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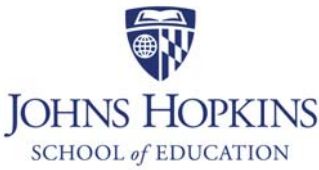

МЕЃУНАРОДНА НАУЧНА КОНФЕРЕНЦИЈА „КРИЗЕН МЕНАЏМЕНТ: ПРЕДИЗВИЦИ И ПЕРСПЕКТИВИ”

INTERNATIONAL SCIENTIFIC CONFERENCE “CRISIS MANAGEMENT: CHALLENGES AND PROSPECTIVE”

ЗБОРНИК ТРУДОВИ / CONFERENCE PROCEEDINGS

ЦЕНТАР ЗА УПРАВУВАЊЕ СО КРИЗИ,
РЕПУБЛИКА МАКЕДОНИЈА

УНИВЕРЗИТЕТ ЏОНС ХОПКИНС,
СОЕДИНЕТИТЕ АМЕРИКАНСКИ ДРЖАВИ

АМБАСАДА НА СОЕДИНЕТИТЕ АМЕРИКАНСКИ ДРЖАВИ
ВО РЕПУБЛИКА МАКЕДОНИЈА

ЗБОРНИК ТРУДОВИ

ОД МЕЃУНАРОДНАТА НАУЧНА КОНФЕРЕНЦИЈА „КРИЗЕН МЕНАЏМЕНТ: ПРЕДИЗВИЦИ И ПЕРСПЕКТИВИ”

НОЕМВРИ 2015 ГОДИНА
СКОПЈЕ, РЕПУБЛИКА МАКЕДОНИЈА

Скопје
март 2016

CRISIS MANAGEMENT CENTER,
REPUBLIC OF MACEDONIA

JOHNS HOPKINS UNIVERSITY,
UNITED STATES OF AMERICA

EMBASSY OF THE UNITED STATES OF AMERICA
IN THE REPUBLIC OF MACEDONIA

PROCEEDINGS

OF THE INTERNATIONAL SCIENTIFIC CONFERENCE
"CRISIS MANAGEMENT:
CHALLENGES AND PROSPECTIVE"

NOVEMBER 2015
SKOPJE, REPUBLIC OF MACEDONIA

Skopje
March 2016

Издавач:
ЦЕНТАР ЗА УПРАВУВАЊЕ СО КРИЗИ НА РЕПУБЛИКА МАКЕДОНИЈА

Центар за управување со кризи
ЗБОРНИК ТРУДОВИ ОД МЕЃУНАРОДНАТА НАУЧНА КОНФЕРЕНЦИЈА
„КРИЗЕН МЕНАЏМЕНТ: ПРЕДИЗВИЦИ И ПЕРСПЕКТИВИ“,
НОЕМВРИ 2015 ГОДИНА, СКОПЈЕ, РЕПУБЛИКА МАКЕДОНИЈА
Димче Мирчев бр. 9, 1000 Скопје
Телефон: +389 2 3249 101
Интернет адреса:
Веб-страница на Центарот за управување со кризи:
www.cuk.gov.mk/international-conference-proceedings
ISBN 978-608-65138-9-4
Скопје, март 2016 година

Печати: Пруф Принт ДООЕЛ; Тираж: 500 примероци

Publisher:
CRISIS MANAGEMENT CENTER OF THE REPUBLIC OF MACEDONIA

Crisis Management Center
PROCEEDINGS OF THE INTERNATIONAL SCIENTIFIC CONFERENCE
“CRISIS MANAGEMENT: CHALLENGES AND PROSPECTIVE”,
NOVEMBER 2015, SKOPJE, REPUBLIC OF MACEDONIA
Str. Dimce Mircev No. 9, 1000 Skopje
Telephone: +389 2 3249 101
Internet address:
WEB of the Crisis Management Center:
www.cuk.gov.mk/international-conference-proceedings
ISBN 978-608-65138-9-4
Skopje, March 2016

Printed by: Pruf Print DOOEL; Circulation: 500 copies

CIP - Каталогизација во публикација
Национална и универзитетска библиотека "Св. Климент Охридски", Скопје

327.5.008.1/.2(082)

INTERNATIONAL scientific conference "Crisis management challenges and prospective" (2015; Skopje)
Proceedings of the International scientific conference "Crisis management challenges and prospective", November 2015, Skopje, Republic of Macedonia. - Skopje: Crisis management center of the Republic of Macedonia, 2016. - 260 стр.: граф. прикази; 23 см

На наспор. насл. стр.: Зборник трудови од Меѓународната научна конференција "Кризен менаџмент: предизвици и перспективи", ноември 2015 година, Скопје, Република Македонија. - Фусноти кон текстот. - Библиографија кон трудовите

ISBN 978-608-65138-9-4
I. Меѓународната научна конференција "Кризен менаџмент: предизвици и перспективи" (2015 ; Скопје) види International scientific conference "Crisis management challenges and prospective" (2015; Skopje)
а) Кризен менаџмент - Управување со ризици - Зборник
COBISS.MK-ID 100804362

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Printing and publishing coordinated by: Crisis Management Center/Media Production Section

CONTENT:

Prof. Marina MITREVSKA, PhD
MANAGING A REFUGEE CRISIS: CHALLENGE OR PROBLEM FOR MACEDONIA 1

Prof. Mirushe HOXHA, PhD
THE ROLE OF HIGHER EDUCATION IN LEADERSHIP AND CRISIS MANAGEMENT: LEGACIES AND PERSPECTIVES 13

Ass. Prof. Urim VEJSELI, PhD
Stevko STEFANOSKI, PhD
MECHANISMS FOR REQUEST OF INTERNATIONAL ASSISTANCE IN CRISIS SITUATIONS IN THE REPUBLIC OF MACEDONIA 23

Prof. Aleksandar GLAVINOV, PhD
Jovan STANIKEVSKI, MSc
USE OF RENEWABLE ENERGY SOURCES FOR PREVENTION OF ENERGY CRISIS IN MACEDONIA 33

Prof. Metodija DOJCHINOVSKI, PhD
Maja TIMOVSKA, PhD
Petar TASHEVSKI
THE ROLE OF ARMY OF REPUBLIC OF MACEDONIA IN DEALING WITH THE SECURITY CHALLENGES POSED BY MIGRATION CRISIS 45

Dushko PACHEMSKI
Ass. Prof. Jugoslav ACHKOSKI, PhD
Ass. Prof. Urim VEJSELI, PhD
MODEL OF INFORMATION SYSTEM FOR EXCHANGE OF INFORMATION BETWEEN THE INSTITUTIONS OF NATIONAL SECURITY HOLDERS OF REPUBLIC OF MACEDONIA 53

Igorce KARAFILOVSKI, MSc
Assoc. Prof. Dimitar TRAJANOV, PhD
PILOT APPLICATION "REPORT FIRE" 63

Assoc. Prof. Emrush AZIZOVIC, PhD
Anela DZOGOVIC, MSc
Melisa AZIZOVIC
LEADERSHIP AND MOTIVATION IN CRISIS SITUATIONS 77

Stevko STEFANOSKI, PhD
Ass. Prof. Urim VEJSELI, PhD
CRISIS AND ITS RELATED CONCEPTS - POSSIBILITY AND IMPOSSIBILITY FOR THEIR DIFFERENTIATION 87

Ass. Prof. Katerina MITKOVSKA-TRENDOVA, PhD
QUANTITATIVE METHODS IN RISK MANAGEMENT 99

Prof. Lidija CEHULIC VUKADINOVIC, PhD
Monika BEGOVIC, MSc
NEW SECURITY CHALLENGES AND CRISIS MANAGEMENT – CONTEMPORARY REGIONAL SECURITY ENVIRONMENT ..109

Ass. Prof. Dr. Sc. Marjan GJUROVSKI
THE CONCEPT OF SECURITY OF THE CRITICAL INFRASTRUCTURE IN TERMS OF RISKS AND CRISES 121

Muhamet RACAJ, PhD
DEFINING THE CRISIS AND CRISIS MANAGEMENT 131

Assoc. Prof. Mende SOLUNCHEVSKI, PhD
Elena PETKOVA, MSc
PROVISION OF HUMAN RESOURCES IN THE CRISIS MANAGEMENT CENTER 143

Assoc. Prof. Slavko ANGELEVSKI, PhD
Docent Nevena SERAFIMOVA, PhD
THE ARMY AS A KEY ELEMENT IN THE CRISIS MANAGEMENT SYSTEM OF REPUBLIC OF MACEDONIA 153

Ass. Prof. Tatjana BOSHKOV, PhD
Ass. Prof. Drasko ATANASOSKI, PhD
ARE WE READY FOR STRATEGIC ACTIVITIES FOR PREVENTION IN HUMAN TRAFFICKING? 167

Ass. Prof. Tatjana BOSHKOV, PhD
Ass. Prof. Aleksandra ZEZOVA, PhD
ENHANCING THE ABILITY OF EDUCATION IN PREVENTION OF THE TRAFFICKING IN HUMAN BEINGS 177

Ass. Prof. Toni PETRESKI, PhD
Ass. Prof. Igor GJORESKI, PhD
MIGRANT CRISIS AND USE OF THE ARMY OF REPUBLIC OF MACEDONIA IN DEALING WITH CRISIS SITUATION 189

Aneta STOJANOVSKA-STEFANOVA, MSc
Nadica VCKOVA, MA
INTERNATIONAL STRATEGY FOR CLIMATE CHANGE AND THE COUNTRIES' COMMITMENT FOR DEVELOPING POLICIES 197

Assoc. Prof. Svetlana NIKOLOSKA, PhD
Assoc. Prof. Marjan ANGELESKI, PhD
CONFRONTING HATE SPEECH SPREAD VIA COMPUTER SYSTEMS IN THE REPUBLIC OF MACEDONIA 209

Prof. Arse PETRESKI, PhD
Ass. Prof. Urim VEJSELI, PhD
OBJECTIVES OF PREVENTIVE POLICY OF CONFLICTS ORGANIZATION OF THE UNITED NATIONS AS PART OF THE WORLD SECURITY STRATEGY 221

Prof. Metodija DOJCHINOVSKI, PhD
Nenad TANESKI, PhD
Vasko KOKOLANSKI
CRISIS MANAGEMENT AND INTERNATIONAL COOPERATION FROM THE PERSPECTIVE OF A SMALL COUNTRY 231

Ilija BOJAROVSKI, MA
CRISIS COMMUNICATION WITH RETROSPECTION TO THE ORGANIZING IN CRISIS SITUATIONS IN THE REPUBLIC OF MACEDONIA 243

316.485.2:005]-027.21
Original scientific article

DEFINING THE CRISIS AND CRISIS MANAGEMENT

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Abstract: *The crisis can now be played with little or no warning, anywhere, anytime. But it is not necessarily bad news. It is a reality. The ability to manage changing situation and to bring sober decision - which is just another way of perceiving the crisis management - is vital to achieving success in the critical milestones in life, politics, the world in general. In the new circumstances arise new opportunities for successful early crisis management.*

What is the crisis? What is crisis management?

Webster defines crisis as a turning point for better or worse, the decisive moment or crucial time. Crisis management planning of the crisis, turning point - a skill the removal of most of risks and uncertainties which allows you to have greater control over your own destiny.

Keywords: *crisis, management, point milestone.*

INTRODUCTION

The crisis is simply reality. It can be played at any time, any place. It can have your announcement but can occurs suddenly without warning. It is perhaps imperceptibly but present here somewhere. In other words, the safest assumption is that the crisis looming on the horizon. Its presence should not be seen as bad news. The crisis has its positive aspects. The existence of the crisis is a reality. If we accept this reality as existing - if you comprehend that in today's complex and unpredictable times nothing is impossible, including crisis that all of us can offer wilderness - then it might be the right time in our minds to accept the argument that, with appropriate planning and timely response, we can extract a positive aspect of the crisis. In dealing with the crisis and crises can learn that fate can be cruel. It can also be learned that crises can be very good. But above all, these are raw! And this their qualification, in our minds reinforces the conception of poor crisis.

"The Chinese have grasped this concept for centuries. The symbolfor their word for crisis - called njei-yi - is actually a combination of two words - danger and opportunity. "[1]

Art to direct fluid situation and make a good and carefully weighed decision - which is just another way to look at crisis management - are vital to achieving success at critical points - milestones in life, politics, the world in general. Because the crisis is unfolding in a isolated area, it is quite certain that every crisis has undulating effect of life in her surroundings. Here it is necessary to emphasize that what is happening at a higher level, leaving the effect of what happens at a lower level and even our individual lives. Conversely, personal crises and stressful situations may influence the big decisions. The global crises show different ways of handling the crisis managers. The techniques of those appointed to deal with global crises vary considerably. They impose issues on which technique is better; what are their common features; technique proves to be successful depending on the environment where it is applied. All this should be taken into account when deciding the height of the crisis: as action taken further affect other actors, actions and future crises? They are inextricably intertwined. They affect each other and are each fed.

1. BASIS FOR DEFINING THE CRISIS

Nearly two decades after the end of the twentieth century, retrospective view through a turbulent era of the events seen two world wars, the end of the colonial era and the many crises and conflicts. Besides all the "long awaited peace" between the superpowers behind, during the post Cold War international system was characterized by constant violence in many regions. The most common type of hostile interaction in global politics in the past century was the intergovernmental military-security crisis. In the mid-1970s, there was very little systematic knowledge about:

- Perception crises and techniques of decision-making in the Eastern Bloc;

- The numerous crises of the twentieth century in all regions outside of Europe;

- The crises experienced by poor countries;

- Stakes, attitudes and tactics of the unions partners in crisis management;

- Triggers for cause and effect relationship crises;

1 Fink, Steven. „Crisis management: Planning for inevitable“. Lincoln, USA: iUniverse, Inc, 2002

- The effects of the crises on the power, status, behavior, perceptions and consequently the countries participating in them; and

- Crisis outcomes globally.

Moreover, there were less systematic and scientific and practical operation of the extended conflicts (enduring rivalries) or any widespread theory of crises. Even "the last few years the management of crises is a priority topic of security agendas of international, governmental and non-governmental organizations."[2] Awareness of this gap in 1975 led to the launch of the "international crisis behavior".

The project relied on three points:

- First, that the destabilizing effects of crises or conflicts and wars are threatening to global security;

- Second, to understand the reasons for the crisis, evolution, behavior of the actors, the outcome and consequences of the crisis is only possible with their systematic study;

- Third, that knowledge can facilitate the effective management of crises and reduce their adverse effect on world security.

Objective of this project was to shed light on this growing phenomenon of world politics. It is extracted four specific objectives:

- The creation and dissemination of theory interstate crises and conflicts continued;

- Generation and testing of appropriate assumptions about the effects of the crisis on the leaders and decision-makers;

- Determining the templates for setting key elements of starting a crisis, the actions of the actors and crisis management, the activity, the passivity of the superpowers, the involvement of international organizations and outcome; and

- Applying lessons learned in improving the world order through international peace and security.

The crisis and its function within the broader security paradigm displayed different sizes.

The first to address the different notion of crisis management. "The formulation of this concept within the broader definition of peace and security, by merging military and civilian dimensions of the crisis eventually led to the expansion of the significance of the problem (crisis) which pushes the tendency to justify efforts to create a valid instrument international institutions and governments ".[3]

2 Mitrevska Marina, "Crisis Management", Skopje: Europe 92 - Kocani, 2008: 141
3 Georgieva Lydia, "Post-conflict dilemma in Macedonia: crisis management." Crisis management in the country, Contemporary Macedonian Defense (2005): 78

The second dimension - a problem concerning the determination of the crisis in the narrow and broad sense, is to develop a strategy for managing the crisis and creating resources for proper management. Around this strategy most international actors for a longer period put the theoretical emphasis on prevention, although the belated prevention practices are facing the problem of limiting and resolve the crisis, and later post-conflict management process of peace building.

Furthermore, another problem that lingers is finding a clear, precise and sufficiently comprehensive definition of crises to be distanced from the categories that define other type emergency, which includes a danger to the security of the State or citizens (war, emergency, emergency).

In connection with the crisis set two logical questions about the likelihood of violence breaking out. Not all crises involving violence. In fact, an important question is why some crises escalate, and some do not escalate into violence, or rather military hostility. The second issue however, is on the type of change in the situation that lead to more intense violence. Some changes are caused or accompanied by violence, others are not. Therefore, the focus of any study of the crisis is not exclusively or primarily placed on violence. Much more focus is the change that takes place in the international system in which crises are used as analytical response.

2. TERM OF CRISIS AND CRISIS MANAGEMENT

2.1 Defining crisis

"The content of the term crisis is ambiguous and almost boundless. In the lexicon, a crisis is a Greek word krisis. In the lexicon are offered two definitions of the word crisis and a positive connotation (one degree in a series of events, which are decisive for the future and that can lead to changes for the better or worse, in a word crisis means a turning point), so and negative connotation, as a state of instability eg. in economic, social, political and international relations after coming to twist. "[4]

In the Merriam-Vebster Dictionary, the crisis is defined as:

a) "A milestone for better or worse in acute illness or fever," ... "of pain, sadness, grief, anguish or impaired functioning; emotionally significant event or radical change of status in the life of a person ";

b) "a watershed moment" (as in the plot in literature);

4 Mitrevska Marina, "Crisis Management", Skopje: Europe 92 - Kocani, 2008: 21

c) "an unstable or crucial time or order of things that the forthcoming crucial change, especially with such obvious opportunity for highly undesirable outcome (as the financial crisis), a situation that reached a critical stage, (environmental crisis)."[5]

The crisis (crises) can be played on a personal or societal level. It can be traumatic or stressful change in someone's life, or socially unstable and dangerous situation in political, social, economic and military terms, or major environmental event, especially one that causes near and sudden change. More generally, it is a term meaning "time of testing" or "emergency".

It may be a social condition that is characterized by unusual volatility caused by stress and (or) a sense of danger or endangering the continuity of the individual or group, especially social condition of transforming the cultural patterns and habits.

In everyday speech it may be synonymous with "dramatic fiction, the highest point reached levels of interest or emotional reaction."[6]

If the crisis is seen as a milestone that contrary to common belief, is not always bad. It only is characterized by a degree of risk and uncertainty. The crisis is a major, unpredictable event that threatens to harm the organization or their holders. While crises are unpredictable, they are not unexpected. All those who predict and plan crisis - point milestone (such phrase as a substitute, provided to us, in our minds there is a problem with attaching the wrong connotation of the word crisis), anyone can anticipate and plan point milestone It has a better chance to benefit from this opportunity rather than a crisis that allows him to sneak off guard. Readiness for the event of a crisis is a condition for its successful handling or at least what is called damage control.

Crises can affect all segments of society - politics, economy, religion, education, family, governments, etc., And are caused by a wide variety of reasons. According to Rosenthal, the crisis poses a serious threat to the fundamental structures or the fundamental values and norms of society. In accordance with his argumentation term crisis be used as concept for all kinds of negative developments. In a broader connotation applies to situations that are unexpected, unwanted, unpredictable and causing danger.

The Law on Crisis Management of the Republic Makeodija states: "The term crisis is understood phenomenon which threatened fundamental values, enduring and vital interests and goals of the state."[7]

5 http://www.merriam-webster.com/dictionary/crisis
6 Encyclopedia Britannica, 2008. Encyclopedia Britannica Online.
7 Article 3 of the Crisis Management Law ("Sluzbenvesnikna RM", no.29, 2005).

Ortakovski said that the crisis is a tense confrontation between armed forces are mobilized and ready and can be used in occasional bouts of a lower level, but not using significant force.

According to Robertson, the crisis can be understood as a national or an international situation which has evaluated the treatment of primary interests or ambitions of the countries involved.

UK Department for Business, Entrepreneurship and control reforms, the crisis described as "abnormal situation or perception that is beyond the range of daily operations and that threatens the operations, safety and reputation of an organization." Department takes in operation, planning of crisis management to be treated with equal care and other planning activities.

Although definitions of crisis can vary quite, there are three elements that are common to most definitions of crisis:

a) threat to a system;

b) the element of surprise;

c) a time decision.

Every crisis is itself different, yet all possess some of the following features:

- Surprise;
- Lack of information when it is needed most;
- Rapid escalation of events;
- Retrieval of control (real or alleged)
- Risk of important interests;
- Intensive monitoring backdrop;
- An outbreak of panic;
- Changes in the usual process of decision-making;
- Effective targeting of management of short term planning, decision, action.

2.2 Defining crisis management

Crisis management is a systematic attempt to avoid crises or to manage crisis events taking place. "Crisis management - planning crisis, a turning point - a skill the removal of most of the risks and uncertainties to allow you to achieve greater control over your destiny."[8]

8 Fink, Steven. „Crisis management: Planning for inevitable“. Lincoln, USA: iUniverse, Inc, 2002

According to the American Heritage Dictionars, crisis management is a complex of special measures taken under pressure to resolve the problems caused by the crisis.

For David Robertson, Crisis management is good diplomacy which seeks to resolve the unstable situation by avoiding tensions. From a practical point of view, the crisis is any situation that warning runs the risk of:

- Escalation in intensity;
- Export to light something that was hidden;
- Mixing in usual activities / operations;
- Endangering the positive image of public figures or systems;
- Damage to the personality system, the state etc.

If any of these events occur, the turning point will probably take direction to worse. Therefore there is no reason to assume that if the situation carries the risk of escalation in intensity, same situation if you wait and decide if the time may not escalate. On the contrary, it may very convenient to break up, to resolve. Something you may not realize is that we are constantly deflect warning situations in everyday life, but we are not aware of it because we do it so skillfully that it became part of our usual routine. It may have noticed if sometimes something really unusual happens. But when anything negative happens, we may not be aware about the existing we have, that alternatives can be wilderness. Maybe all this routine is dull, but it must not be forgotten that exactly that in other words is called winning. Winning is when off the warning situation. It's actually practicing crisis management. People act with tried and true measures. All you have to do is "to keep the antenna upright" of something that is out of the routine. Usually when something extraordinary will occur, the manager will be able to handle it because previously already routinely dealt with similar situations. It's about having the alternativa of speech warning situation.

Are mentioned is really crisis management? Yes. Any measure that advance planning crisis (or turning point) - any measure that removes the risk and uncertainty of the situation and thus to achieve greater control over one's destiny - is really a form of crisis management.

Certain theorists believe that when we talk about crisis management, in fact, talking about the phrase, which at first glance seems counter narrator. What does that mean? It means "crisis" often characterizes confusion or bewilderment or even panic, which could lead to negative consequences. Hence the question can it manage crises? Certainly yes, but only if they have the following three rules: that crises are inevitable; that crisis management requires some management procedures, which can be pre-adjusted and used by the emergence of the crisis; and that crisis management is an

integral part of the responsibility of each manager. "... With the crisis required tackling such an issue of operational management which are simply taken in exceptional situations. This framework for crisis management in response usually based on existing administrative structures and responsibilities. It must also reflect (or improving) the existing lines of communication, both in companies and in all the organizations affected. This approach, when developed in conjunction with the operational managers, will be a confirmation of ownership of plans and preparation of the proposed framework for practical implementation. "[9]

In general, the practice of crisis management includes efforts to eliminate failure, and the development of a formal communication system to prevent or manage crises and discipline under the broader context of management. So eg. responsible student carries two pens on the day of the exam. Should one refuse he will be ready to continue the examination of undisturbed situation. It is a form of crisis management. When the driver is preparing for a long car journey, he carefully checked the car, replenish the tank, inspect the tires and the engine becomes life jacket etc. It is also a form of crisis management.

Crisis management consists of the skills and techniques required for assessing, understanding and dealing with any serious situation, especially from the moment they occur, until start the recovery. It implies the existence of a crisis management plan that consists of methods used to respond to the reality (objective situation) and perception (subjective experience). "The basic problem is that dominated the planning and management of crises not ask how to get targeted to the crisis (as it is, and if it is defined) but to building resources (which can be used in any or every type of crisis) "[10]. It also includes the establishment of measures to determine what kind of scenarios constitute a crisis and that the necessary response mechanisms should be consistently applied. Covering all communications are established within the phase response scenarios for managing hazards.

In the context of the theme of managing political and security crisis activities of "timely anticipation and timely response to crises; formulating strategy and resources for managing crises, providing normative legitimacy and political support for activities in international crisis management and dealing with internal crises. " Crisis management is a term occasionally refers to the management of incidents, though some industry experts argue that the term crisis management is more precise. Related terms management of incidents / accidents and management continuously focus

9 “Crisis management“. United Kingdom, Department of Business Enterprise and Regulatory Reform. October 2007
10 Georgieva Lidia, "Crisis Management: regional experience and dilemmas of Macedonia" Modern Macedonian Defence, December (2004): 58

adequately fast, but short answers like "first aid" and the long-term recovery and phases of renewal and revival. The crisis is also an aspect of the management of risks, although not entirely correct to state that the management of crises is actually unsuccessful management risk because it will never be possible to fully reduce the chances of accidents. While risk management includes assessment of potential threats and looking for the best way to avoid these threats, crisis management involves handling incidental condition after she began playing.

Crisis management consists of: methods used to respond to the reality and the perception of the crisis; determining criteria for possible scenarios that make up the crisis and which consequently would withdraw certain response mechanisms; and communication that takes place in the phase response scenarios for emergency management. Regarding the latter, the endangered and communication system which he includes in timely response to the crisis is a challenge for the crisis managers. Here is necessary open and constant communication through the ranks to contribute to successful crisis resolution. The issue of crisis management at the country level is a priority political and security issue, whereas, the answer here is a little different and complex.

"When it comes to crisis management may highlight its military, political, economic, social, humanitarian and environmental aspects. Each of these aspects presupposes adequate preparedness certain state authorities to deal with them and reduce their consequences. In that sense, the resources and the capacity of certain state institutions to deal with the crisis is only part of the national resources are directed to a specific problem that produces crisis."[11] Different social contexts in which crises occur, and provide unique features of the crisis. Binding of the crisis on different social context should answer when, who and how to deal with the crisis.

"The reasons for the crisis, or whether its structural roots political, economic, social and security challenges in the Western democracies or democracies in transition, or the reasons are desperate state of post-conflict societies that tense last backup for what such a peace and a green light to the Stabilisation and development and provide specific nature of the crisis. "[12]

"Did you manage crises more or less political or military means, or will be treated with more or less democratic means, a big issue in zapnuva procedure

11 Gocevski Trajan, "The need for a law on crisis management - or why regulating this matter," Crisis management in the Republic of Macedonia - Macedonian Defence Contemporary (2005): 17-22

12 Georgieva Lydia, "Post-conflict dilemma in Macedonia: crisis management," Crisis management in Macedonia - Macedonian Defence Contemporary (2005): 78

standardization, but also in the practical realization. If the crisis is fluid, dynamic and unstable situation, and then dealing with it should be the same way. "[13]

According to new research Oksford-Metrika, independent advisor risk, value, and reputation management, crisis management is the process by which the organization manages extensive vlijnie such as media relations and enables the start of recovery. They pushed the problem of finding the answer to the question: what is the purpose (function) of crisis management? To prevent and deal with crises by increasing the efficiency of the system by coordinating activities and resources in conditions requiring urgent and comprehensive action, or simply to realize one's interests, or something else? Regardless of the size of the system is concerned, the primary objectives or benefits of crisis management typically would include:

- Ability to assess the situation in and out of the system so that all key players can notice;

- Techniques for direct actions that will attract or limit the spread of a possible or perceived damage / injury;

- Better elasticity of the system for its stakeholders;

- Compliance with the control and ethical requirements, eg. incorporating social responsibility;

- Much better management of serious incidents or anyincident tends to get serious;

- Improved awareness of individuals about their roles and expectations organization;

- Increased ability, confidence and morale withinorganization / system;

- Enhanced management of risks to such an extent that the apparent risks are identified, mitigated (where possible) and during continuous crisis management for which there is advance preparation;

- Protected and enhanced reputation of reduced risks and damage to the occurrence of the crisis.

The credibility and reputation of the system of endangered values greatly affect how perceived threat and the response to the crisis situation.

13 Mitrevska Marina, "Managing the crisis: Can the crisis be managed?" Yearbook: Paper 59. Skopje: Faculty of Philosophy, 2006, 493-506.

CONCLUSION

The existence of the crisis is a reality. But that reality should always and gives a negative connotation. Wherever it happens when they happen, and happen: seek the opportunity that exists in every crisis. The crisis is a moment of deciding whether and in which direction to take certain action, such an event can be modified, or completely finished. It's a defining moment turning point. It can be social situation of unexpected uncertainty caused by stress or endangerment of individuals or groups. Three elements are inherent in most definitions of crisis:

a) threat to a system or values,

b) the element of surprise and

c) the short time for a decision.

At the country level, the crisis is a situation where there is a perception of threat, increasing concern, anticipation of possible violence and assurance that any action could leave far-reaching consequences. National security (state) crisis has its own dynamics. The parameters are common with those of the crisis between the countries, which is known as the "international crisis". If we leave aside the political and security crises still remain a number of different possible crises, but they can be arranged in a particular group. Such classification of crises is important for the process of crisis management because different crises require different strategies for crisis management.

Crisis management is a process in which a certain system handles some major unpredictable event that threatens to harm the system (values, state, organization or people in general). It is a discipline within the broader context of management, a discipline that consists of skills and techniques necessary to assess, understand and resolve serious situation from the first moment of its developments. The methods of managing crises in a particular system is known as "Plan for crisis management." Sometimes the crisis managers have the time and resources to implement the crisis management before the actual experience of the crisis. Typically, the activities in a proactive crisis management is reduced to predicting potential crises and planning how to deal with it.

Crisis management in the crisis directly involves identifying the true nature of the crisis and intervention aimed at reducing the damage and the recovery from the crisis. At the state level, "the analysis shows that the management of the crisis is a good diplomacy which seeks to resolve the unstable situation by avoiding tensions. At first glance associates the connection with last bloc division and current European development, but with a clear idea and message that peaceful resolution of the crisis and diplomatic action and today more than needed.

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