Peru and others have been troubled with a range of revolutions, coups and transformations. Despite obvious differences between them, raising both from times they occurred and specific political characteristic, one thing remains common for them. The Leader.

In my paper I will present different types of leaderships that throughout decades prevailed in Latin America. Pinochet, Allende, Perón, Castro. All those names bring very strong feelings. The same holds truth in the very Latin America, where support for the leader many times evolved in open armed conflicts. In other countries such as Cuba or Argentina, political and economical vision of the leader, profoundly changed their history. What makes all these leaders being either loved or hated? Is it profound social division present in Latin societies? Is it colonial past shared by all of the countries on the continent? Or maybe is it Latin impulsive spirit pushing people in the arms of strong leaders?

The answer for all these questions is more difficult than one may think. In the paper Political Leadership in Latin America- types, styles and approaches, I will analyse different styles of different leaders and I will try to find a conclusion, why people of Latin America are so vulnerable to their influence. Moreover, I will depict the very peculiar approach of the leaders towards the society. And finally, I will compare all types of Latinamerican leaders finding one common characteristic that made them go down in history.



Art of Self-Leadership

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Management consultant and author Peter Drucker famously stated that when “management is doing things right, leadership is doing the right things.” Some books give us the explanation that great leaders possess dazzling social intelligence, a zest for change, and above all, a vision that allows them to set their sights on the things that truly merit attention. But for me it is also to be self-efficient.

The issue of self-leadership is really common when you want to generally be a leader, because when you want to organize and motivate someone as a leader, – you should be a leader for yourself. But sometimes a lot of managers have a problem to do that. Is that necessary and how everyone of us can do that? This paper is about that.

A lot of books might be found on the topic of “self-leadership”, that is why I came with one definition that I consider to be best one.

“Self-leadership is having a developed sense of who you are, what you can do, where you are going coupled with the ability to influence your communication, emotions and behaviors on the way to getting there.”

Also the research that I am doing in this paper includes some of the intentional behaviors that characterize self-leadership such as self-awareness, self-goal setting, self-motivation, positive self-talk, assertive communication and the ability to receive and act on feedback.

What makes things more important is despite the fact that becoming a self-leader and maintaining self-leadership is a self-development activity, organizations still need this talent and skills from their staff. Therefore, I will discuss the benefits of self-leadership for organization and community.



Future Public Relations in Leadership



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Giving information to the public is not enough anymore. A leader needs to create relationships by following different ways. We will discover these ways by reviewing the literature of the recent years based on the frequency that they are discussed in different papers.

The skills needed in public relations are very complex, especially if you are a leader. The basic skills are the ability to be flexible, have a vision and the ability to collaborate with others in your team. Furthermore being transparent is a very important feature a leader should have. The new requirement is being an example to others and not excluding yourself by your own rules.

Another key point is proper communication. The interaction with different stakeholders is of fundamental importance in order to transmit a better message by taking in consideration the ethical dimensions. The leaders of today should not just give information about the organization but build a relationship. Nowadays the importance of social media is becoming a major challenge to leadership. Precisely for this reason the focus on online reputation should be among the priorities of a successful leader.

A leader has to improve his skills over time. The leader should know him/her self in order to take advantage from his strong attributes. Another advantage that comes out of this is being conscious of your weaknesses and improve them. The process of learning and development is a continuous cycle that should continue throughout the professional life. By taking all of the above in consideration the leader ensures the audience that they are the solution of their problems and that the organization has obligations towards them. However the leader is not the only responsible for the public relations. Every department of the organization has to have public relations specialists to achieve the proper collaboration.



A Successful Mother – A Successful Leader

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Even nowadays it is a generally perceived opinion that men are more successful in the workplace than women. Since ancient times, women are supposed to be only good housewives and mothers, and believed that they cannot do well in more “serious” spheres, such as business, politics, and especially leadership. Do we actually think about how hard it is being a strong mother and good wife? Do we actually know that what mothers do for their husbands and children also requires strong leadership skills? The main questions of this paper is: Can a successful mother be considered a successful leader? If the answer is ‘yes’, in which spheres and under what conditions can she prove her leadership skills? In this paper, leadership aspects of being a mother and housewife have been defined and presented. Moreover, how those mothers can use those leadership skills in other spheres, such as politics or business have been observed through a deep research and data analysis.



Leadership Management – Team Building, Gender Differences, Cultural Diversity and Ethics

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Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problem than it solves.

Leadership play an important role in leading and motivating the teams to achieve new thing. At the same time, Management normally focuses on work and task.

How a Leader we have to structure and system to support the team. We have to understand that the people are different. But I am sure that we have not be dependent from the Gender, Culture, Religion, and etc. Like a good Leader we have to build our team and communication inside on the way that every person can be part of this and feel fully and comfortably. Members of a team do not have to come from the same background or share the religion or political ideas to work effectively together. However, when personality or cultural clashes occur, you need to be able to solve the conflicts with little or no disruption to your business. Leader can create a Cultural Diversity and special Ethics for a team, what will help to organize a special atmosphere and relations.

With creating and building we are starting to planning all our goals and work; forecasting what we will get from this and what problems can have; budgeting - to understand if we can afford it or we have to change something; and during all process we are controlling everything, to be sure, that we are on the right way.

In conclusion we can ask ourselves - what is most important in Leadership Management?

In my mind, we have to understand that all people have to have the same right on organization, and a leadership manager have to help in the creation and building this environment and at the same time to be able to manage during all work.



Is Great Man Theory Still Relevant Today?

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Leadership has changed over the past decades and one of the most significant transformations is that trait leadership is transformed in process leadership. Paradigm is different now: it is not anymore leader who determine the group, but group determining leader, his style and way of behavior. Great man theory slowly loses its meaning in globalized (post-modern) world of mass media and artificial intelligence. Basic leadership value of influence is in question today because it is generally assumed that people have more inputs and information today when compared to past times. But, what if exactly those channels of communication can be manipulated in order to help the new Great man?

If we take a look on the world today, it is full of great man who are not perceived as such. Bill Gates (leader) created Microsoft (group). American president Bush (leader), not American nation (group), was leader of attack on Iraq. Angela Merkel (leader), not German nation (group), decided to implement „open door„ refugee policy. Those three are mainstream examples but they can put light on the main thesis of this work: Great man still exist and the theory is nowadays more actual than ever. It is Great man himself who does not want to be seen as great and that is the most efficient mean of manipulating the group. Process leadership emphasizes mutual influence of leader and group. However, we can notice that in the real world group's influence on leader is declarative, while leader's influence on group is constitutive.

The aim of this work is to show how purpose of leadership has not evolved along with its methods, styles and manifestations. Influencing the group to achieve a common goal (which is often metonymy for leader's goal) will always be the only true definition of leadership.



Political Leadership In Times Of Crisis – Decision-Making And Ethics

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The times of crisis naturally create the challenge of “bringing things back to normal” which is at odds with effective reform strategies. As the research of Boin and Hart shows, the popular notion that crises provide great opportunities for reform is not valid. The truth is opposite as the crisis management makes it virtually impossible to introduce any effective reform. The reasons for that stem from different imperatives behind introducing reforms and managing crises. Firstly it must be stressed that successful reform leaders convince their electorate that they have a plan which will ensure stable and prosperous future while successful crisis leaders focus on restoring the effectiveness and faith in the old system. Secondly effective reform leaders secure the support from important actors early on in order to make sure that they will not have problems with the implementation of their project while effective crisis leaders do not engage into time-consuming discussions with stakeholders and simply give commands that must be obeyed. Finally it is clear that the priority during the times of hardship is minimizing the damages and restoring order which is connected with reaffirmation of existing values while the priority task for successful reform leaders is exploiting any existing damages by portraying it as a reason for reform. Leaders during the crisis must also face many popular expectations that they are most often incapable of meeting. Most importantly people expect leaders to put public safety first, warn about future crises and be compassionate toward the victims of crises. As a result we have many promises impossible to fulfill and a lot of resources that are inadequately distributed. It is crucial to see that effective crisis leadership is all about dynamic conservatism. It not only allows leaders to successfully tackle the challenges but also very often have a positive impact on their approval ratings.



Female VS Male Leaders – a Challenge on Contemporarity

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Whether a woman is considered beautiful or ugly, attractive or repulsive, extrovert or introvert, a good leader or a bad one, depends on her own personality and motivation, it is just like for a man. Basically, this is a developed quality not an inborn one. Decades from now, humanity tries to break up stereotypes towards racism, discrimination, religious affiliation and lately female versus male efficiency. As advocated, all humans are equal but at the same time we live in a unity through diversity built society. This is the point where the dispute among female versus male can also be discussed.

Literally, there is no difference between a male and a female as a leader, excluding the physical appearance, and other auxiliary features. Speaking within a psychological point of view, leadership is automatically associated with masculinity, brutality and sobriety which ensures dominion, safety and obvious prosperity. This is why probably a woman leader will not be able to enjoy such an attitude as long as she is being seen in terms of gender stereotype. As a consequence, women are more likely to face obstacles and pressure because of their appearance than men.

If making a short review through the history of the leadership, male figures are traditionally dominating government, military divisions and complex organizations, while women are involved in more feminine and flexible activities such as education, social services and beauty domains.

In conclusion to this contradictory but relevant topic, my opinion is that the issue should be charged from several sides, including with no doubt the psychological one which any woman would face at a certain moment, generally is it the matter of the human mentality. On the other hand, every interest group has its own approach towards members and leaders. There is no receipt referring to the approached attitude.

Now, just for my own curiosity, would you dare sit on an aircraft piloted by an experienced woman? Think about it, when you have an answer do not hesitate believing in women!



Leadership Potential: Definition and Assessment from Business and Psychological Perspective

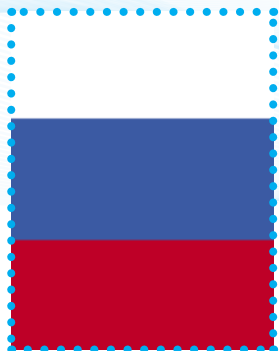
Małgorzata Pawlak

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The article presents main aspects that influence the efficiency of leaders from psychological perspective and describes methods of assessment of leadership potential utilized by companies during recruitment process.

First of all, the leadership potential is related to one's personality (e.g. locus of control, self-esteem and temper). Being effective as a leader is also highly correlated with several dimensions of personality. The article presents Big Five Personality Model, its traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and their links to styles and efficiency of leadership. Moreover, different leadership styles (for example transactional versus transformational) are characteristic for men and women, they also vary in different cultures – the presented overview of these issues is based on Hofstede's model of national culture.

Secondly, the article presents methods of assessment of leadership potential used by companies during the recruitment process and training for managerial positions. It discusses numerous methods such as work samples, group tasks, tests, questionnaires and structured interviews with its advantages and disadvantages. Moreover, it presents Polish and international questionnaires designed to conduct psychological testing related to leadership. The author – psychologist, human resources professional and PhD candidate – combines theoretical constructs, research papers and business practice in order to present full picture of leadership from psychological perspective. The discussion suggests areas of further research.



Leadership – Personality, Multiple Intelligence, Emotion and Motivation

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“Leadership is the behavior that brings the future to the present by envisioning the possible and persuading others to help you make it a reality”.

There are as many definitions of the word ‘leadership’ as there are people. You can't even extract the general point from each of them. The author will try to give this word her own definition regarding which she will be able to fully explore the topic of this survey and answer the following questions:

- 1) What special personal features one should have to be a leader?
- 2) What part does the knowledge play in being a successful leader?
- 3) How exactly the leader has to manage his/her emotions?
- 4) In what way should a person be motivated to become an effective leader?

Step by step, paragraph by paragraph the author will totally examine all the aspects of being a leader. There are various kinds of leadership, and this work will be dedicated to business leadership mainly, and to all kinds of it: from CEO to team leaders. Investigating good and bad examples of management the author is going to create a portrait of a perfect business leader. As the author is interested greatly in science and technology, the examples of the leadership will come from such businesspersons as Steve Jobs, Bill Gates, Lawrence Page and Sergey Brin.

The author is going to speak about the leader's personality and emotions with the use of theoretical basis such as Henry Fayol's principles of management and the understanding of managerial roles.



Female versus Male Leadership: Who makes a better leader, and does gender really matter?



Asaf Adrovic

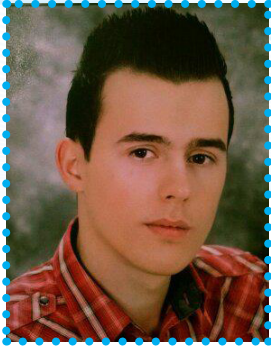
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Today women have an essential role be it in the private sector, or in public institutions and many are the cases, where women prove to be more creative, visionary, and innovative than men. However based on many resources, we reached the conclusion that gender, is not a decisive factor, which determines whether an individual makes a good leader or no. We also noticed, that when it comes to women holding important positions in the society, they are generally viewed as less competent, and not capable enough to be leaders. Usually women who aim higher, are faced with biases and they have to deal with the so called "glass ceiling" which is more present than ever, in every aspect. Perhaps our social norms and patriarchal attitudes in the family, society and work are major obstacle for women, or perhaps it is the reluctance of women themselves to take initiative, which handicaps even more, women participation in competitive fields, and prevents them from being in decision making positions.

This paper throws light to gender bias, and intends to answer the question whether gender matters, when it comes to leadership. We tackled this issue, from different aspects and perspectives. One thing worth mentioning is that, leadership is not inherited and genetic trait reserved exclusively for males but is something that is taught. Despite consecutive barriers, if women would be provided with support and equality, if they wouldn't be stigmatized, they could easily build a path, for a deeper involvement and active participation. Whatsoever, in this paper we analyzed the leadership styles of man and women, we defined components which leaders posses, we tackled the political leadership, the role of men and women in political parties, in the judiciary system, entrepreneurship and other important fields, and reached the final conclusion that there is not a correlation between gender and the ability to be a leader.



Leadership Psychology – The Art of Influencing Followers

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Leading is more complex than just one person telling others what to do. We are taught from a young age to the best we can be. The most achieved people are leaders or otherwise known nowadays as bosses, so it is understandable that everyone aims to become a leader. However, if we all were leaders, there would not be anyone left to follow, and without followers a leader is nothing, and a movement cannot materialize.

There are two types of leaders, the dictator and the modern leader. The former one leads by using fear and oppression. His followers are miserable and demotivated the whole time, which means they underperform in most aspects. The latter one, being the modern leader, leads by example, and not by imposing things upon others. The leader cares about his followers, and nurtures their relationship until it flourishes. Both of them guide people in order to achieve a goal. A true leader shows people how to do something before they do it while a dictator just tells people what to do, and expects them to do it.

Getting people to follow you is not as easy as one might think. First of all, you as a leader have to be confident and not afraid to look ridiculous in public. Another important characteristic for a leader to have is to be easy to follow. You also need to embrace your first few followers as equal. The main focus should not be on the leader, but on those new followers and the movement. Once you get a few followers you are no longer alone, and followers bring other followers because your goals seem more achievable now. A good leader is someone who convinces others to do something that he wants to achieve because they want to achieve it.

In conclusion, in order for a leader to achieve his goals he needs followers, for without them he is powerless. All in all, a leader is nothing without his loyal followers.



Leadership in the Global Economy

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How much effect does the government officials have on the global economy? In the Global world economic tensions nowadays require different type of leadership. Leaders who will have to find a way to satisfy the needs of their citizens in a financial crises, that will have to know how to do more with less, in order for the society to stay compact. Who has elected with high rates and take the faith of the citizens they are the ones who can use their power on the global economic scene. As we have seen in the history citizens followed and supported great leaders who is doing great for their nation.

In the global world geopolitical facts, economic interests and the political tensions shaping the effectiveness of leaders in the global economy. Military powers, regional facts and having strong trade markets are sign of the ability to lead global economy. according to what we've seen so far isn't brilliant. Nowadays leaders electing for save the national economy because we see the umpteen countries who is restricted economically in nowadays. Citizens going to vote for change to direction of storm. Each leader building their reforms under the their leadership like George W. Bush. He had a comprehensive plan that, when enacted, has left nearly \$1.1 trillion in the hands of American workers, families, investors and small-business owners but most of the benefits of these tax cuts went to the wealthiest 1% of Americans. Kind of this leadership formed to crises in the USA and effected global economy. Economic collapse with Lehman Brothers on 15 September 2008 has decent effect to crises in the global economy since 1929 in the world, like a single domino that falls while the rest stay vertical. We can easily check to other leadership types in other countries how they are leading with their land and citizens in global economy scene.

Reflections of cases and reacts are enormous importance according to the results in leadership for global economy. History showed us to progress is begins with education and being open-mind to global world. In overall we have types of leaderships in all around world which is interconnected with political and geopolitical interests. The purpose of this study is leadership in the global economy to show how it is coaction and processing with gears in the global world.

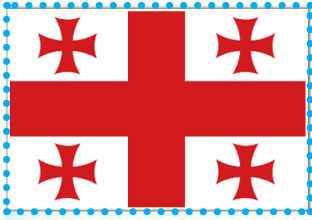


Female versus Male Leaders – a Challenge of Contemporary Women Legislative Representa- tion: Why it Matters?

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According to UN Women statistics, the percentage of women political representation in local legislations and ministerial positions has doubled in the last 20 years. Nevertheless, in 2016 overall world's percentage of active women political leaders' ranking still remains at the level of 22, 7 %. Why is it important? Some of the recent studies have shown that women in power are more likely to invest into schools, business development or education, and reduce expenses for security and arms trade, unlike most male leaders do. Thus, the article examines correlation between women's status in the society and quality of decision-making. Other than that, it will aim to show if/how women affect decision-making pattern, which should be reflected in such spheres as education, health care, medicine, science. In order to do so, case study of Scandinavian countries will be used, where women are well represented both in local and national parliaments and which come first in socio-economic spheres. Moreover, the article will study examples of successful ways of implementation and institutionalizing women political representation, using example of quota system, both measuring positive and negative effects, using examples of Scandinavian countries and comparing them to South African cases. For instance, Rwanda, which is nowadays adopting quota system practice, is ranked the top one country in the world for women political representation in the lower or single house parliaments, according to UN. Finally, the article seeks ways of modeling mentor- and sponsorship programs, which help young female leaders and change promotion paths in order to overcome obstacles and systematic barriers for women political representation. Overall, this paper examines the reasons why female political representation matters and what are the ways to achieve it.



Development And Validation Of The Toxic Leadership Scale

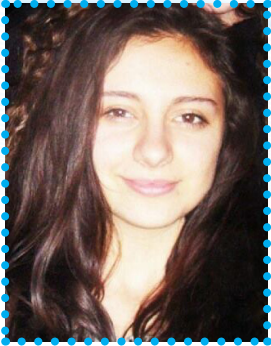
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While many publication focus on traits and behaviors that make leaders effective some leaders engage in dysfunctional and destructive behaviors.

These "toxic Leadership" styles have been largely unexplored. The goal of the study were to empirically derive the dimension of toxic leadership, to create a reliable and valid survey that measures the construct to explore convergent and discriminant construct validity, and to perform a preliminary examination of subordinate outcomes that may result from working under a toxic leader. Using both qualitative and qualitative methodologies across military and civilian sectors this study suggest that toxic leadership is composed of the following five dimension: abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability. Toxic leadership is differentiable from other leadership constructs. (e.g., transformation, LMX) and its dimension significantly predict employee outcomes such as turnover international, job satisfaction with the supervision. Implication of future research are discussed.

Despite increasing coverage of toxic leadership from the popular press and lay publications, it has only recently been the subject of rigorous empirical scrutiny. This investigation tested a moderated mediation model to examine the relationships between toxic leadership, group cohesion, and job outcome variables among military personnel in different deployment situations. Using conservation of resources (COR) theory as a grounding framework, responses were collected from military personnel who were stationed "in garrison" (i.e. at home, in a low stress situation), deployed, (a high stress situation), and deployed to an active combat zone (an extreme stress situation). Hypotheses were focused on group-level ratings of toxic leadership and job outcomes. Multilevel analyses were used to control for individual-level effects. Confirmatory factor analysis showed support for a five-factor structure of toxic leadership that includes dimensions of self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership. The higher-order construct of toxic leadership and its five component dimensions had direct negative effects on all four job outcome variables: group-level job satisfaction, group productivity, group-level organizational trust, and group-level organizational commitment. Toxic leadership also had a direct negative effect on group cohesion. Group cohesion was found to be a full mediator of the relationships between self-promotion, abusive supervision, and unpredictability and group-level job satisfaction. Group cohesion was found to be a partial mediator for the 17 remaining relationships between the toxic leadership dimensions and job outcomes. Relative importance analysis indicated that while the toxic leadership dimensions of unpredictability and abusive supervision were key predictors of job outcomes, self-promotion was the dimension with the most predictive power. No support was found for the hypothesized interactions caused by deployment status. Future directions are proposed for research on destructive leadership styles, and implications for practitioners are discussed.



Multiple Intelligences and Leadership



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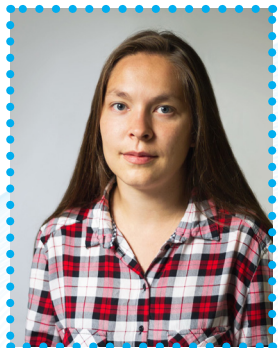
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Do smarter people make better leaders? Although the general answer is “yes,” it depends on what you mean by “smart”. There is more to intelligence than getting a high score in an aptitude test or solving enigmas others are unable to solve. Intelligence comes in many forms; it’s just not limited to mental capacity. It is common belief that a person with cognitive intelligence would make good decisions and lead the organization to success. But while IQ is important, there are other types of intelligences that make a leader effective.

There are people whom we call smart or genius, but they are not leaders, for example, scientists or artists. On the other hand, we see leaders who actually are not that smart. While IQ has not been a particularly good predictor of effective leadership across situations, a combination of general/academic intelligence, spiritual intelligence, emotional intelligence, and perhaps, other domains of intelligences may do a good job of predicting leadership effectiveness.

In many ways, these two fields, intelligence and leadership, have been moving along parallel lines. While intelligence researchers were working to broaden the rather narrow existing emphasis on verbal and academic-based cognitive abilities, leadership researchers realized that while it was important for a leader to be smart, there was much more to “intelligent” leadership than simply IQ.



Women Leadership In Rural Areas In Serbia: Challenges And Opportunities

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The paper work provides the evaluation of women role in rural areas at strengthening economic and social development. Serbia is mainly rural country, around 80 %, as well between 43% and 56 % of total population live in those areas. Based on the secondary data the paper work is analyzing the current state and potentials for new business creations, challenges and problems that women face in rural areas and as well their ability to carry out local development. Nowadays every second women in rural area is unemployed. Most of them have secondary education and they are engaged in agriculture sector, production of vegetables, fruit, milk or meat. In the past men had a role to produce food and feed a family while women stayed at home and took care of children and house. Today, situation is a little bit different but still they are not in well position comparing to men. They have 30 % lower chance to get a job. Women are taking initiative in own businesses (SMEs) creation, usually family businesses involving family members or creation of women' associations gathering locals. Usually SMEs are related to agriculture, processing, crafting, tourism or service industry. New opportunity for job creation and settlement development is improvement of multifunction agriculture and gender equality. According to secondary research data it is noted that young women and women with lower education have stronger initiative to set up own start ups that are market oriented than elder women and women with higher education. As well it is noticed that women have strong will to establish or join some women business associations. Usually main motives for start ups creations are poverty, economic unsecure environment, self - employment and getting economic independence.



Can Leadership be taught?

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What makes a leader? How true leaders are produce? What are the qualities that distinguish leaders from followers? The study seeks to explore how one can be taught about true leadership. Nothing happens without Leadership, Nothing begins without Leadership, Nothing improves without Leadership, Nothing develops without Leadership, Nothing changes without Leadership, Nothing progresses without Leadership, and nothing succeeds without Leadership. Firstly, every human being was born to lead but we must become a leader (this statement means inside of you is a power person hidden and you have to go through a process to manifest that person. I consider leadership therefore as seed with the tree trapped inside, every seed has a plant. And for that seed to become a tree it must submit to a process to become what is already there. Leadership is like that you were born with the leader inside but to become that you must go through a process and that is why leadership has to be taught. Moreover, Leadership determine our environment and our future, Leadership is the essence of human life. The nations of the world do not lack people in Leadership but what they lack is leadership in the people who are in Positions of power. In other words the challenge is one's government is only as effective as the people in it. No government is better off, other than the people in it. The art of finding true leaders have become a challenging task because we have, Charismatic leaders without character, Gifted Leaders without convictions, Powerful leaders without Principles, Intellectual leaders without morality, Visionary leaders without values and Spiritual leaders without purity. We need true leadership in our businesses, governments, youth communities, homes, schools, religious organizations, schools, and in every area of our lives which includes the fields of medicine, science, disciplines of law, and the media. Even though some work has been done to curtail this leadership crisis humanity has been faced with from time immemorial, a lot more needs to be done to produce the true and right leaders' societies need.



Religious Impact on Leader in Turkish Society

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Faith is one of the most important factors which affecting human life. You cannot think human beings without faith. Religion also has the most important role in the belief system and this system is one of the determinant factors that can influence person. You can see signs of this impression on all people. It does not matter who you are: you are leader, or CEO, or you have other social scale. The main purpose of this research is the impression of religion on leaders. And impact of religion on leader we will try to conclude by giving examples from Turkish society in this work. Especially the influence of Islamic religion in society and will be tried to draw the illustration of how this impact reverberate on Turkish leaders. The main aim of this research make inferences by referring to negative and positive impact of religion on society and leader.



The Impact Of Religion On Leadership In The Ict Era



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Religion has been a big factor in society for many centuries. Religious beliefs help in forming values, morals and ethics of individuals, leaders included, to a large degree. On the other hand, different leadership theories mention situational interaction, behavior, power, vision, intelligence and values to be leadership elements. Such elements of leadership and decision-making are, of course, also influenced by religion and religiosity. Religion affects one's mindset directly or indirectly. With it being a huge influencer in the life of a society, many of a leader's attitudes might be religiously influenced, despite the religious belonging. Directly religiously influenced leader, or religious leaders, have a stronger impact on their followers and with the growth of communication technologies and globalization this impact has had many chances to expand. This expansion, as everything, has its positive and negative sides. The recent developments in the international community, give us mostly negative examples of the use of ICT for religious reasons. The internet has been used to send threats to other countries by certain religious leaders, to spread hate and discriminatory speeches for other religions etc., and at the same time it has been used to advocate for acceptance, diversity and acceptance. Religion and leadership are closely related, as one influences the other and vice versa, it is important to highlight the importance of balance between the two.



Leadership Style

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Talk about styles of leadership means to penetrate to an area more complex and multidisciplinary because it deals primarily with its own human nature, and in this case the leader, with the structure of his personality, desires, will, ambition and his character. Managerial styles, styles of leadership that is not only dealing with the management of people, but also with the planning, organization and the assessment of results. Being a leader does not mean being alone consummate professional in a field, but it also means to be a leader in the manner as directed to others, communication and behaviour. Leader which is stable, secure, informed, enthusiastic, showing courage and determination can be good. In leader of this paper will focus on some of the most important segments of the leader or the leader or characterize more specifically will examine the problem of style of leadership that means and rely on the understanding, prediction and control of behavior Partners. How will breathe an organization, in this case a school of any level if largely depends on the leadership style of its features from it as he it is able to possess many skills and above all – communication skill, the skill of verbal expression, control of non-verbal communication part etc. These elements will be examined by analyzing leadership styles and their related importance progress of work in school teaching.



The Rise of Hamas: Ideology vs. Pragmatism

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The victory of the Hamas movement in the 2006 Palestinian legislative elections has shocked the world. Israel and the West, especially the United States, saw Hamas' victory as a blow to the peace process, but voices in the Arab world have also shown concern. This research deals with what lies behind Hamas and the support it gained among Palestinians. The movement has been usually portrayed as a terrorist organization by Israel and the West. In fact, Hamas is a broad movement, with many goals and aspirations – religious, social, national and military ones. What marks the difference between the Hamas and the Fatah movement is the emphasis given to each of those aspects, especially to the religious one. Whereas the Hamas is by definition an Islamic movement, Fatah is a secular one.

This research explores the ideology of political Islam, as well as the challenges the Hamas leadership has been facing and the effect they had on the organization's ideology and practice. The research indicates that although the tension between the Hamas and the Fatah movements has been strong ever since Hamas' establishment in 1987, the Hamas usually followed a pragmatic line with its dealing with its enemies, rather than emphasizing its harsh ideological stance. Due to Hamas' high sensitivity to public opinion, when it did emphasize its unique ideological stance, Hamas has done so in order to gain the support of the Palestinian people.



Leadership in the Global Economy

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The purpose of this paper is to highlight the impact of leadership and globalization, in the developing and countries in transition. The political, economic and social consequences, have brought advantages and disadvantages in these countries which could be strongly and positively approached through the implementation of the right managing decisions. Additionally, the advancement in leadership roles, has played a great role on the interdependence between countries, leading to the overall contribution on the enhancement of global economy. Examples of the introduction of international markets, collaboration between world leaders, the fostering of urbanization and positive political interrelationships between countries, are a few key points on the development of globalization through leadership support.

The question is: What are there struggles of collaborations between developed countries? What about the impact of leader's decision-making to the developing countries? In a social perspective the negative aspect of globalization are the raise in income inequality, discrimination, poverty and crime. Without the right management principles and balance of national interest with the global community interests, such issues can hardly be fought. On the other hand, leadership advancement has helped economic growth of many countries, through the increase on specialization and production, efficiency improvement and also a lowering of average costs. The fading of strict borders mentality, and the collaboration between leaders has also contributed on a great economic improvement. More companies are willing to use direct foreign investments, and hire people of diverse backgrounds who have decision-making abilities, leading to more exchange of resources in a global perspective. In conclusion, globalization could be strongly used as a powerful mechanism for the growth of developing countries as long as the understanding between countries exists through the efforts of our leaders.



Management Is (Still) Not Leadership

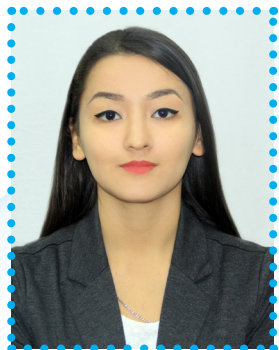
Ritvana Rrukaj

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In more than four decades of studying businesses and consulting to organizations on how to implement new strategies, I can't tell you how many times I've heard people use the words "leadership" and "management" synonymously, and it drives me crazy every time. Contact with people, with employees reminded me once again that the confusion around these two terms is massive, and that misunderstanding gets in the way of any reasonable discussion about how to build a company, position it for success and win in the twenty-first century. The mistakes people make on the issue are threefold:

Mistake 1: People use the terms "management" and "leadership" interchangeably. This shows that they don't see the crucial difference between the two and the vital functions that each role plays.

Mistake 2: People use the term "leadership" to refer to the people at the very top of hierarchies. They then call the people in the layers below them in the organization "management." And then all the rest are workers, specialists, and individual contributors. This is also a mistake and very misleading. Mistake 3: People often think of "leadership" in terms of personality characteristics, usually as something they call charisma. Since few people have great charisma, this leads logically to the conclusion that few people can provide leadership, which gets us into increasing trouble. We need them to jump into the future the right future — at an accelerated pace, no matter the size of the changes required to make that happen. There are very, very few organizations today that have sufficient leadership. Until we face this issue, understanding exactly what the problem is, we're never going to solve it. Unless we recognize that we're not talking about management when we speak of leadership, all we will try to do when we do need more leadership is work harder to manage. At a certain point, we end up with over-managed and under-led organizations, which are increasingly vulnerable in a fast-moving world.

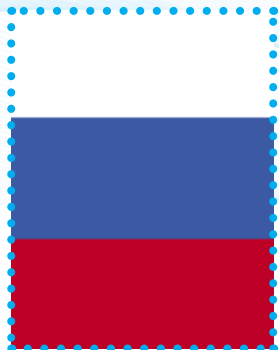


Leadership Psychology – The Art of Influencing Followers

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Leadership psychology has its own peculiarities. Thoughts and actions of a leader differ from the ordinary man. A leader perceives reality differently, that's why he doesn't act like most of the people. This is what allows him to achieve the results for which an ordinary man is unable to do. A leader has the ability to influence the desires, motivations, values and actions of others. However, this influence is non-coercive. There would be no leadership without followers. They are as important as a wise leader with their essential role in the road to success. When both a leader and his followers share the same ideology, both their actions can lead to new heights of accomplishment.

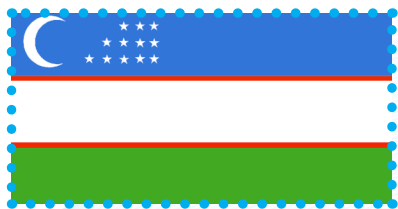


Political Leadership – Decision making and Ethics

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Russia

It goes without saying, that in the XXI century the political leadership has become the process of interaction between people, in which authoritative individuals can make the legitimate influence on society. A political leader (who can be the head of state or leader of social organizations and movements) is certainly a leading figure in political sphere of a particular country. It is worth mentioning that the vocation of the political leader is to protect society from the split and civil confrontation, to direct efforts at integration, to resist the centrifugal tendencies, which can be a threat for the foundations of social life. The main task of such leader – to maintain law and public order, to protect citizens from the arbitrariness and lawlessness. However, in carrying out the political functions, the leader should not forget about the ethical side of his power. The «danger» for ethics of a political leader can be represented in negativism, accusation, flagellation of “enemies”. The most common mistake of modern leaders – the substitution the goal of political activity by the means of its achievement. Especially, the infringement of ethical values occurs when there is need to take political decisions by a leader. In this case, there comes the dilemma for the leader – whether to sacrifice moral principles to achieve a goal or to find new ways to solve this problem, which, however, does not guarantee a successful outcome. Indeed, the decision-making process supposes to take into account the impact of external or internal factors and human psychological characteristics. So, that’s why there is some kind of ethical challenge which is necessary to overcome. A political leader must take care that his actions contribute to the public good and bring the benefit for others, rejecting the political motives of hedonism and the desire to revel on the power of people and situations, demonstrating his domineering potential. The ethics of a political leader aims to reflect on his political activities and perception of the politics as a true service to the society.



Leadership Psychology – The Art of Influencing Followers

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Leadership psychology explained by the ability to influence the people, forcing them to follow the ideas and perform the actions that offer the so-called leader. In fact, the leader is different from an ordinary person by its ability to influence the actions of audience and their thoughts. Why thoughts? Because a result of action depends on how the audience will perceive the information that comes from the leader. In particular, thought this is the main and major driving factor which is responsible for the actions and behavior of people. Accordingly, an individual who possesses leadership qualities knows how to speak correctly about any topic, in fact, during the interview the leader quietly putting pressure on the interlocutor by means of specific gestures or facial expressions.

For example, often raise his forefinger at the same time say the words: "Just so!" "Bingo!" in response to the interlocutor's phrase formulated from the context that has been previously said by leader, thus effectively forcing the interlocutor to repeat and take position of leader. In this case, the use of such gestures and words fraudulently serve as approbation of interlocutor's position, however, it should be remembered that his position it is the leader's position. The point is that with the help of gestures and words the leader forms the all thoughts of people and makes them think that the position of the speaker is absolutely correct, because it coincides with their positions. Then, the audience chooses to submit its common authority to this man, because he is more confident. This is how ordinary people think, because they are afraid to meet contradictions and difficulties. However, this fear causes them to believe and hope that the leader says to them, by the way, we shouldn't forget that they have chosen that man as a leader as a consequence of exposure of speaker's words and gestures.

It should be noted that the external manifestations of leadership are confident look, confident gait and firm handshake. If an ordinary person in order to do this has to strain, then for leader it is the natural state and he does it with ease. This is the leadership psychology.

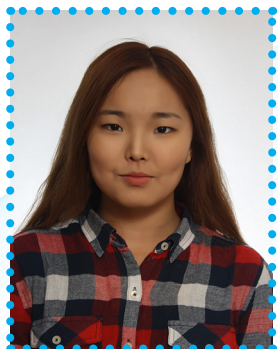


Organizational leadership: The impact of leadership roles' competencies on managerial effectiveness in hospitals

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The purpose of this study is to examine the association of different leadership roles' competencies and managerial effectiveness in hospitals. Unlike conventional organizations, hospital leadership structure is divided into two main groups based on authority and responsibility of leaders, including: governing leaders and medical leaders. Each of these leader groups is anticipated to have different leadership competencies that effect managerial effectiveness of the organization as a whole. The study embraces literature review of relevant journals and significant references to enhance understanding and build theoretical framework of the subject matter. The three leadership competencies, including technical competency, conceptual skills and interpersonal skills are studied in relation with managerial effectiveness which is measured by goals accomplishment, communication, and employee engagement. Primary research is conducted at Becamex International Hospital, Vietnam in forms of direct observation, structured interviews with CEO and department heads, and self-administered surveys amongst 200 hospital's staff. Data collected is analyzed using exploratory factor analysis, correlation analysis, and regression model. Early in the research process, it is found that there is a difference in leadership focus between governing leaders and medical leaders. Given the high hierarchical organizational structure of hospital, proper leadership focus is extremely important to effectively manage all of the hospital units as a whole system.



Can leadership be taught?

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I decided to start with this quote to indicate my views on that statement. I strongly believe, that leadership is something what could be taught, and there are many ways to accomplish that.

First of all, there are two questions: «What is a leadership?» and «Who is a leader?».

Off the top of my head, there are a few words which describe a leader and a leadership – confidence, courage, consciousness, open-mindedness and persistence. I believe, these qualities can be gained through one's life experience, books and education. However, there is no a specific pattern for being a leader. It's not about being an extrovert or an introvert, a man or a woman, having lots of money or being poor. «Leaders are people who do the right thing» – it's all about the ideas and the moral strength. Travelling, meeting people with different background, volunteering, seeing the world as it is and studying – are helping to build that open-minded and conscious vision which is inherent to leaders.

And I want to give an example of one of the greatest woman in the history who hasn't been a leader at her childhood, here is an excerpt from her biography: «She was a shy, awkward child, starved to recognition and love, who grew into a woman with great sensitivity to the underprivileged of all creeds, races, and nations...». Her name is Anna Eleanor Roosevelt.

All in all, I believe, leadership **SHOULD** be taught, because if you want to change the world you should start with yourself. I would like to end my speech with my favourite quote by Howard Thurman: «Don't ask yourself what the world needs, unless ask yourself what make you come alive. And then go and do that. Because what the world needs is people who are alive.



“Political Leadership- Decision-Making And Ethics”

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The concept of political leadership is just one of many leadership categories. And it is particularly difficult to identify. Psychologists and sociologists have long studied the phenomenon of leadership but besides that they have failed to present an exact and satisfying concept because they ignore the major components of the political leadership. Nevertheless, it seems certain that leadership is a relationship between leaders and subordinates. The article examines the political leadership in this light as interpersonal and social phenomenon, policy decision making and examples of decisions made by leaders and it also covers alternatives to the rational choice model. Policy decision making is an important avenue of research. The benefits of such an approach are its ability to explain not only outcomes but also decision dynamics. The course of world politics is shaped by leaders decisions and if we can understand how decisions are made , we can better see through the processes that lead to decision making and get “ into the minds” of leaders who make the decisions. Deeper understanding of methods and ethics. This idea is the central hypothesis for consideration in this research. Several questioning situations will appear in a new light especially those of the challenges to optimal decision making and the existence of morality in politics. The distinction between true leadership and leadership style with lack of morality that is actually witnessed also opens up promising avenues for understanding the phenomenon. There are a number of interesting avenues for exploring policy decision making and it is a fascinating study of leadership style even though it would be even more beneficial studying political leadership through biographical books that teach us how great leaders have seen their duties, their relationships with other leaders and politics.