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FACULTY OF EDUCATIONAL SCIENCES



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– ЗБОРНИК НА ТРУДОВИ –**

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ПРЕДГОВОР

Публикацијата под наслов „*Современото воспитание и образование – состојби, предизвици и перспективи*“ е колекција на трудови кои беа презентирани на истоимената конференција одржана на 11 и 12 мај 2018 година во организација на Факултетот за образовни науки при Универзитетот „Гоце Делчев“ Штип, а во соработка со Факултетот по педагогија при ЈЗУ „Неофит Рилски“, Благоевград, Р Бугарија и со Педагошкиот факултет при Приморски Универзитет, Копер, Р Словенија.

Оваа конференција е продолжение на востановената практика на Факултетот и неговите заложби во развојот на научната мисла на полето на образованието како едно од најважните вложувања што општеството може да ги направи, и своевидна инвестиција во иднината на секој народ, во иднината на човештвото, воопшто.

Научно-стручниот карактер на конференцијата овозможи не само размена на искуства и анализа на состојбата во воспитанието и образованието на сите нивоа, туку и трасирање на патот за иднината на воспитно-образовниот систем во целост како еден од основните темели на развојот на заедницата, за што сведочат испишаните страници во монографијата.

Публикацијата е синергија на претходните настани кои пет години по ред ги организираше Факултетот за образовни науки, научно-стручната конференција и научно-стручната трибина и е продолжение на десетте изданија во последните пет години.

Публикацијата под наслов „*Современото воспитание и образование – состојби, предизвици и перспективи*“ е продукт на размислувањата, искуствата, иницијативите и предлозите, теориски и емпириски сознанија презентирани на самата конференција.

Содржински текстовите во публикацијата од монографски карактер третираат прашања од различни аспекти на воспитанието и образованието, прашања кои се актуелни и значајни, на сите образовни нивоа, од предучилишно, основно и средно па се до високо-образовните институции. Всушност, монографијата изобикува со широка лепеза на научни погледи и размислувања за предизвиците, перспективите и состојбите во современото воспитание и образование денес, кај нас, и на глобално ниво. По својата суштина, зборникот е наменет за сите структури кои се активно вклучени во креирањето, имплементацијата и развојот на воспитно-образовниот процес.

Покрај монографскиот карактер, зборникот на трудови *Современото воспитание и образование - состојби, предизвици и перспективи* е прирачник кој ќе им послужи на сегашните и идни генерации учители и на сите директни и индиректни креатори на образовната политика. На страниците поместени меѓу кориците на оваа колекција, низ

синергичен приод, можат да се најдат нови идеи за понатамошни истражувања и развој на воспитанието и образованието. Текстовите изобилуваат со богати и разновидни искуства кои се водилка за стекнување и развој на ново индивидуално искуство и инспирација за идни истражувања и собири.

Оваа публикација нè ја исцрпува целата проблематика која е предмет на интерес на конференцијата, со оглед на сложеноста на феноменот воспитание и образование како и комплексноста на воспитно-образовниот систем. Комплексната природа на проблемот како и неговата условеност од општественото опкружување, науката, техничко-технолошкиот развој, индивидуата, отвора нови полиња за дискусија, идеи за развивање, нови практики со една единствена цел, унапредување на воспитно-образовниот процес, заради зголемување на квалитетот на самиот процес и на знаењето како негов продукт.

Таа останува да сведочи за еден настан, една состојба, во одредено време како четиво за генерациите што идат.

Им благодариме на сите партиципиенти за учеството и придонесот на споделувањето на теоретските размислувања и практичните искуства на конференцијата.

До следната средба, со нови идеи, искуства и размислувања,

Срдечно,

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Од уредувачкиот одбор

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SWOT ANALYSIS – IDENTIFICATION, APPLICATION**Snezana Jovanova-Mitkovska¹, Popeska Biljana², Trajce Dimkov³**¹Faculty of Educational Sciences, Goce Delcev University, Stip, Macedoniasnezana.jovanova@gd.edu.mk² Faculty of Educational Sciences, Goce Delcev University, Stip, Macedoniabiljana.popeska@ugd.edu.mk³Assembly of RM, Macedoniadimkov.t@gmail.com

Abstract. One of the techniques used for analyzing, identifying, analyzing the existing state of organizations and individuals is the technique SWOT analysis. It is a simple, powerful technique aimed at analyzing the overall situation - external and internal, for identifying the strengths, weaknesses, opportunities and threats which an organization or individual can face, and on that base to determine the strategy for future directions of individuals and organizations, as well as their development. In this paper we present the theoretical elaboration of this research technique, and we also present examples of its implementation.

Key words: internal, external factors, teamwork, individual technique.

SWOT АНАЛИЗА - ИДЕНТИФИКУВАЊЕ, ПРИМЕНА**Снежана Јованова-Митковска¹, Билјана Попеска², Трајче Димков³**¹Факултет за образовни науки, Универзитет „Гоце Делчев“, Штип, Република Македонијаsnezana.jovanova@ugd.edu.mk²Факултет за образовни науки, Универзитет „Гоце Делчев“, Штип, Република Македонијаbiljana.popeska@ugd.edu.mk³Собрание на РМdimkov.t@gmail.com

Апстракт. Како една од техниките што се користат за анализа, идентификување, анализа на постојната состојба на организациите, индивидуите е техниката SWOT анализа. Тоа е едноставна, моќна техника за анализа на целокупната ситуација, надворешна, внатрешна, за идентификација на предностите, слабостите, можностите и заканите со кои може да се соочи организацијата, поединецот и врз таа основа да се одреди стратегијата за идните насоки на индивидуите, организациите, нивниот развој. Во трудот презентираме теоретска елаборација за оваа истражувачка техника и претставуваме примери за нејзино спроведување.

Клучни зборови: внатрешни, надворешни фактори, тимска работа, индивидуална техника

“It is better to conquer yourself than to win a thousand battles. Then the victory is yours. It cannot be taken from you, not by angels or by demons, heaven or hell.

Buda

1. Introduction

Modern living conditions cause the need for continuous review, with the intention to discover their own strengths, limitations, weaknesses, strengths, opportunities, threats etc., in the direction of determining the strategy for further development progress. Each individual, each institution, organization, over time notes the need for changes, the need for introducing innovations.

Changes can be initiated by the observed weaknesses, omissions, or be initiated by the need to change something, to innovate in order to meet new challenges, in order to develop and to improve.

Any progress, introducing change, innovation, would be well based on previously well-established depth analyses. Depth analysis is carried out using various techniques.

One of the techniques used for analyzing and identifying the previously mentioned conditions is the so-called SWOT analysis. With this technique “analysis of the internal and external situation of an institution, individual case, or activity and is applied in making strategic decisions for development” are enabled (Mojanoski, C., 2012:367).

In fact, it is a simple, powerful technique aimed at analyzing the overall situation, externally and internally, identifying the strengths, weaknesses, opportunities and threats which the organization or the individual can face, and on that base to determine the strategy for future directions of individual, organization, institution development.

The emergence of this technique is associated with the name of its creator A.S. Humphrey. Its application is first seen in economics and management, aimed at promoting the development of the organization, enterprise (known managers Edmund Lirnd, Roland Christensen, Kenneth Andrews and William Beech particularly emphasize the need for its application in the field of management), and later it is applied in all other areas, even in the domain of personal development.

The basic idea of its creator was, through the analysis of the external and internal factors, to see the existing situation in which one individual or organization is located, to determine directions, to use possibilities, to address threats, to achieve the previously set goal/goals, etc. According to certain parameters, it is possible to determine the strategy for future development, a strategy that involves maximum engagement of our own forces, maximizing the use of all possibilities - everything that the environment gives us, i.e. bringing threats and dangers to their minimum.

2. What is SWOT?

SWOT is coin of several words, Strengths, Weaknesses, Opportunities and Threats. Strengths and weaknesses are internal factors, while opportunities and threats are external.

As a technique, it is considered a key element of strategic development. It can be used as a tool for problem solving, decision making, planning, brainstorm meetings, workshop sessions, product evaluation, organization, and also for personal development planning. It can be used to determine the strategic development of an organization, to help an organization to develop its critical and specific decisions, to plan strategic objectives, and to determine the strategy of future individual development, i.e. to help individuals to get an instant view of personality or career. In fact, SWOT analysis is a magnificent tool for appraisal both in business and individual life.

The first thing that the organization should have to implement the SWOT analysis is time and relevant information and resources.

It is not possible to conduct a SWOT analysis organized by one person, because the implementation of this technique requires teamwork and intellectual effort.

The SWOT analysis process passes through several consecutive steps:

The first step is collecting information. At this stage, the organization collects information about the first two internal factors, strengths and weaknesses.

The second step concerns the determination of opportunities and threats, and after that compiles a list of all opportunities and all possible threats in the organization.

The third step is determining a planned action, preparing an action plan in order to meet the opportunities and overcome the threats.

The essence is to maximize strength, minimize weaknesses, use opportunities, avoid threats, or reduce their impact.

Permanent personal analysis (re-examination), re-examining one's own external environment, with the intention to perceive the former and current state, clarity and conciseness of the set goals, are an important step towards determining the strategy of future action. Without determining the plan for further action there is no implementation of the SWOT analysis.

The realization of a quality SWOT analysis, analysis in the economy, management, according to Nikolic, R, implies the existence of several key elements:

Participation – the analysis should involve as many people as possible. It is necessary for all managers to participate in the preparation and realization of the analysis. Non-staffing personal is also crucial because they also need to give different views of the situation in organization.

Brainstorming – the analysis should start with a brainstorm session where everyone involved should say what they want, without immediate response or criticism. There will be time later for that.

Thoroughness - The analysis should be more thorough, so that all aspects of the organization's work, and of the environment in which they exist, must be taken into consideration and considered in detail.

Follow up – The analysis should begin with a brainstorm session, then move to discussion, and then to detailed plan for action. Discussion should focus on what is delivered on the brainstorm session and culminate with the idea how to advance the organization. These ideas should be documented in the form of an action plan. The challenge is turning weaknesses into strengths.

During the implementation of SWOT analysis it is necessary to adhere to certain principles relating to: the reality, accuracy, objectivity in pointing out certain facts, clarity, and simplicity in expressing parameters.

The adherence to these principles leads to real understanding of the current situation and on the basis of identifying the ratios of certain items, to clear defining of a strategy aimed at achieving predetermined goals.

Before approaching the SWOT analysis, especially when it comes to assessing larger enterprises, institutions, and organizations, when the goal is to increase the effectiveness of these, it is necessary to:

- Determine the purpose/goals of the analysis;
- Form a project team consisting of professionals, people with ideas from different areas;
- Establish an additional team for research and data collection from practice;
- After the previously mentioned steps, assessment of the results of analysis, in relation to the set goals.

Before we start implementing the SWOT analysis, we should always bear in mind that it is always subjective, with a tendency towards greater objectivity of the facts.

When we talk about the application of the technique SWOT analysis, in economy, or in management, we ask the question: what will be the subject of external - internal analysis?

Internal analysis refers to the identification of strengths and weaknesses that relate to culture, image, effectiveness, efficiency, financial resources, brand, employer experiences, contracts etc., which means what the organization reflects.

The external analysis refers to the opportunities and dangers for the development of an organization; it refers to the user, competition, partners, social environment, social change etc.

For better visibility it would be good to present the result of the analysis graphically, which in turn will enable the visibility of each item, and after that, the possibilities of their mutual correlative relationship will be considered, and on that basis the specific strategies will be determined.

In fact, it comes down to preparing the so-called SWOT profile as the basis for setting goals, formulation of strategy and its implementation. SWOT analysis is a basic analysis that provides excellent data for making strategic decisions about future operations. (Gonan Božac, Marli.2008:19-34).

We present an example of SWOT analysis relating to the organization of university sport, in order to determine strategies for the future development of this important segment of development of universities.

Figure 1. SWOT analysis matrix

STRENGTHS	WEAKNESSES
<p>From students' perspective</p> <ul style="list-style-type: none"> • The need for physical activities • Students' interest for sport and physical activities during studies • Personal promotion of students-athletes • Promotion of the faculty, the university and the state through sport • meeting and socializing with young people from all over the country, the opportunity to travel • Strengthening competitive sport • New friendships, socializing, fun, new experiences • Positive emotion and experiences • Communication with students from different faculties <p>From university perspective</p> <ul style="list-style-type: none"> • The need for physical activities • Affirmation of positive values that are acquired through sport • Promotion of human universal values through sport • Impact on the formation of a complete, educated and versatile personality • Promotion of the faculty, the university and the state through sports • Opportunity to attract new students • Socialization, fun, new experiences • A way for better selection and better quality for international competitions 	<p>From students' perspective</p> <ul style="list-style-type: none"> • Lack of leisure time for sports • Lack of funding for additional sports activities • Lack of interest and desire for sport during studies • Lack of content offered by the university • Disparate sports opportunities in the university center and dispersed studies <p>From university perspective</p> <ul style="list-style-type: none"> • Lack of finance • Bad organization of a part of the activities • Lack of infrastructure owned by the university • Lack of material and technical resources for sports • Lack of teaching staff • Lack of finance for the development of sports and sport facilities • Insufficient investment in university sport • Weak interest of students for participation in this type of competitions • Poor promotion (poor visibility of activities) • Lack of awareness of the need for the development of

<ul style="list-style-type: none"> • Cooperation with other universities and faculties • Enriching the sport and social life of universities • Investing in the health and effectiveness of students • Supporting sports at local, national and international level 	<p>university sports in some of the governing structures</p> <ul style="list-style-type: none"> • Frequent absences of students from teaching due to sports obligations • Spending most of the student finances already involved in sports while not investing in those who are not active athletes
<p>WHICH ARE THE OPPORTUNITIES?</p> <ul style="list-style-type: none"> • System solution for the management of university competitions through a university center • Greater involvement of FFK sport professors and students as well as greater inclusion of other students • Improving finances primarily for participating in international competitions • Linking different parties involved in university sport and interest with a joint and concrete action plan • Improving the organization of student competition • Reduction of fees for participation in international university competitions • Improving coordination between the institutions responsible for sport • Changes in the planning and organization of university competitions • Provision of scholarships and privileges for enrolment and education of students – prominent athletes or those who have significant contribution to the affiliation of the university and the state through sports • Establishment of clear rules within the university for the use of funds for renting sports facilities owned by the university in the direction of using the funds for the needs of the sport of students and investment in new infrastructure • Investing in sports halls and sports facilities at universities • Involving the state institutions responsible for sports, primarily the Agency for Youth and Sport and the Ministry of Education and Science in developing and helping university sport • Introduction of a compulsory subject Sport • Increasing the number of sports at university state competitions • Increasing media coverage and affirmation at university competitions • Increased activity of the USFM • Legal solutions for the functioning of sports centers and the engagement of the teaching staff in them • Organizing a public debate and tribunes in order to harmonize the ideas for the development of university sport and finding a common concept and solution • Establishment of the Institute of Sports at all universities for scientific support of sports in higher education • Networking of universities, local communities, the business sector and schools in order to promote and develop sports in higher education • Building a joint program for raising the awareness of young people for physical activity and 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ The strategy for university sport is of the state priority, the university and the local self-government ▪ There are no clear legal regulations for the organization and promotion of university sport ▪ There is no interest for investing in university sports ▪ The construction of sports facilities for universities is not a priority ▪ There is no cooperation between universities for joint action ▪ Weak coordination and operation of the University sports federation in some countries ▪ Part of the universities do not see sport as an opportunity for development and promotion ▪ Poorly motivated teaching staff ▪ Poor or no involvement in international bodies or organizations for sport at universities ▪ Bad cooperation or lack of cooperation with the media ▪ Poor student information ▪ Lack of financial resources

generally in society for support and promotion of sports.	
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The application of the SWOT analysis, although it is a subjective technique, enables us to perceive the advantages, weaknesses, opportunities and threats of the elaborated phenomenon, and it was the basis for creating a further strategy, creating a new model of university sport.

The determination of strategies for future development is possible by determining the so-called TOWS matrix, a matrix of factors. (Figure 2)

INTERNAL FACTORS			
EXTERNAL FACTORS		Strengths (S)	Weaknesses (W)
	Opportunities (O)	Strengths –opportunities - refers to a strategy that follows opportunities that fit well in the organization	Weaknesses -opportunities – reflects on a strategy that overcomes weaknesses in order to take advantage of opportunities
	Threats (T)	Strengths-threats - strategy that identifies ways to use strengths to reduce the vulnerability of external zones	Weaknesses – threats – a strategy that establishes a defense plan to prevent the weaknesses of organization that would make it vulnerable to external threats

The technique SWOT can also be used to determine the directions for our own personal development.

Starting from the premise that each individual is responsible for finding his/her own meaning and defining his/her life goals and projects, it is normally the more frequently personal review, i.e. searching for answers to the following questions: Where am I? Where am I wrong? How to go further? What are my purposes/goals?

The answer to these questions we can find again with the application of this techniques. SMART goals, goals that are specific, different for each individual, measurable, goals that can be achieved, realistic, goals that are clearly defined, and goals that can be achieved within a certain period.

The key questions after identifying goals are the questions related to personal assessment, assessment of ownership values, strengths and weaknesses (positive and negative aspects of the person, and his/her current position) as internal factors that influence individual behavior, assessment of possibilities, both personal and those that exist in the environment, and the dangers of ourselves and the environment around us as external factors.

In this process of self-examination, a process in which the individual is faced with himself/herself, which refers to identifying their own strengths, weaknesses, opportunities and dangers, there are common questions like the following:

What kind of skills, abilities, knowledge do I have, of which I am proud, which are characteristic for me, which people around me have valued as positive? What can I do for myself and for the people around me? What are the advantages that I have in relation to others around me? What can I personally manage? ... questions that reveal our own advantages, i.e. what is that I cannot do well? What are the reasons for my failure? What resources are not available to me to achieve my goal? In which part, specifically, do I notice my weaknesses?

Regarding the possibilities, the questions are related to the external factors that can act to achieve the goal, in the direction of exploiting the advantages, in the direction of utilizing the external factors to our own advantage, i.e. the threats – What are the risks that are in the path of achieving the goal (financial, health, environmental, dangers arising from the personality-closeness, isolation, loss of self-confidence)? What should I avoid?

SWOT analysis should lead us to a further assessment of the objectives set, i.e. if they should remain as they are, whether they need to be reformulated, or to change the means for assessing the success of the goal. All this will lead to further setting up of an action plan, with detailed determination of concrete tasks, specific deadlines for their realization, to which would be proper to adhere, so that the goal is really achieved.

It would be good to set short-term goals first, goals the accomplishment of which will be a motive plus for going forward, a step towards setting higher goals, towards successes.

The preparation of the TOWS matrix will lead us to the identification of opportunities that should be utilized (opportunities – strengths), towards highlighting what needs to be corrected (opportunities and weaknesses), towards identifying the threats which should be eliminated (threats and strengths) and towards enabling mitigation and avoidance of risk (threats and weaknesses)

This technique has a number of advantages.

- It is a fast, flexible and comprehensive tool, which facilitates the implementation of the process of perceiving the positive and negative aspects of an organization's operation, the activities of the individual
- In a short time, recognition of positive and negative factors and ability to act in a timely manner;
- Opportunities to check where we are, what the main advantages are, weaknesses, which are the obstacles, and to reach a certain goal.
- Opportunities for decision making, to generating strategies based on determining one's own position and goals targeting.

3. Conclusion

SWOT analysis is one of the powerful tools that can be used in almost every business situation and in individual affairs. It is a tool for making decision related to the accomplishment of the set goals. Although seemingly a simple technique, the SWOT analysis requires great experiences and caution in its implementation.

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