Il giornale indipendente del CdL in Economia e Commercio

CLEC MAGAZINE

YOUNG WRITERS FOR WORLD ECONOMIC CHALLENGES

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WE WOULD LIKE TO CONGRATULATE OUR DEAR READERS AND WISH THEM AND THEIR FAMILIES MERRY CHRISTMAS AND HAPPY NEW YEAR!

WITH LOVE,
CLEC MAGAZINE.

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CLEC MAGAZINE N.10

THE DIFFERENCES BETWEEN BUSINESS AND ECONOMICS

BY IBRAGIM ALIEV

Whether you are planning to continue your studies in business and economics or are interested in similar topics, it is important to understand the key differences between them. Familiarizing with business and economics will enable you to understand the marketplace, workforce, and governments around you.

Business focuses more on small-scale operations within or outside the country, for instance generating profits, manufacturing goods, providing services, offering individuals jobs, and so on. Economics teaches us more about large-scale operations within a particular region or globally. Some fundamental topics in the field of economics include GDP (the short form for gross domestic product), law of supply and demand, monetary and fiscal policy, unemployment, inflation, and more.

What do Business studies teach us?

As mentioned above, business studies are about small-scale operations compared to economics. Now, I would like to discuss the above-mentioned differences in more depth. Knowing how to generate profits is one of the most important aspects of business. The best way to generate profits is to reduce costs while increasing turnover. To reduce your costs, you need to be more efficient, productive, and mindful of the marketplace that you are in. Knowing how to price your products or services can help you generate more sales, which will increase your turnover. Acquiring knowledge about the goods and services that customers demand is important because it will help you to better understand the business environment, and it will be helpful for firms in recruiting workers in required fields and and for workets to find the proper occupation.

What does Economics teach us?

Economic studies focus more on large-scale operations compared to business studies. One of the most well-known economic indicators is GDP. GDP is the value of final goods and services that are produced in a country on a yearly or quarterly basis. Generally, countries with higher GDP are more active in global trade, have higher living standards, and lower unemployment rates, meaning people are less likely to be unemployed. The law of supply and demand is an important concept to study in economics, it teaches us how prices are determined by the relationship between supply and demand, supply being the quantity of goods or services, and demand indicating the need for a product. Fiscal and Monetary policies help to stabilize the economy and recover during a recessionary period. The government undertakes fiscal policy, mainly using two tools: government spending and taxation.

Government spending is the money spent on public sectors such as education, health care, public transportation, and other fields which benefit the citizens of a country. It aims to reduce poverty and promote sustainable economic growth. Another way of supporting economic growth is by lowering taxes imposed on individuals and businesses, which will increase the income in an economy, and individuals will tend to spend more, resulting in an economic upswing. Monetary policy is used by central banks that control the supply of money. Increasing the supply of money within an economy will result in inflation, which causes devaluation of the domestic currency. The opposite can also occur if the central bank takes action to reduce the supply of money within the economy, it will result in deflation, which causes the value of domestic currency to increase.

This article will be helpful for your future studies in economics and business or for a general understanding of the economic world around you.

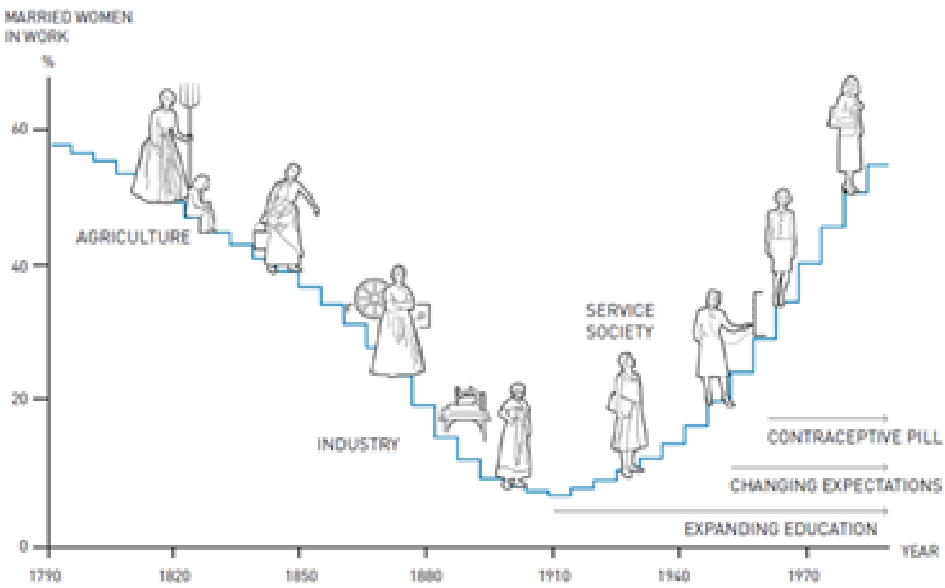
CLAUDIA GOLDIN E LA SFIDA DELL'EQUITÀ SALARIALE

BY ROBERTA LASOCHA AND MARTINA FILOSA

Immaginate due persone che lavorano nello stesso ruolo, svolgendo le stesse identiche mansioni, che ogni mattina iniziano a lavorare insieme alle otto e terminano, insieme, alle quattro del pomeriggio. Ogni giorno lavorano fianco a fianco, gomito a gomito, ma alla fine del mese ad una delle due viene dato uno stipendio maggiore del 12% rispetto all'altra. Ora la domanda che sorge spontanea è quale sia la differenza tra i due: magari una svolge il lavoro meglio rispetto all'altra, magari l'altra non ascolta il datore di lavoro come dovrebbe... Purtroppo, quando questi due soggetti sono un uomo e una donna, l'unica differenza è che il loro genere non è uguale. L'oggetto di questa osservazione può sembrare scontato ma così non è. Infatti, lo studio approfondito su questa tematica ha permesso a Claudia Goldin di vincere il premio Nobel per l'economia 2023 e di avere riconoscimenti per aver migliorato la comprensione riguardo il contributo delle donne al mondo del lavoro.

Chi è Claudia Goldin?

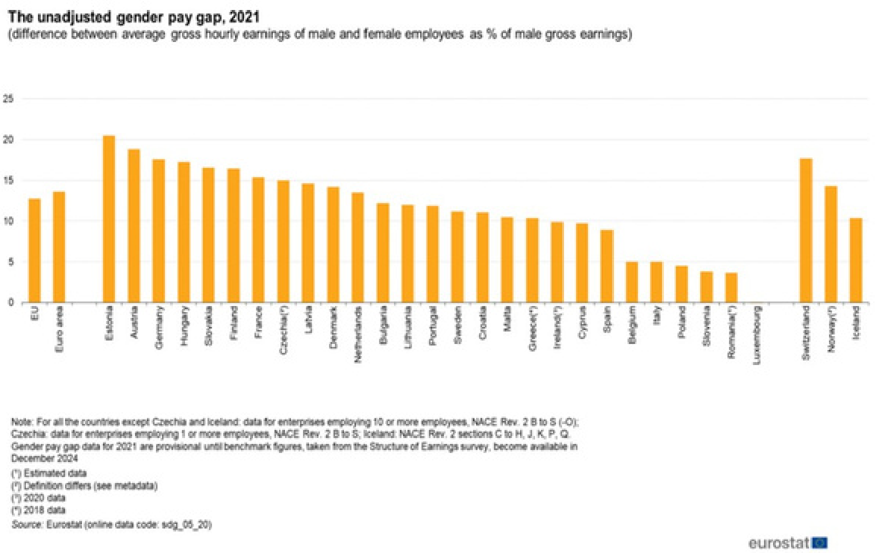
Claudia Goldin è un'economista-storica americana che a partire dagli anni '90 studia il Gender Gap, ovvero la differenza di trattamento che esiste tra gli uomini e le donne in vari ambiti. È stata la prima professoressa ad insegnare economia ad Harvard, ruolo che continua a ricoprire, e nella sua



©Johan Jarnestad/The Royal Swedish Academy of Sciences vita accademica, grazie ai suoi studi, le sono stati attribuiti prestigiosi riconoscimenti tanto da essere definita dal giornale "*La Stampa*" una "*pioniera dell'economia di genere*". Le ricerche, che le hanno permesso di vincere il premio Nobel, studiano vari aspetti riguardo la partecipazione delle donne al mondo del lavoro. Primo fra tutti è lo studio riguardo il cambiamento del ruolo della donna nel mercato del lavoro. Infatti, le ricerche della Goldin hanno rilevato che dalla fine del 1700 fino ai nostri giorni, l'andamento occupazionale del genere femminile non è stato crescente ma ha seguito una curva a forma di U.

nel conciliare il lavoro domestico con le responsabilità lavorative. A partire dai primi anni del Novecento, l'occupazione femminile ha subito un significativo incremento, arrivando fino al 60%, grazie alla crescita del settore dei servizi in economia, alla legalizzazione della pillola contraccettiva, all'aumento delle iscrizioni agli studi universitari da parte delle donne e ad un maggior potere decisionale delle donne nelle scelte matrimoniali.

Il cambiamento del ruolo della donna nel mondo del lavoro ha evidenziato altri aspetti spesso trascurati: riuscire a raggiungere posizioni di rilievo all'interno dell'ambito lavorativo, e di



Durante il diciottesimo secolo, il ruolo delle donne all'interno della società era prettamente domestico, ovvero queste si occupavano della cura della casa, dei figli, della gestione delle spese domestiche. Nel periodo dell'industrializzazione, la loro occupazione ha subito un andamento decrescente: le donne sposate si trovarono ad affrontare maggiori sfide

conseguenza ottenere una retribuzione equa e, quindi, anche un'indipendenza economica. Questo ha permesso ad ogni lavoratrice di definire una propria individualità che fino ad un secolo fa era impossibile avere. Nonostante tutto questo, comunque, ancora oggi il valore femminile non è ancora pienamente riconosciuto, e dal punto di vista

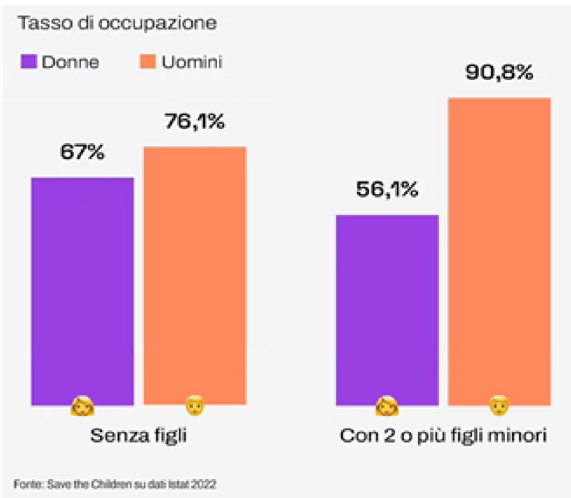
[1] EUROSTAT - THE UNADJUSTED GENDER PAY GAP

salariale la differenza è molto evidente.

Gender Pay Gap

Quando si parla di Gender Gap si elencano tutte le disparità di trattamento tra uomo e donna che si registrano in vari ambiti, ma nel momento in cui questa differenza è registrata a livello salariale si parla di Gender Pay Gap. Secondo gli ultimi dati analizzati da Eurostat, il divario retributivo medio di genere, definito come la differenza tra i compensi orari lordi di uomini e donne, nell'UE nel 2021 era del 12,7%. In Italia nel 2021 il divario di genere era inferiore alla media europea, ed era pari al 5%; ad oggi, secondo varie fonti, tra cui "Il Sole 24 ore", il divario salariale è aumentato fino al 12,5%. Per combattere questa discriminazione, l'Unione Europea ha emanato la Direttiva 2023/970 che obbliga il datore di lavoro ad una maggiore trasparenza sulle retribuzioni e ad un possibile risarcimento alle parti offese che hanno subito una differenza retributiva ingiustificata.

Sembra, quindi, che ci siano dei passi avanti riguardo la condanna di queste disparità, tuttavia, un minor divario salariale, registrato in alcuni paesi dell'UE, non è sinonimo obbligatoriamente di un trattamento equo nella realtà lavorativa. Come è stato notato dal Parlamento Europeo, molto spesso si riscontra un minor divario salariale perché nel mondo del lavoro c'è una partecipazione femminile inferiore. E per questo ci si domanda quali siano i motivi che spingono le donne a non cercare un lavoro che possa renderle indipendenti. Dai vari studi si può evidenziare che la principale causa è legata al ruolo della donna all'interno della famiglia:, nel caso di donne sposate e con figli, queste spesso rinunciano ad una carriera lavorativa per scegliere di occuparsi dei bambini o dei lavori domestici. Questo permette agli uomini di accedere a posizioni lavorative più alte, riflettendosi in una retribuzione maggiore, perché spesso sono considerati come una scelta più sicura. Le donne sembrano essere destinate a doversi continuamente affermare, a partire dal primo colloquio in cui, secondo diverse testimonianze raccolte, sono frequenti le domande: *"È fidanzata? Ha intenzione di sposarsi in futuro? Vorrà avere dei figli? Se sì, quanti?"*.



E spesso, le donne finiscono con il percepire una retribuzione che è nettamente inferiore solo perché a svolgere quel lavoro c'è una donna piuttosto che un uomo. Tutto ciò spiega il maggior numero di contratti part–time destinati alle donne, dove il numero di ore settimanali è inferiore e di conseguenza lo è pure la retribuzione. Infatti, sempre secondo l'Eurostat, sul totale delle lavoratrici, circa un terzo ha un contratto di lavoro part–time, ma se si considera il totale delle ore in cui le donne sono occupate tra lavoro e famiglia allora il monte ore settimanale risulta nettamente superiore rispetto a quello degli uomini.
Come afferma Claudia Goldin, la soluzione a questo problema potrebbe partire da una comprensione migliore della realtà andando ad analizzare le disparità sociali che ancora oggi ci sono tra gli uomini e le donne e che si riflettono nella realtà lavorativa. Un esempio è dato dalla stessa Goldin, che è stata la prima donna nella storia che è riuscita ad aver ottenuto il premio Nobel in economia, per il lavoro svolto completamente da sola, e la terza nella storia se si considerano altre due donne che hanno avuto questo riconoscimento ma per un lavoro condiviso. In conclusione, il mondo del lavoro risulta essere lo specchio di una realtà ancora molto difficile per il genere femminile, che ancora spera in un futuro più equo e soprattutto privo di discriminazioni.

> ***Il modo per uniformare le cose è di creare una maggiore equità di coppia che porta anche ad una maggiore uguaglianza di genere.***

'WE ARE TOO POOR TO BUY CHEAP STUFF' HOW TO SAVE MONEY IN LONG RUN AND MAKE CONSCIOUS PURCHASES

BY SOFYA PETRUSSEVICH

Have you ever bought a clothing item that rolled up after a couple of weeks? Maybe an electric device that broke within a month?

I am more than certain that it has happened to everyone at least once in the last few years and that is why I would like to spotlight this common issue.

Nowadays we live fast. This is a true statement that affects all aspects of our daily lives, including the life cycle of the stuff we use. Several examples can be mentioned: fast fashion is displacing every other type of garment production; devices and even cars are being produced in a shorter period from cheaper materials to become more affordable and less reliable; not to mention the pace of change in trends and innovations, which also has a pressuring effect on the individuals to keep up with this change and take part in this race.

Do you remember your grandmother's clothes that last for half a century or your mom's old washing machine that has been in use for twenty years? What happened? Why suddenly everything seems to be made out of plastic and can be destroyed by the wind blowing?

As a consequence of this changes in production methods, we, as consumers, must purchase a bigger number of things, since, in some cases, they cannot stand for even a year. This switch has affected all the spheres of production and makes us face serious consequences.

Consumer naturally thinks that he or she saves money when purchasing a fast fashion item, not taking into consideration that cheaper garments will lose their shape and attractive appearance pretty quickly, not even reaching a season time frame, while a quality product can last for years!

[2] EUROSTAT - LANDFILL AND WASTE PRODUCTION

For example, a customer could choose between buying a high-quality sweater made from cashmere or wool in a middle-priced store and a sweater in a fast fashion shop made from polyester which costs less than half the price of the former.
Howefer, consider that, every time more affordable clothing is out of use, buyers will make new purchases, and this happens continuously all over the world. These items from questionable materials are generally not recyclable or even if there is a possibility, they are not fully recycled, thus creating a huge environmental impact and dramatic increase of landfill. Tons of waste are being produced in the moment you read this article. Every year we dump a massive 2.12 billion tons of waste, 80 percent of which ends up in a landfill. If all this waste was put on trucks they would go around the world 24 times. This stunning amount of waste is partly because most of the stuff we buy is trashed within 6 months. Humans do not realise that if everyone tries to make a little effort, it will bring a noticeable impact on the overall environmental issue.
And even though landfill is a much more serious concern, I would like to mention the financial side of this issue. We lose so much more money in the long run while making many cheap purchases instead of fewer expensive but worthy and long-lasting ones. Some sayings represent it: '*Greedy pays twice*' and '*We are too poor to buy cheap shoes*'.
What I just have described seems so obvious and well-known, but we still fall into this trap of big corporations' marketing and the illusion of wise spending decisions. Fast fashion brands, as the name implies, create new collections every few weeks, inducing fashion addicts to continuously update their wardrobe up to the last trends. I would like to pay everyone's attention to this: **before the next purchase think twice about its value and potential use longevity.** Let's help ourselves with the savings and joy of using nice things, our planet with waste reduction and small but potential mindful brands that create this kind of conscious product.

BRAND IMAGE: THE SILENT INFLUENCER

BY THARUSHI SANJALEE

Have you ever wondered why you're drawn to one brand over all the other countless alternatives? Well, from the shelves of your local store to the endless virtual marketplaces, brand image is the silent influencer, dictating the choices we make as consumers.

Let us have a sneak peek into what a brand image is. Brand image can be defined as an impression, view, or perspective that customers form in their minds about a particular brand. It is developed over time through product experience and brand identity created by companies. A strong brand image develops when customers instantly remember a brand's special offers, connect with its operational approach, and cherish its core values.

Every company should try to be realistic while identifying the brand identity of its products. To put it in another way, identity should be practical, objective and smart. There are several factors contributing to brand identity. Examples are the visual elements like logos and slogans, the quality of products, and the overall customer experience that could help to evoke emotions, trust and values.

It is crucial to maintain a positive brand image as it propels the product and leads to an increase in sales as consumers wholeheartedly embrace the brand's appeal. Building a strong brand begins with knowing your brand's identity and values. This forms the foundation for market positioning and winning over intended audience. Both loyal and new customers can reap the benefits of a brand focused social media marketing when the message is customized to cater to their distinct interests. It enhances loyalty among existing customers and piques the interest of potential ones. Moreover, to establish a positive brand image a company must possess a clear sense of purpose. Communication and consistency in delivering on promises are vital as customers need to witness the company's commitment to its core values and mission.

For example, purpose-oriented companies like Tesla, Coke, Dove and Zappos build positive brand image by aligning with higher order purposes beyond their products.
Tesla's reputation does not hinge on advertising, but it's built on the buzz created by its's groundbreaking products and visionary approach.

On the other hand, we can notice that companies like Zara and Rolls Royce do not advertise at all.
Why? Because they don't need to advertise as their reputation speaks for itself. Their commitment to quality sets them apart, generating ample attention in the media without the need for costly advertising campaigns.

For these brands, it is not about marketing, it's about delivering exceptional products that capture public admiration.
Another key factor for success is "Innovation". In the ever-evolving landscape of business, brand innovation takes many dynamic forms, from the transformative power of rebranding to the allure of repackaging and visionary product creations. This process strengthens brands, renewing interest from loyal customers and attracting new ones. It influences consumer's behavior by improving brand perception and offering innovative products as well as effective promotions. Have you ever seen Nike's marketing campaigns? I am sure you have. Nike's powerful marketing campaigns featuring athletes and social causes have transformed brand perception and have attracted fresh demographics while maintaining a devoted customer base.
A strong and positive brand image can be a rocket to success, while its' opposite, a negative one,
acts as an anchor. Let's uncover how this phenomenon significantly influences consumer behavior.
Did you know that, in the year 2016, Samsung faced a significant setback when its Galaxy Note 7 phones were recalled due to safety concerns?

The negative brand image surrounding the recall resulted in reduced sales and customer loyalty, impacting consumer behavior immensely by pushing them toward competitors' products. Today, many consumers, especially millennials and generation Z don't buy products or service just because a company has the best options but because of what the company stands for. Certainly, brand image can be negatively impacted when a brand is perceived to stand for values and actions that are harmful for consumers or the environment. For instance, brands like Nestle and Coca-Cola, which belongs to the beverage industry, have faced criticism for their role in plastic pollution. This has led to reputational damage and significant consumer pushback as, nowadays, they seek eco-friendly alternatives.

Moreover, some well-known makeup brands such as L'Oreal, have been criticized for testing their products on animals. In this scenario, consumers who are passionate about animal welfare may avoid these brands, seeking cruelty free alternatives.

These examples highlight how brands aligned with practices that harm the environment or other social values can suffer reputational damage, consumer backlash and declining trust.

In conclusion, we can see that the brands' image has a massive impact on consumer behavior and, in fact, that it acts as a silent influencer, defining the choices we make as consumers. Brand image shapes not only sales but also the world we wish to see. In other words, our choices aren't just what we buy, they reflect the values, aspiration and vision a particular brand brings out. It is, thus, evident that a brand image plays a key role in shaping consumer behavior, from everyday choices to long term commitments.

IL MOBBING: IL BULLISMO NEL LAVORO

BY REBECA CAVALCANTE DE SOUSA

Molto spesso si parla della sicurezza nell'ambiente di lavoro; d'altronde è prevista anche dal nostro ordinamento giuridico: articolo 2087 del Codice Civile, articolo 9 della Legge 300/1970 (Statuto dei Lavoratori), articoli 35 e 41 della Costituzione e molti altri.

Queste norme molte volte vanno interpretate sotto il punto di vista del benessere fisico, ma solo di recente l'attenzione è ricaduta sulla questione del benessere psicologico e mentale.

Con l'evolversi della tecnologia, l'aumento della produttività e l'alta specializzazione dei lavoratori, c'è stata una crescita della competitività tra i lavoratori stessi e un conseguente aumento da parte dei datori di lavoro ciò sfocia in un aumento della pressione psicologica percepita dai lavoratori stessi.

Oltre alle ragioni precedentemente citate, la pressione nell'ambiente lavorativo potrebbe derivare anche da comportamenti scorretti tra i colleghi o dal datore di lavoro. Parliamo quindi di mobbing: "un insieme di comportamenti aggressivi e persecutori posti in essere sul luogo di lavoro al fine di colpire ed emarginare la persona che ne è vittima"(Altalex. Mobbing: la guida pratica) Il fine ultimo è spingere la vittima a lasciare il posto di lavoro.

Ci possono essere diversi tipi di mobbing: quello verticale, che avviene tra soggetti di diverse scale gerarchiche (ad esempio, tra capi e dipendenti), e quello orizzontale, che si verifica invece tra lavoratori che occupano lo stesso livello di mansione della vittima. È un fenomeno che purtroppo in Italia cresce sempre di più, e a dirlo è l'AIDP (Associazione Italiana per il Personale), che insieme al professore Umberto Frigelli e all'Università del Sacro Cuore, ha effettuato un'indagine su 600 dirigenti delle risorse umane e del personale.

[3] ALTALEX. (2022). MOBBING: GUIDA PRATICA.
[4] REPUBBLICA. (2022, 16 DICEMBRE). LAVORO, ALLARME MOBBING IN ITALIA: VITTIME SOPRATTUTTO DONNE E GIOVANI.

Dall'indagine è emerso che, per il 43% degli intervistati, questi casi si verificano molto spesso, e nel 65% dei casi, questi episodi avvengono anche in presenza di altre persone.

Il mobbizzato potrebbe avere serie conseguenze sulla salute, come crisi depressive o ansiose con effetti simili a quello dello stress post-traumatico, tachicardia, dermatite, gastrite e, nei casi più gravi, può persino portare al suicidio. Tutto ciò ha portato la giurisprudenza a non considerare solo il mobbing in sé come reato, ma anche tutto ciò che esso comporta. Infatti, può risultare in ingiuria o diffamazione e, in alcuni casi, può essere equiparato a reati di molestia o lesioni personali colpose, potendo arrivare addirittura a ipotesi di omicidio colposo se, a causa di un comportamento vessatorio e discriminatorio consistente nel tempo da parte del datore di lavoratore, la vittima sviluppa una propensione al suicidio.

Ma come evitare il mobbing? È possibile farlo attraversi corsi di formazione antibullismo sul luogo di lavoro, rendendo le persone consapevoli delle conseguenze di tali azioni. Inoltre, potrebbe essere utile aprire, sportelli anonimi per la denuncia e il whistleblowing, offrire supporto psicologico e mentale ai lavoratori, informare adeguatamente i datori di lavoro sulle conseguenze legali ed economiche per le proprie aziende in caso di situazioni simili. Questo includerebbe anche informare i datori di lavoro sulle spese potenziali legate alla malattia del dipendente e alla sua sostituzione.

Come citato in questo articolo, esistono ancora molti ambienti in cui prevale una cultura tossica e degradante, dove il lato umano dei dipendenti non ha alcun valore. Per questo, molti lavoratori e lavoratrici stanno facendo sentire le loro voci per tutelare la salute mentale, perché il lavoro occupa gran parte del nostro tempo quotidiano. È quindi fondamentale sentirsi bene nell'ambiente di lavoro, sia per il benessere individuale che per il beneficio della società. Quando gli individui si sentono bene, sono in grado di lavorare in modo più efficiente e produttivo, contribuendo così al miglioramento del benessere della collettività.

[5] STUDIO LA MOTTA MONTI. (2016) QUALI CONSEGUENZE HA IL MOBBING E COME DIFENDERSI

DIFFICULTIES FACED BY INTERNATIONAL STUDENTS, ONCE THEY EMIGRATE

BY MOTAHAREH GHOLIZADEH

Deciding to live alone, because of making improvements is so admirable. Starting to live in another country is not an easy decision to make for everyone.
In this topic we deal with some of the issues that put students under a lot of pressure.

MONEY AND ACCOMMODATION

Financial issues can be one of the most significant stressors of studying abroad. Especially at the beginning of your international education journey, the number of expenses would be overwhelming. In addition, when it comes to finding a place to live in Cassino, it would be even more challenging. Not only are the number of options so limited, but also the available rentals are not affordable by students.
In relation to this point, students have to consider the difference between the currency of home country and that of a foreign country, which raises a great deal of problems.

LANGUAGE BARRIER

Studying and living abroad often means that you have to speak a different language than your mother tongue. A major problem related to communication is understanding the English accent of other people. On a lighter note, regardless of the subjects or classes you take will make no sense at first.

FEELING HOMESICK

One of the main problems that every student faces in the first few months, is the loneliness and homesickness. Feeling that you fit in when you move to a new country can be challenging. You might feel like an outsider. Sometimes, this feeling may become overwhelming. Lack of connectivity sometimes leads to stress and other mental problems.

There are numerous people who are not brave enough to cut ties with their family and friends. Dependency demands courage. Many students emigrate because of the politics, poor condition of living or war in their own country. It is like you are going out of frying pan into the fire, since you have already been experienced countless hardships.

For all the Ukrainian students who are in war, for all the Ethiopian students who are suffering from the poverty, for all the Iranian women who are fighting for their rights, be aware that you are being encouraged by everyone around the world, because of the courage you showed of yourself, because of all hard situations you were alone in, because you stand all by your own. Now you are here, despite of everything, and perhaps in a better place next year. You are the one who followed the dreams, despite of race, color or sex.

P.S. We are here for you, to listen to you, help you and trying to knock down your problems. If you need any kind of support, from students who are just like you, who have been there, you can contact us.

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THE EUROPEAN UNION'S ENLARGEMENT: CHALLENGES, OPPORTUNITIES AND THE PATH AHEAD

BY ANGELINA LOBANOVA

I think everyone has heard the phrase "Unity in diversity" at least once. This is the motto of the European Union, which contains the following values of the EU, which form the basis of society:

- Democracy
- Equality
- Freedom
- Respect for human dignity
- Rule of law
- Respect for human rights, including the rights of minorities.

Even though each EU country has its own culture, language, and traditions, they all share common values that they should follow as members of the European Union.

The European Union has developed dynamically since its foundation, especially in terms of expansion. After the Second World War, the EU began as a modest union of six countries seeking economic cooperation. Over the years, it has evolved into an association of 27 Member States and the different rounds of enlargement played an important role in determining the character, impact, and challenges of the area.

Enlargement is the process of unification/accession of countries to the European Union after the fulfillment of economic and political conditions. There are important phases in the history of this process. The first major accession occurred in the 70s, when Great Britain, Denmark, and Ireland joined; then, the fall of the Berlin Wall led to the reunification of East and West Germany. The collapse of the Soviet Union was the driving force behind the EU membership that the countries of Central and Eastern Europe sought. This led to a wave of expansion in the 2000s from these regions, including Poland, Hungary,the Czech Republic, and the Baltic States.

The results of the enlargement have been economic development, closer and stronger cooperation, and increased stability. The enlargement also contributed to the development of democracy and human rights as well as the establishment of peace and security. On the economic side, it helped to develop trade, investment, and labor mobility, which brought wealth and great prospects to the participating countries.

Despite this, such growth has been accompanied by tensions and imbalances in the EU's economic outlook due to the structural differences between the older and newer participants.

Which countries can apply for EU membership? Virtually, any European country that respects and promotes demographic values can apply for membership/accession to the Union.

At a meeting in Copenhagen in 1993, the entry criteria, the Copenhagen Criteria, which are the main conditions of compliance for candidate countries were defined. Criteria such as:

•Political: Stable institutions guaranteeing democracy, rule of law, human rights, protection and respect for minorities

•Economic: Functioning market economy, ability to cope with competition

•Administrative and institutional capacity: the ability to make commitments resulting from EU membership.

THE CURRENT CANDIDATE COUNTRIES ARE:

- Montenegro
- North Macedonia
- Moldova
- Georgia
- Bosnia and Herzegovina
- Serbia
- Turkey
- Albania
- Ukraine

After a candidate State submits an application for EU membership and only after it is approved by all EU Member States, the accession process will begin with formal negotiations. These debates contribute to the preparation of the candidate country for possible membership, as well as for the adoption of EU legislation and the implementation of the necessary legal, economic, and administrative reforms.

After the completion of negotiations on all policy areas and when the European Union is ready to expand from the position of its absorption capacity, all the conditions of accession, including protective provisions and transitional measures, will be taken into account in the Accession Treaty.

Further, this agreement requires the consent of the European Parliament and the Council's anonymous approval, before all EU member states and the candidate country can sign it.

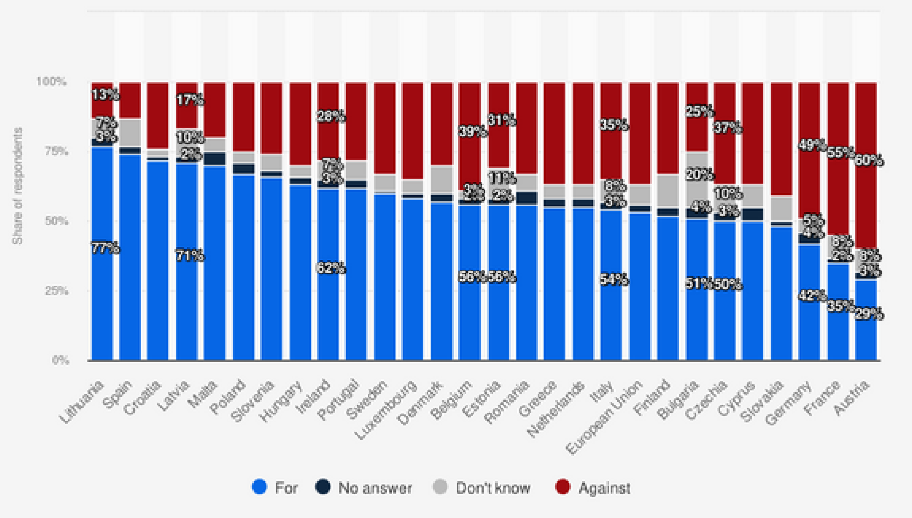
The final stage of the accession process is the approval of the Accession Treaty by its constitutional provisions, the applicant country will become an EU member state on the date set in the Treaty.

The Western Balkans, which are candidate countries, are now the focus of enlargement negotiations. Countries such as Serbia, Montenegro, Bosnia and Herzegovina, Albania, and North Macedonia have made progress in the EU accession process. Although the future of these countries in the EU is still unclear.

At the moment, the state capable of becoming EU members in the short term is Montenegro. Earlier, EU leaders were of the opinion that internal reforms should be carried out before the new enlargement of the European Union and Western Balkan countries were far from meeting the criteria – especially in the field of democratization, rule of law, and unresolved regional conflicts. Over the past year and a half, after years of stagnation, Brussels launched accession negotiations with Northern Macedonia and Albania. In addition, the EU granted Bosnia and Herzegovina the status of a candidate country in December 2022, as well as the liberalization of the visa regime with Kosovo in 2024. At the same time, the issue of the inclusion of new countries began to be considered through the prism of security and geopolitics.

Although one of the important problems of further expansion of the EU is the ambiguous attitude of citizens of the Union to its further expansion. On the graph of the survey of the 2023 year about opinions on further enlargement of the European Union collected by EU members, we can see that the Baltic states are generally in favour of further EU enlargement. However, Austria and France are the countries with the lowest percentage of support for the entry of new countries as members of the Union.

Public opinion on further enlargement of the European Union to include other countries in future years in 2023, by EU member state



Different views influence political positions and future expansion decisions since ensuring political stability in the EU member states is necessary for cohesion and efficiency.
The prospects for further EU enlargement are long-term. With each new expansion the European Union strengthens its voice in global affairs, and its economic potential and geopolitical influence increase. In addition, EU enlargement in this way will increase stability and contribute to peace and prosperity in general. Although the criteria established for the entry of new potential members into the EU remain unchanged, the procedure is much more complicated than it was before. The increased strictness ensures that, on the one hand, the EU fulfills its promises to the candidate countries, and on the other hand, it delays the moment of the next expansion in every possible way by paying more attention to the requirements/conditions not mentioned in the entry criteria.
The expansion of the European Union has an ambiguous effect on the deepening of European integration: it allows solving some problems (most often partially) and new ones are immediately created. In particular, it is becoming increasingly difficult to coordinate the efforts of Member Countries in a variety of areas. And here an example is the common foreign and security policy. Thus, the enlargement of the European Union is a complex process that has both positive and negative consequences.

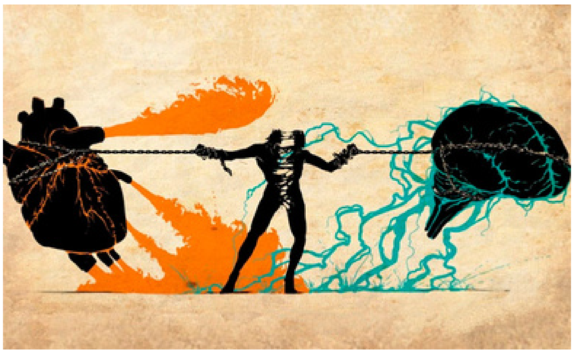
STRIKING A BALANCE: THE INTERSECTION OF INTUITIVE AND RATIONAL MANAGEMENT IN THE MODERN WORKPLACE

BY ZHANIYA SOVETKHANOVA

In the dynamic landscape of business, the realm of management has evolved significantly. Traditionally, management was predominantly characterized by a rational and analytical approach, relying heavily on data-driven decisions and structured methodologies. However, in recent times, a contrasting philosophy has emerged—one that champions intuition and emotional intelligence as crucial components of effective leadership. The debate between intuitive and rational management approaches has sparked discussions about which method is more adept at navigating the complexities of today's organizational challenges.

The rational management approach, grounded in logic, analysis, and empirical evidence, has long been the cornerstone of decision-making in business settings.

Proponents of this method argue that relying on quantifiable data and logical reasoning leads to more objective and consistent outcomes. Strategies are meticulously crafted based on comprehensive analyses, and risks are calculated through meticulous forecasting.



On the other hand, the intuitive management approach emphasizes gut feelings, emotional intelligence, and tacit knowledge. Advocates of intuition in management believe that leaders who trust their instincts can swiftly navigate uncertain and ambiguous situations. This approach encourages adaptability, creativity, and innovation by valuing the insights derived from experience and emotional cues.

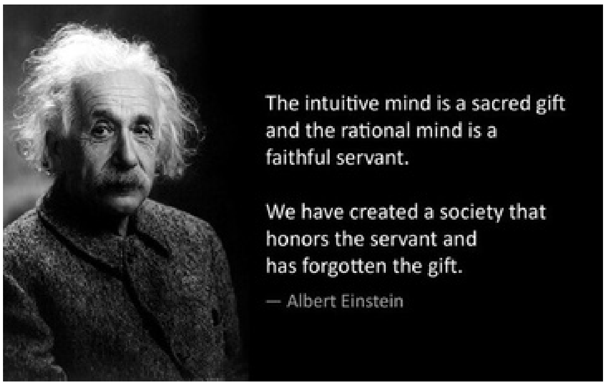
In reality, the dichotomy between intuitive and rational management is not an "either-or" scenario; rather, it signifies a spectrum along which managers can operate. Successful leaders often find a harmonious balance between the two paradigms, leveraging the strengths of each approach in different contexts.

In today's fast-paced business environment, characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), the ability to integrate intuitive and rational management becomes increasingly crucial. Complex problems seldom have a clear-cut solution derived solely from data or gut feeling. Instead, a nuanced approach that amalgamates analytical rigor with emotional intelligence can yield innovative solutions. In the ever-evolving landscape of management, striking a balance between intuitive and rational approaches has become imperative for organizational success. These approaches—rational, anchored in data-driven analysis, and intuitive, relying on emotional intelligence and tacit knowledge — each offer distinct strengths that, when integrated effectively, can enhance decision-making and leadership within a company.

There are various researches based on how to adapt balanced management in a particular company. Numerous studies underscore the advantages of data-driven decision-making. Reports from McKinsey & Company emphasize that businesses embracing data-driven strategies are more likely to acquire and retain customers, thus achieving higher profitability. Conversely, research published in the Journal of Management highlights the benefits of leveraging intuition, showcasing how intuitive decision-making fosters adaptability and creativity, especially in ambiguous situations.

Strategies for achieving equilibrium between these two management paradigms involve adopting a holistic decision-making framework. For instance, the Cynefin framework acknowledges the efficacy of intuitive decision-making in complex scenarios, complementing rational analyses.

An integral aspect of achieving this balance is cultivating a workplace culture that encourages open dialogue and values diverse perspectives. Studies in the Harvard Business Review underline that teams with diverse viewpoints tend to make better decisions than homogeneous groups. Fostering an environment where varied insights are welcomed and considered in decision-making processes facilitates the integration of both intuitive and rational ideas.



Feedback mechanisms also play a pivotal role. Regular feedback loops allow managers to assess the effectiveness of their decision-making approaches. Analyzing outcomes and adapting strategies based on feedback helps refine management approaches over time.

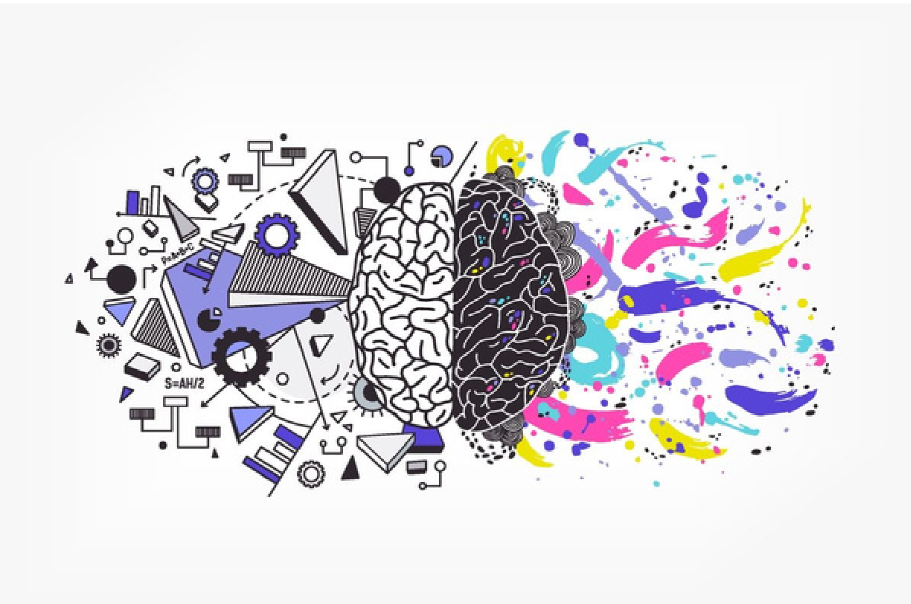
Leaders who embrace a balanced approach tend to exhibit certain traits. They value data and analysis but also trust their instincts when facing ambiguity.

They cultivate a culture that encourages open dialogue, diverse perspectives, and experimentation, fostering an environment where both rationality and intuition can thrive.

Moreover, fostering a team culture that respects and integrates both approaches is pivotal. Encouraging employees to harness their intuition while also relying on evidence-based decision-making can result in a more innovative and agile organization.

It's imperative for universities to equip future managers with a holistic skill set that encompasses both rational and intuitive dimensions of management. Curriculums should incorporate teachings that blend analytical thinking with emotional intelligence, fostering the development of well-rounded leaders capable of navigating the complexities of the modern business landscape.

Ultimately, the debate between intuitive and rational management should not revolve around choosing one over the other. Instead, it should underscore the importance of an integrated and balanced approach that harnesses the strengths of both paradigms. As businesses evolve and challenges become more intricate, leaders who can adeptly navigate this intersection are poised to steer their organizations towards success in an ever-changing world.



[6] HTTPS://WWW.MCKINSEY.COM/CAPABILITIES/PEOPLE-AND-ORGANIZATIONAL-PERFORMANCE/OUR-INSIGHTS/DECISION-MAKING-IN-UNCERTAIN-TIMES
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INTERVIEW WITH PROFESSOR OF STATISTICS GIOVANNI CAMILLO PORZIO

BY MOTAHAREH GOLIZADEH

WHEN AND WHERE WERE YOU BORN?

I was born on July 14th, 1968, in Rome, Italy. I grew up in Italy.

WHY DID YOU DECIDE TO COME TO CASSINO?

I had an opportunity to work here 20 years ago, and then I felt comfortable in this university. So, I decided to stay here up to now.

HOW DO OTHER PEOPLE DESCRIBE YOU?

This is an unexpected question... It is difficult for me to answer. Passionate, schematic - which is not always good - but let's say precise. I look at the details, I care about them. I have also the ability to involve people.

ARE YOU A TEAM PERSON?

Yes, definitely. Working as a group allows you to go further, even if slower.

DO YOU HAVE ANY CHILDREN? WHAT AGE?

Yes, 3 daughters. The oldest is 24, the second one is 21, and the last one is 18.

ANY GRANDCHILDREN?

No, not yet, not soon.

WHAT DO YOU PREFER TO DO IN YOUR FREE TIME?

I like walking and hiking. I have been used to going to the mountains since I was a child. I started to like mountain areas and natural environments since then. This summer I went to the "Monviso" area, in the Alps, having a 2 days hike, being overnight in a mountain hut.

DID YOU STUDY STATISTICS AT THE UNIVERSITY?

I had a 4-year degree (Bachelor's plus Master's) in Economics and Business in Italy, in Naples, where I defended a Master's thesis in Statistics. Then, I got a Master of Science in Statistics at the University of Minnesota in the U.S. After that, I got a Ph.D. in Applied Statistics, back in Italy again.

WHY DIDN'T YOU STAY IN THE U.S?

Simply because I didn't want to live there, I preferred to go back to my own country.

WHY DID YOU CHOOSE STATISTICS?

During my studies for the bachelor's degree, I had two classes in statistics. The first class was kind of boring. I didn't fall in love with the class at all. However, there was something in that class that I still remember. In one of the first lectures, the Professor told us that "Statistics is the language of science." Which was so interesting to me, but the rest of the class was not quite understandable. The second class, however, was wonderful. I loved it. It was so different from the first class. Not only because of the teacher but also because of the content of the class. It was about real applications, not just random variables.
On the other hand, chance entered my life even in the choice of my field of expertise. My first choice for my Master’s thesis was in the field of Econometrics, which is not exactly Statistics, although it is related to it. After a while, I ended up with Statistics and a good Thesis advisor.

STATISTICS IS THE MOST CONTROVERSIAL LECTURE OF BACHELOR PROGRAM WHEN IT COMES TO THE FINAL EXAM. MANY STUDENTS FAIL THE EXAM EVEN 3 TIMES. WHAT IS YOUR INTENSION OF FAILING STUDENTS? DO YOU THINK THEY ARE NOT QUALIFIED ENOUGH TO PASS YOUR EXAM?

I wouldn't say it is the most controversial... it's not hard, it's just a matter of time. My personal opinion is that some students don't study enough. Some students have difficulties and they do not invest time to overcome these difficulties, they just stop because it is too hard. They say: "It is too much for me. I would never pass". To those students, I say “Do not give up!”. It’s a matter of time, it’s like learning a foreign language. You learn if you go through it slowly, smoothly, and constantly.
If you try to find skip ways to pass, it simply will not work. For instance, you may decide to look for information from different sources: YouTube, Wikipedia, specialized websites... It does not work because, although it may seem strange to a first-year student, there are different perspectives on the same subjects and different ways to look at it. And each source has its perspective (and notation). When you mix them up, you get lost and start learning by heart, without understanding. Knowing a random variable, to say, means not only knowing its probability distribution or the way you can compute probabilities, but also having an idea of to which kind of real problems you can apply such knowledge (one of my favourite questions at the oral exam looks like “Can you make an example of a random experiment that can be described by the random variable you just mentioned?”).

While teaching, I adopt my perspective that comes from my experience. My perspective is to provide the students with what I believe is the easiest way to reach the goal, and the goal is to understand what is going on behind all those formulas and exercises. Having the students understand is my goal. This is because understanding is the door for critical thinking, the ultimate goal of any Higher Education institution. Should I be here only to repeat what is already in the book, you can just read the book. I am here to add something (i.e., students need to know what is in the book plus something else

WHAT IS IMPORTANT FOR YOU WHEN IT COMES TO BEHAVIOURS?

Respect. It helps us to live better.

ARE YOU INTERESTED IN ANY PARTICULAR FIELDS BESIDES STATISTICS?

Generally, I like all kinds of Art and all that involves creativity. Sculptures, architecture, theatre, but also cooking ..., and Statistics :) Statistics is an Art, especially data analysis. I see my profession as that of a craftsman who works with data.

WHAT ARE THE ACCOMPLISHMENTS THAT YOU GOT THROUGH YOUR LIFETIME WHICH YOU ARE PROUD OF?

I am simply glad with my life.

DO YOU ENJOY TEACHING?

Yes, I do it a lot. Although some lectures don not go as I would like, I come back home happy when I feel I gave a good lecture.

WHAT WOULD YOU SUGGEST STUDENTS IN ORDER TO HELP THEM HAVING A BETTER LIFE?

Do not be alone. Too many people are just at home by themselves, and that is not good. Meet people.

> “
>
> ***Do not be alone. Meet people.***
>
> ***Respect helps us to live better.***
>
> ”

We are pleased to introduce you three new members of the team

IBRAGIM ALIEV

My name is Ibragim, a third year student of Bachelors in Economics and Business. I am 21 years old international student from Georgia, and I am a semi-professional footballer and sports enthusiast.
I am passionate about important topics worldwide, which I am going to share with you here.

SOFYA PETRUSSEVICH

I am Sofya, 20 years old. I was born and raised in Kazakhstan and moved here two years ago to get my Bachelors degree in Economics and Business. I love nature, long walks, sports and activities, cooking and travelling. I would like to share some of my ideas and studies regarding the world of Economics here, among welcoming and inspiring team of CLEC Magazine. Stay tuned!

MOTAHAREH GOLIZADEH

My name is Motahareh, but my friends call me Lily. I like reading books and writing about everything that can not be seen, but touched by heart.

THE CLEC MAGAZINE TEAM

N.10 issue

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