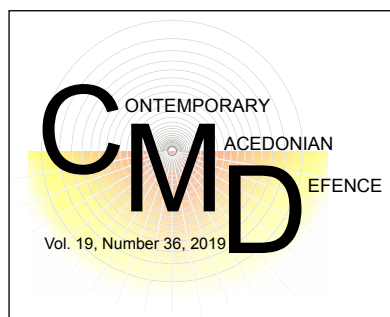


МЕЃУНАРОДНО НАУЧНО СПИСАНИЕ

СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА



MINISTRY OF DEFENCE
REPUBLIC OF NORTH MACEDONIA



36

VOL. XIX
SKOPJE

JUNE 2019

СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА	Год.	Број	Стр.	Скопје
CONTEMPORARY MACEDONIAN DEFENCE	19	36	1-116	2019
	Vol.	No	pp	Skopje

CONTENTS:

Yantsislav YANAKIEV	
THE PROCESS OF EVALUATION OF NATIONAL INTERESTS AS THE BASIS FOR SECURITY POLICY-MAKING AND STRATEGY DEVELOPMENT	9
Siniša TATALOVIĆ Dario MALNAR	
MIGRATION IN THE SECURITY POLICIES OF THE CENTRAL AND SOUTH EUROPEAN COUNTRIES	23
Nita STAROVA	
SOFT POWER AS A STRONG DIPLOMACY TOOL – LEARNING FROM GERMAN EXPERIENCE	47
Vasko POPOVSKI	
THE CONCEPT OF RESILIENCE TO CRISIS AND DISASTERS: CASE OF THE UNITED STATES OF AMERICA	59
Mende SOLUNCHEVSKI Maja TIMOVSKA	
DEVELOPMENT OF HUMAN RESOURCES IN THE SYSTEM OF PROTECTION AND RESCUE IN THE REPUBLIC OF NORTH MACEDONIA	71
Gjorgji VELJOVSKI Metodija DOJCHINOVSKI	
THE CONCEPT OF GENDARMERY - SOLUTION TO CONTEMPORARY SECURITY THREATS	83
Sande SMILJANOV	
PROTOCOL AND TRADITIONS: E pluribus unum	93
Krunoslav ANTOLIŠ	
NEW SECURITY PARADIGM OF THE REPUBLIC OF CROATIA AS A CONTRIBUTION TO THE SECURITY OF SOUTH EAST EUROPE	105

PROTOCOL AND TRADITIONS: E pluribus unum

Sande SMILJANOV¹

Abstract: *Adequate execution of protocol activities is one of the fundamental elements of effective and efficient diplomacy. In order for this to be achieved, one needs to know the essence of this practical profession. In itself this means knowing the history, lessons learned from the past, as well as the traditions as a thread weaving together the historical characteristics and culture of one nation, one region into this profession's tapestry. Having this in mind, one can say that protocol is a set of rules which shape what good behavior means. At the same time it is a set of rules which have a historical background, and norms based on traditions and customs, both of which shape what modern protocol is in the diplomatic, defence, and security sense of the matter, which is why the latest three characteristics cannot be viewed as isolated islands, but rather as integral elements of a complex and complicated system.*

Key words: *protocol, traditions, culture, diplomacy.*

INTRODUCTION

To put it plainly Protocol is an invisible profession which is the joining tissue of the international developments and international arrangements. This is a profession which represents a vital bloodline which ensures the uninterrupted course of international relations and this in itself creates international community mobility. Protocol can be viewed as a practical profession which has academic foundations since it has been based on theories developed for centuries. The failure of some states to understand protocol rules, norms, and even traditions and customs, which is what protocol historical backbones are based on, can have huge consequence upon them and can simply put lead to their collapse as members of the worldwide scene. This is why it is of crucial importance for members of this profession, which is yet to be more clearly defined (for the boarder masses), to raise themselves above the common average and get to know the beginning of this exceptional profession. This would mean that specialists from our country must get familiar with the beginnings of Macedonian protocol, live with the current modern protocol, and at the same time be well aware of the restrictions coming as a result of culture and traditional differences between nations. This is exactly as its sounds – complex and very serious.

¹ MBA Spec., Ministry of Interior, Republic of North Macedonia

I. PROTOCOL AND CEREMONY: THE SCIENCE AND ITS PRACTICAL USE

1.1 Basic definition of the word protocol and its history

Protocol is a set of rules that call for proper behavior during official meetings and ceremonies conducted by governments and nations, as well as their representatives. It is a recognized system of international courtesy².

Etymologically the term “*protocol*” comes from the Greek word “*protkollon*” (formed from the words “*protos*” - first and “*kolla*” - glue) which literally translates into first glued leaflet, which is the leaflet that the Greek used to mark documents³. Later, *Protoculum* meant drafting of official public documents, some of which were called protocols.

Protocol demands “*etiquette*”, a term deriving from the French word “*étiquette*”, meaning good behavior⁴. There is also another definition which says that protocol is a set of rules that regulates the matters of etiquette, commendation and order of precedence during official ceremonies. “**Diplomacy is the art of telling the bad things in the best possible way.**”

Protocol was first applied as far back as during the times of the ancient Egyptians who published the book “*The Maxims of Ptahhotep*”. Having this in mind one can freely say that in addition to the plow and the calendar, they also invented the policy of good behavior. This book was written in 2000 BC and is kept in the National Library in Paris where it is known as “*Papyrus of Preuss*” (according to the name of the donor).

By the XIX century French terms “*protocole diplomatique*” or “*protocol della chancellerie*”⁵ referred to the ceremonial rules that had to be followed in written official contacts between states and their ministers. Nowadays protocol serves as an international code of courtesy which includes diplomatic forms, ceremonials and etiquette. In the current business world the word protocol is used instead of the word etiquette, simply because it sounds more formal.

As part of their culture, many companies have established their own protocol rules. Knowing etiquette has always been a powerful business tool. John Molloy, a business guru and author of the book “*Dress for Success*” said that everyone whom he had talked to claims that the biggest indicators of someone’s style are his social skills.

Ninety-nine out of a hundred businessmen have claimed that possessing these skills is a precondition to success in the business and social life. They said that everyone has to have table manners, be able to keep a polite conversation, know how to represent

2 <https://www.state.gov/discoverdiplomacy/references/169792.htm>, accessed 30.03.2019

3 <http://www.psow.edu/>, Protocol School of Washington, accessed 10.02.2019

4 <https://www.merriam-webster.com/dictionary/etiquette>, accessed 30.03.2019

5 <https://establishyourselfny.com/origin-of-etiquette/>, accessed 30.03.2019

himself and others, and know the basic rules of courtesy.

Molloy also explains that the majority of businessmen appreciate if their employees behave properly at a party or a dinner. Nowadays, a capable businessman knows how to conquer new markets, open new opportunities anywhere in the world, and can overcome the techniques needed to prevail over the competition. Etiquette and protocol are skills that give any businessman a worldly image. Good manners are an essential part of any good leader.

Today in the twenty first century, technological boom, and development of communications, has led protocol to become the most important social discipline without which meeting of highest ranking leaders like presidents of states, governments, parliaments, and others, would lose their meaning. Protocol leads to meeting of world leaders, and royal families, fitting into a frame of common sense and proper behavior, which in its self leads to successful communication.

Going back to the core of the word protocol, we can point out that in its narrower sense it refers to originals of public documents, written minutes from international conferences, and agreements.

On the other hand in its broader sense, it means a **collection of rules which needs to be implemented as part of protocol, state, and diplomatic ceremonies, as well as during all official relations and social life events.** Rules of protocol are a form of a safety fuse for the reputation of each state.

Protocol is a set of rules which calls for proper behavior not only during times of ceremonies between high ranking state and military official, but in everyday ceremonies as well. This discipline is a well recognized system of internationally established politeness and good manners, which leads to respect of rights, status, and dignity of others. We can safely say that protocol is both science and art in constant development and progress.

Key to success in organizing and planning any protocol event is dedicating attention to details, respecting pre-established customs, traditions, and rules of ethics, politeness and common sense.

Responsibilities that new nations get during worldwide events, as well as the increase of multilateral diplomacy through institutions such as the United Nations, inevitably leads to the “flourishing” of diplomatic ties⁶. This turnout of events points out to importance of protocol, and at the same time reminds us that preparations for visits of statesman and state officials are both science and art: science because shades of protocol can be crucial: art because everyday protocol activities contain a dose of subtlety, delicacy and personal touch.

6 Stanzel, V.S. (2018), “New Realities in Foreign Affairs: Diplomacy in the 21st Century”, Berlin: Stiftung Wissenschaft und Politik.

1.2 The Ceremonial and its ties to protocol

The Ceremonial is a strict adherence to the prescribed or standard formalities during ceremonies. This definition would lead us to imagining magnificent festivities viewed through the media, some of them being enthronement of a monarch or a pope, a presidential inauguration or lavish ceremonies on the eastern courtyards. During all these ceremonies attendants are wearing formal clothing, feather hats, ceremonial uniforms, thus creating picturesque parades in all their glorious beauty. However, the ceremonial is after all far more than this. **Protocol** is a form of a hierarchical order and expression of good conduct between nations. Just as decency is one of the fundamental rules of everyday life, so is protocol when it comes to rules of behavior for governments and their representatives during official and unofficial events.

Maintaining peaceful relations between participants in the international diplomacy and avoiding insult are just some of the basics in international relations. Good behavior and respect towards independent states and their envoys is of fundamental importance.

Importance of all of this can be seen in the statement of John F. Kennedy, who at times when unpleasant behavior was an integral part of the diplomacy of certain governments, during his inauguration speech stressed that kindness and politeness **are not weaknesses**. Bismark, on the other hand reminded that even during declarations of war certain rules of good behavior are respected. Jules Cambon, a French Diplomat, wrote that during peace agreements there is no difference between the winners and the defeated, whereas Khrushchev publicly stated that pure insults would not help defeat capitalism.

Abandoning or alleviating protocol customs is often a result of pleasing someone. The Vatican which is probably the oldest courtyard in Europe is well known for its refined protocol procedures.

Off-protocol moves can also be seen coming from heads of states and other dignitaries. There is a well known story about a president of an African country who visited the “Colonial Williamsburg” Museum in Williamsburg, Virginia (USA). After the tour through the museum he returned to the vehicle where he realized he hadn’t thanked the lady-curator. The next thing he did was get out of the vehicle, and return to the museum, where he thanked the lady and gave her a souvenir from his country. Examples like these are sufficient proof that protocol is not devoid of human sentiment to such an extent to which one might imagine and that the people obliged to adhere to protocol know when and how to dispose of its stricter strains when they want to show warmth towards people welcoming them⁷.

7 Вуд. Р. Ц., Серес. Ц. (2009): „Дипломатски церемонијал и протокол“, Скопје: Издавачки центар Три

1.3 Protocol throughout Macedonian history

The state protocol of North Macedonia has very strong roots dating to its earliest history. Oldest data of protocol activities in the state tradition of North Macedonia can be found in the works of ancient authors who observed the activities of rulers of the Argead Dynasty that formed the first Macedonian state in the 7th century BC. This is the dynasty out of which emerged the most famous rulers of Ancient Macedonia, Philip II and Alexander III of Macedonia. In historical records state protocol activities are not elaborated in detail. Book like “History” written by the father of history, Herodotus in the 5th century BC, works of Roman historian Quintus Curtius Rufus “History of Alexander the Great”, and “History of Campaigns of Alexander the Great” by Arrian, all describe certain interesting activities, about the state protocol in Macedonia. Data is provided through the descriptions of receptions of high-level delegations from foreign countries, military protocol before heading to a battle, reports of daily activities of the state and military apparatus, as well as protocols for funeral ceremonies of dignitaries.

One of the more important periods for the state protocol in Macedonia was that during the medieval period when the Macedonian state was led by Tsar Samuel from Prespa and Ohrid.

Although there is no special and detail data according to historic sources and archeological finds it can be noted that there was presence of state protocol.

Modern Macedonian state is rich with important events during which protocol rules, regulations and procedures were a necessity. Latest in the line of historic moments which changed the course of the state (without prejudices whether positive or negative but looking at it only from professional point of view) was the signing of the Prespa agreement which solved the three decades long historical name dispute. Details incorporated in the event point out that both sides (Greek and Macedonian) put a lot of thought into the protocol norms - location of signing (lake that connects us both), the event was taking place on both sides, and pictures which give a feeling of triumph and perfection.

II. PROTOCOL AND TRADITIONS THROUGH PRACTICAL EXAMPLES

2.1 Domestic state traditions

Protocol is a science and practice that develops through time – a large number of tools and channels for implementing modern protocol have changed, thus resorting to more effective and efficient ways for conducting protocol activities.

Still, if the intention of protocol is to function meticulously and in accordance with norms, traditions and cultural differences have to be respected.

Tradition is one of the most important factors for presenting professionalism and high level of knowledge in the area of protocol.

Following are several examples used to portray the importance of including tradition in protocol activities.

Example no. 1: In the course of one summer visit by the Defense Minister of Ukraine who came to the Republic of Macedonia, by plane, during the official lunch he was served watermelon as a dessert. He enjoyed the watermelon so much that when leaving, he brought with him “one ton” of watermelons from Macedonia. This represents a situation where tradition was put in the service of creating friendly relations.

Example no. 2: In 2011, during the visit by the Emir of Qatar, Sheikh Hamad bin Khalifa al-Tani to our country, as part of the official lunch he was served traditional Macedonian food - Macedonian kebabs and baked beans, which are characteristic for our country and several other countries in the world only.

During the official welcoming of VIP's right at the arrival when stepping down from a plane, two girls dressed in beautiful traditional Macedonian clothing hold trays with traditional Macedonian bread with salt. This is served as a welcome gesture to the guests and is a traditional and innovative presentation of our host country. Also, during cultural events (programs) as part of official visits, during lunches there are often cultural and artistic programs by our cultural and artistic associations, which gives foreign VIP a unique presentation of our culture.

2.2 Tradition in other parts of the world

A. Middle East

Except for Israel, all the other states in the Middle East are of predominant Islamic religion. If having this in mind diplomatic representatives serving in this part of the world need to be observant of a bunch of rules and specifications which can lead to success or failure during their diplomatic representation. Here are some of the customs and traditions from this part of the world:

- With the Muslims, men and women do not sit together at the same table.
- Before entering a house you are suppose to take your shoes of.
- Pork meat and alcohol are not allowed.
- Muslims are fasting during the holly month of Ramadan
- Never shake hands or great them with your left hand since for them this hand is considered impure.

- Eat only with your right hand even if you are a lefty.
- Never sit on the ground by crossing your legs in a manner in which your ankle is supporting your knee.
- Do not raise your thumb to signal that something is OK. For the Muslim this is insulting gesture.
- Women need to respect strict dress code of covering their hair with a scarf, while wearing long sleeve skirts or pants. They never drive alone in a car.
- Men always wear long sleeve shirts and pants and never have jewelry on their necks.
- There should be no bodily contact between people of opposite sex. This applies for kids as well.
- Avoid doing business on Friday. This is a holly day for the Muslim.
- Muslims are not very punctual⁸.
- Muslim men shake hand women do not. Do not make eye contact with Muslim women.
- Never ask you Muslim counterpart how his wife and daughters are. Women are never a conversation topic.
- Muslims pray five times a day and under no circumstances are you to interrupt this religious act.
- Very often if they offer you a deal they expect you to appraise the deal.
- Holiday: Eid Al-Fitr and Eid Al-Adha.

B) Israel

Although located in the Middle East Israel and the Israelis practice traditions quite differently then those by the Arab states. Here is a look at customs by people of Jewish religion:

- For the Jews the holly day is Sabbath. Sabbath starts at sundown on Friday and last till sundown on Saturday. During this period no deals are made.
- Jews reach decisions very slowly. They negotiate very fiercely and strongly, so do not be intimidated.
- Business cards are highly valued.
- Your business partner from Israel may not introduce his wife. Accept this.
- Hebrew is read from right to left, which is why your business partner from Israel may first open the last page of the agreement.
- When talking to you they might come closer to you then you would be usually use to.
- The Jews have very strict feeding codex.
- Never eat all the food in your plate. Always leave a small portion behind.
- Wear conservative and modest clothing.
- Religious holidays: Yom Kippur, Rosh Hashanah, Hanukkah⁹, etc.

⁸ Copyright©1995 – 2008 by the ProtocolSchool of Washington®

⁹ <http://www.psow.edu/>, Protocol School of Washington, accessed 10.01.2019

C) Japan

Japan and the Japanese are traditionally and culturally different from the rest of the states from the so called “western world” which North Macedonian aspires to join. Here are some of their traditions and customs which can influence protocol and diplomatic activities.

- Japanese avoid eye contact.
- If asked “aren’t you tired” they will answer with “Yes” meaning “I am not tired”. Bear this in mind.
- During business negotiations they practice periods of silence.
- Traditional greeting is by bowing. The deeper the bow, the greater the respect. Japanese accept handshakes but it would be appropriate if you bow as well. Hands need to be next to ties.
- Address them by their last name and add “san” in the end.
- Business cards are always exchanged. They are offered and accepted with both hands.
- Every act is ceremonial, especially drinking tea. This also includes giving or accepting presents which should never be wrapped in white or black paper.
- White color means death.
- Never give presents in sets of four.
- Rank and age are very important. Show most respect for the oldest one.
- Holding open mouth is unacceptable so watch out even when you are yawning.
- Drinking is part of a business party so never reject it.
- Favorite pass time is karaoke.
- If smoking a Japanese will not offer you a cigarette. For them this is a very intimate act.
- Blowing your nose is offensive. Spitting and burping are acceptable. Use only a paper towel.
- Take your shoes when entering a house. Different sets of slippers are worn for different parts of the house.
- Meals take long time. Do not use the sticks you ate with to point a direction.
- The one who invites you for a meal is the one who pays for the meal.
- After a toast you flip your glass down this way showing it is empty.
- Term OK means money.
- Winking has no meaning.
- Do not wear heels. Japanese do not like to be looked at from high up.
- Kimono is wrapped by putting left side above the right.
- Shame is a great deal for the Japanese, and is often related to suicide.
- Holidays: Ganjitsu, Labor Day, Emperor’s birthday, etc.

D) People's Republic of China

By number of residents the People's Republic of China is the largest country in the world. This is why diplomatic representation with this state is very important and needs to be at the highest level. Here are some of the customs and traditions which need to be observed when interacting with officials from this state.

- Never schedule a meeting during Chinese New year.
- Greeting is with a handshake or a small bow.
- Chinese bow first.
- When visiting an institution you might be welcomed with applause. Respond with applause as well.
- Always have your own interpreter.
- Chinese go into details during negotiations. Show patience.
- Talks are always led by the elders. The young never interfere.
- After lunch Chinese take a rest, and they will not change this.
- When entering a room the oldest person enters first. Guests leave first.
- Always use black ink pen, never red.
- Never discuss business during a meal.
- There are a lot of rules during meals. Never put chop-sticks on the plate, do not poke the rice with them and never start eating before them.
- When the Chinese invite you to lunch they pay for the meal.
- Women keep their last names when they get married so best way to address them is with Madame or Miss.
- There are only 400 or so last names in China.
- Chinese do not like gestures or touching with strangers.
- Do not point with a finger but rather with an open palm.
- Avoid gifts. For the Chinese they are unacceptable, unless they are a token from the entire company and are something very modest. Traditionally they refuse the gift three times before accepting them. Gifts are presented at the end of the deal and never before.
- Avoid watches and handkerchiefs because they are related to funerals. And never wrap gifts in white, black or blue paper.
- Chinese holidays: Chinese New Year, May 1st, and 8th of March;

E) USA

Simply put the most powerful state in the world, state present worldwide, a state which is one of the leaders is the most powerful military – political alliance of today – the NATO Alliance. This is why there is not need to discuss to what extent the diplomatic representation in this state needs to be professional, and with serious understanding of protocol rules and norms. Traditionally, very close to our state and society, but still with its own distinctions. Here are some of them:

- Americans write dates by putting month, day, year.
- Punctuality is highly valued.
- Deals are made very fast. They do not like long introductions and go straight down to business. Everything else is a waste of time.
- They often use compliments. Follow suit.
- Business cards are offered only if you intend to contact the person later. If you present a business card do not expect to get one in return. Accept this without an insult.
- Lunch is usually light. If invited to dinner they are bestowing you with great honor.
- Bill is usually split, so even if you get invited for a meal, have some money on you.
- Americans are not very formal during meals.
- Handshakes are firm. Men expect women to put up their hand first.
- Hold distance when talking. Do not get into their personal space.
- When sitting down always be casual. You can even cross your legs.
- Law prohibits presents more expensive than 25 dollars.
- If invited for a home meal, bring flowers, wine, and something you have prepared. Offer to help with dishes or picking up the table.
- Thank you cards are a standard practice.
- When having a birthday, friends take you out for dinner and buy you a cake. This is their present to you.
- Holidays: 4th of July, Thanksgiving Day, Christmas, Easter, etc.

F) India

Global player with a great number of interesting complexities. Parts of their specifics are:

- Meetings are scheduled at least one month in advance. Best period to schedule a meeting would be between October and March.
- India has a lot of religious holidays so always check in advance. In India they never work on a holiday.
- Term “time is money” does not exist in India. They are never in a hurry.
- They take business on a personal level. If they like you, you will have a success.
- In India they do not like it if you say categorically No. Always say “we will see.”
- Always have change money on you. They never have change to give you for the bill.
- Hindus do not eat beef.
- If invited for a meal, come 15 minutes late.
- Never eat with your left hand, and do not offer someone else food from your plate.
- Never say thank you for a meal because to them this implies money, and they find this offending.
- Traditional greeting is the Namaste where you bow your head. This is a practical way of avoiding handshakes.

- More modern people in India do handshakes with both men and women. Women from abroad do not shake hands with Indians.
- In India the majority are Hindu and Muslim, so try to be observant of this as well. Hindu population avoids contact between men and women. With the Muslims this practice is even stronger. Never offer a handshake to Muslim Indian men or women.
- Never touch them on the head, even if you want to caress a child. For them the head is the center of the soul.
- Never point a finger, whistle, or wink.
- Never point at something with your feet (shoes). If you touch someone with your shoe apologize.
- Do not open presents before the person who gave them to you.
- Presents should not be wrapped in white or black paper. Green, yellow, and red are happy colors.
- Never present them with presents which have a picture of a dog. Never present them with presents that include leather.
- Always be dressed conservatively and without leather.

G) Important facts

1. Muslims have very strict laws. Any form of pork meat is forbidden.
In some Muslim states it forbidden to eat any kind of meat coming from animals which have feasted on garbage (goats, dogs, bird, and even crab and lobster).
2. Often Indians, Pakistani and Bangladeshi are vegetarians, although Buddhism does not impose any food restrictions.
3. Jewish people don't eat pork and mussels, as well as some parts of the cow. They eat strictly kosher – before being killed, the animal must undergo a strict religious ritual; milk and meat cannot be served together and kitchen utensils for dairy and meat products must be used separately.
4. Hong Kong and South Korea have no stray dogs.
5. Japan is famous for their skill in arranging food so that it looks beautiful. Each meal is displayed in a showcase packed in plastic bowls.
6. In Italy and France, the salad is often eaten after the main meal.
7. In Germany, if a person is sitting alone at the table, you can ask whether it is free to sit on the table. In other countries this is unacceptable.

Interesting facts:

1. In Oriental countries, you must decline twice if you do not want a refill;
3. In Finland, if someone asks you to pass the salt, you need to leave it on the table close to the person instead of handing it to him;

CONCLUSION

Protocol is a complex science, and even more complex profession. This is not because of the gravity of the matter it covers, but rather because of the great number of details that must be taken into consideration during each of its activities. There is also the fact that the protocol is actively connected with the diplomacy and with this the safety of one nation, region, or even broader areas. Knowing where this profession comes from, its historical thread transcended through tradition and customs is the basis for adequate implementing of protocol elements during any activity. All cultural and custom enforced rules and norms are of great importance for people working in the protocol sector due to the fact that one gesture can be very positive in one, and very negative in another state. True professional does not leave even one single detail to chance but rather takes all these rules (and much more) as a “must have” starting point before any event.

REFERENCES:

1. Смиљанов С., (2018), „Воспоставување на единствен државен протокол на ниво на Република Македонија”, Скопје: Јофи Скен,;
2. French M. M. and Clinton B., (2012) “United States Protocol: The Guide to Official Diplomatic Etiquette“, Rowman & Littlefield Publishers, Estover road, UK
3. Серес Ц., Вуд Р.Ц., (2012), „Дипломатски церемонијал и протокол”, Издавачки центар Три, Скопје, Македонија;
4. Мекефри М. Ц., Инис П., Санда М. Р., „Протокол 25. јубилејно издание”, Ескваер, Просветно дело, Скопје, Македонија;
5. Марковски Д., „Дипломатија организација и практика”, Кинематика, Скопје, Македонија;
6. Veljic Z., (2009), „Diplomatski protocol”, Sluzbeni glasnik, Beograd, Srbija;
7. д-р Петковски К., д-р Јанкуловска П., (2006), „Деловно комуницирање”, Битола, Македонија;
8. Група автори, (2012), „Прирачник за колективно договарање и решавање на спорови во јавна служба”, Женева, Швајцарија;
9. Post E., (1922), “Etiquette”, 11th Edition, New York, USA
10. Trajkovski G., (1990), “Diplomatski protocol”, Beograd, Srbija;
11. Verovic M., (2010), “Poslovno odijevanje”, Horizont-International, Zagreb, Hrvatska;
12. dr. Mikolic M., (2002), “Diplomatski I poslovni protocol”, Zagreb, Hrvatska;
13. Bon-ton;
14. Zelmanovic, D., (1989), ”Ilustrirani bonton & protocol”, Mladinska kniga, Beograd;

The magazine is published twice a year

www.morm.gov.mk/contemporary-macedonian-defence/

**СОВРЕМЕНА
МАКЕДОНСКА
ОДБРАНА**

**CONTEMPORARY
MACEDONIAN
DEFENCE**

36

YANTSISLAV YANAKIEV

SINIŠA TATALOVIĆ, DARIO MALNAR

NITA STAROVA

VASKO POPOVSKI

MENDE SOLUNCHEVSKI, MAJA TIMOVSKA

GJORGJI VELJOVSKI, METODIJA DOJCHINOVSKI

SANDE SMILJANOV

KRUNOSLAV ANTOLIŠ