



7th INTERNATIONAL CONGRESS ON SOCIAL SCIENCES, INNOVATION AND EDUCATIONAL TECHNOLOGIES

ABSTRACT BOOK



26-27
SEPTEMBER 2026



PARIS
FRANCE



89
PAPERS



145
RESEARCHERS



14
COUNTRIES



82%
INTERNATIONAL
PAPERS

PARTICIPATING COUNTRIES



TÜRKİYE



AZERBAIJAN



INDIA



NIGERIA



PAKISTAN



BRAZIL



USA



VIETNAM



MOROCCO



ALBANIA



TURKMENISTAN



SPAIN



MALAYSIA



PORTUGAL

ICSSIET CONGRESS
**7th International Congress on Social Sciences,
Innovation and Educational Technologies**
ABSTRACT BOOK

Editor
Assist. Prof. Dr. Yusuf Abubakar Wara

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VENI CREATOR UNIVERSITY
OFFICE OF THE RECTOR / PRESIDENCY

Ref. No: 0906342

Date: February 02, 2026

Subject: Official Confirmation of Congress Hosting

TO WHOM IT MAY CONCERN

This letter officially confirms that the **7th International Congress on Social Sciences, Innovation and Educational Technologies (ICSSIET 2026)**, scheduled to take place on **26–27 September 2026 in Paris, France**, will be hosted by **Veni University**.

The congress will bring together academics, researchers, professionals, and graduate students from different countries to present and discuss current research in the fields of social sciences, innovation, entrepreneurship, management, education, and educational technologies.

Veni University is pleased to serve as the **official host institution** of the congress and to provide institutional and academic support for its organization. The congress is organized under the coordination of Congress Chair, together with the Organizing and Scientific Committees.

We hereby confirm our institutional support for the organization and successful implementation of the congress.

Sincerely,

Prof. Dr. Acilina da Silva Candeia
Rector / President
Veni Creator University

Signature and Official Seal



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ON SOCIAL SCIENCES,
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EDUCATIONAL TECHNOLOGIES



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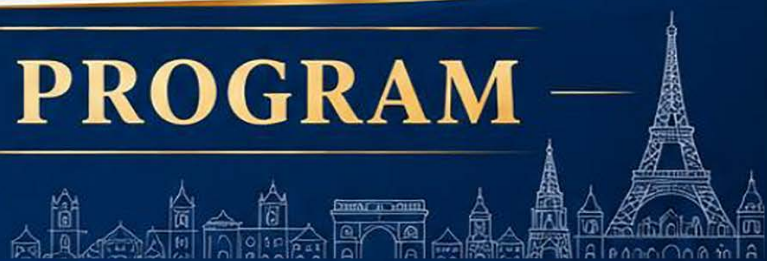


PORTUGAL

CONGRESS PROGRAM



<https://www.icssietcongress.com/icssiet-2026>





7th International Congress on Social Sciences, Innovation and Educational Technologies
26-27 September 2026 (Paris/France)

<https://www.icssietcongress.com/icssiet-2026>

CONGRESS PROGRAM

14 COUNTRIES • 89 PAPERS • 145 RESEARCHERS
14 PAÍSES • 89 TRABALHOS • 145 PESQUISADORES

Congress Statistics / Estatísticas do Congresso

English / Português (Brasil)	Number/ Número
Total Accepted Papers / Total de Trabalhos Aceitos	89
Total Unique Participants/Authors / Total de Participantes/Autores Únicos	145
Countries Represented / Países Representados	14
Papers from Türkiye / Trabalhos da Turquia	17
Participants/Authors from Türkiye / Participantes/Autores da Turquia	17
International Papers / Trabalhos Internacionais	72
International Participants/Authors / Participantes/Autores Internacionais	128
Papers from Türkiye (%) / Trabalhos da Turquia (%)	19.10%
International Papers (%) / Trabalhos Internacionais (%)	82 %

Papers by Country / Trabalhos por País

Country / País	Papers / Trabalhos
TR Türkiye / Turquia	17
NG Nigeria / Nigéria	16
PK Pakistan / Paquistão	14
BR Brazil / Brasil	15
AZ Azerbaijan / Azerbaijão	11
IN India / Índia	9
US United States / Estados Unidos	2
VN Vietnam / Vietnã	1
MA Morocco / Marrocos	1
AL Albania / Albânia	1
TM Turkmenistan / Turcomenistão	1
ES Spain / Espanha	1
MY Malaysia / Malásia	1
PT Portugal / Portugal	1

Participants by Country / Participantes por País

Country / País	Unique Authors/Participants / Autores/Participantes Únicos
TR Türkiye / Turquia	17
VN Vietnam / Vietnã	1
MA Morocco / Marrocos	2
AL Albania / Albânia	1
TM Turkmenistan / Turcomenistão	1
AZ Azerbaijan / Azerbaijão	9
IN India / Índia	30
NG Nigeria / Nigéria	32
ES Spain / Espanha	1
PK Pakistan / Paquistão	17
MY Malaysia / Malásia	2
BR Brazil / Brasil	32
PT Portugal / Portugal	3
US United States / Estados Unidos	2

Türkiye vs. International / Turquia vs. Internacional

Participation Type / Tipo de Participação	Papers / Trabalhos	Unique Participants/Authors / Participantes/Autores Únicos
TR Türkiye / Turquia	17	17
International / Internacional	72	128
TOTAL / TOTAL	89	145

Presentations will be in Turkish, English, Spanish, French, Portuguese.

There are 2 virtual conference rooms.

The congress was organized according to Turkey time. To calculate the time for your country:

[The World Clock — Worldwide](#)

Note: (ICSSIET/ 7. ICSSIET 2026) congress sessions are to be recorded in accordance to the General Data Protection Regulation (GDPR) and Kişisel Verilerin Korunması Kanunu (KVKK). By joining the congress sessions, you automatically consent to such recordings. If you do not consent to being recorded, discuss your concerns with the ICSSIET Congress host.

26 September 2026 Saturday 10:00-19:00	7th International Congress on Social Sciences, Innovation and Educational Technologies 26-27 September 2026 (Paris/France) 26 September 2026 10:00 a.m. Istanbul Zoom Meeting Topic: 7. ICSSIET 2026 26.09.2026 Join Zoom Meeting Zoom Meeting Topic: 7. ICSSIET 2026 26.09.2026 Join Zoom Meeting https://us06web.zoom.us/j/3868340988?pwd=SUloL1k4QjhVWjJIWkQ5K3JKUIFXdz09&omn=81544819592 Meeting ID: 386 834 0988 Password: 4cAwbg
27 September 2026 Sunday 10:00-19:00	7th International Congress on Social Sciences, Innovation and Educational Technologies 26-27 September 2026 (Paris/France) 27 September 2026 10:00 a.m. Istanbul Zoom Meeting Topic: 7. ICSSIET 2026 27.09.2026 Join Zoom Meeting

	Zoom Meeting Topic: 7. ICSSIET 2026 27.09.2026 Join Zoom Meeting https://us05web.zoom.us/j/3868340988?pwd=SUloL1k4QjhVWjJlWkQ5K3JKUjFxdz09&omn=85882683501 Meeting ID: 386 834 0988 Password: 4cAwbg
27 September 2026 Sunday 18:00-19:00	Closing Session

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Saturday, 26 September 2026 Room I

Room-I	Saturday, 26 September 2026 13:00-19:00	Moderator	Arzu SEYREK
1. Dr. Öğr. Üyesi, Sevgi Nur Kuruş, Türkiye'deki Aktivizm Temalı Reklamların Duygusal ve Rasyonel Çekicilikler Açısından İncelenmesi / An Analysis of Activism-Themed Advertisements in Türkiye in Terms of Emotional and Rational Appeals, Türkiye 2. Yasemin KULEYİN, MSc, Green Hope: A Diet Plan from Turkey to the World and Humanity, Türkiye 3. Zafer Savaş & Şeyma Kıvılcım, An LLM Judge Found a System Difference That Two Human Experts Did Not: Rubric-Based Evaluation of AI-Generated Montessori STEAM Mathematics Activities for Early Childhood, Türkiye 4. Yusuf Abubakar Wara, Ph.D., Democracy and Development: A Critical Reassessment of the Relationship, Türkiye 5. Assoc. Prof. Dr. Şule EGÜZ, Eco-Art Practices in Social Studies Education: An Activity-Based Approach from Environmental Awareness to Ecological Citizenship, Türkiye 6. Assoc. Prof. Dr. Şule EGÜZ, From Art to Ecological Citizenship: The Pedagogical Potential of Eco-Art in Social Studies Education, Türkiye 7. Burhan ŞAHİN, MSc. & Prof.Dr. Nagihan OĞUZ DURAN, A Bibliometric Analysis of Artificial Intelligence Research in Guidance and Psychological Counseling, Türkiye 8. Miray KORKMAZ, MSc. & Prof.Dr. Nagihan OĞUZ DURAN, Examination of the Validity and Reliability Evidence of the Emotion Regulation Scale (ERS) in a Young Adult Sample, Türkiye 9. Şengül Şeber & Assist. Prof. Dr. Esra Sipahi Döngül, STEM Teacher Competencies in the Digital Age, Türkiye 10. İlhan Başak & Assist. Prof. Dr. Esra Sipahi Döngül, The Relationship Between Country-Level STEM Education Indicators and AI Awareness: A KNIME-Based Analysis with OECD and Eurostat Data, Türkiye 11. Ayşenur KOYUNCUOĞLU, Assoc. Prof. Dr. Derya GİRGİN, A COMPARISON OF THE 2018 AND 2024 MIDDLE SCHOOL MATHEMATICS CURRICULA IN TERMS OF CONTENT AND GRADE- LEVEL DISTRIBUTION, Türkiye 12. Seçil Altıntaş, , Assoc. Prof. Dr. Derya GİRGİN, Examining the Content Validity of a Measurement Instrument for Identifying Preservice Teachers' Development Needs Regarding Differentiated Instruction Based on Expert Judgments, Türkiye 13. Elif Su Duman & Zehra Topal Altindis, Ph.D., An Example of Accessible Education Practice Tailored To Twice-Exceptional Students, Türkiye 14. Assoc. Prof. Kadir GÖKOĞLAN, Business Risks the Impact of Technological Advances in Auditing On Independent Audit in Commercial Banks, Türkiye 15. Assoc. Prof. Kadir GÖKOĞLAN, The Value-Added Contribution of AI-Based Predictive Analytics in Internal Auditing: An Analysis Based on Auditors' Perspectives, Türkiye 16. Ceren TEKİN KARAGÖZ, Ph.D., Visual Decision-Making in Graphic Design Education in the Age of Generative AI: The Changing Role of the Designer from Making to Selecting, Türkiye 17. Dr. Nilüfer Önder Karadağ, Antropontolojik Perspektiften Felsefi Danışmanlık ve Çocuklarla Felsefe İnsan, Soruşturma ve Kendini Anlama, Türkiye 18. Lecturer Dang-Thanh Nguyen, The Danger of Modern Technology to the Environment: An Analysis from Heidegger's Philosophy, Vietnam 19. Chaymae Elrhannami et Safae Aissaoui, Les Technologies de l'Information et de la Communication et le Bien-être au Maroc : Impacts et Enjeux, Morocco 20. Assoc. Professor Fabian Zhilla, Challenges in Legal Research of International Jurisprudence: Improving Access, Consistency and Methodology, Tirana, Albania 21. Maya Atajanova, The Phraseological Dimension of International Legal and Diplomatic Discourse: Idioms, Pragmatics, and Digital Corpus Applications, Ashgabat, Turkmenistan 22. Mansirova Shahana Zulfugar, The Symbolic Semantics of Justice: The Unity of Philosophical Images in Fine Art, Baku, Azerbaijan 23. Sevil Bayram qızı Əliyeva, Outstanding representative of Azerbaijani sculpture - Omer Eldarov, Azerbaijan			

24. Assoc. Prof. Dr. Gülgün ƏLİYEV, N.Əndəlibin “Risaleyi-Nəsimi” əsəri haqqında, **Azerbaijan**
25. Mansirova Şəhanə Zülfüqar qızı, C.Yəhyanın “Böyük ortam” əsərinin bədii-semantik və simvolik təhlili, **Azerbaijan**
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27. Çobanova Nərgiz Məhəmməd qızı, 2016-cı il Rio-de-Janeyro Yay Olimpiya Oyunları, **Azerbaijan**
28. Emil Raul oğlu Ağayev, IMAGE OF SHUSHA IN THE CREATION OF AZERBAIJAN PAINTERS, **Azerbaijan**
29. Ismayil M. Zeynalov, Ph.D., Integrated Monitoring of Radioactive Fallout Based on Artificial Intelligence and the Internet of Things, **Azerbaijan**
30. Mahbuba S. Fatullayeva, Geographical Potential and Prospects for Regional Development of the Ganja- Dashkasan Economic Region, **Azerbaijan**
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32. Mammadli Jeyhun Uzeyir, Ph.D.Candidate, Reducing Income Inequality In Azerbaijan In The Context Of Sustainable Development, **Azerbaijan**
33. Prof. Dr. Ramesh Chandra Rath, Jyotrimayee Dehuria, Nihar Ranjan Agasti, and Binodini Mahapatra, An Impact of Technical Innovation for Driving Societal, Economic Development and Sustainability in World: Emerging Needs and Challenges, **India**
34. Santosh Kumar Yadav Ph.D, Shritej Anil Kohkade, Prerna Sharad Pandhare, Janhavi Sanju Mukind, The Impact of Conversational AI and Virtual Influencers on Brand Authenticity, **India**
35. Assoc. Prof. Dr. Anand Kumar, Assoc. Prof. Dr. Santosh Kumar Yadav, Assist. Prof. Dr. Prashant Singh, Dr. Abhishek Singh, Assoc. Prof. Dr. Manoj Kumar, Mr. Nikhil Verma, Money for a Greener Tomorrow: Psychological Factors Influencing Green Bonds, ESG, and Climate-Smart Investments, **India**
36. Anand Kumar, Ph.D, Santosh Kumar Yadav, Ph.D, Priya Yashwant Ahire, Shilpa Dattatray Shinde, Navigating Agentic Commerce: How Brand Choice Shifts in AI Driven Marketplaces, **India**
37. Bhavya Ashok and Dr. Saranya T.S., Generation Z’s Perceptions of the Contemporary Workplace: A Qualitative Exploration of Flexibility, Leadership, Workplace Comfort, and Retention Intentions, **India**
38. Bavithra A.U, Bhavana Ramesh, Holika Shree, Karishma Ashok, Shireyaah Premkumar & Saranya T.S., Exploring the Psychological Effects of Interior Colours on Mood Across Educational, Occupational and Therapeutic Spaces: A Narrative Systematic Review, **India**
39. S. Janani, G. Sadhana & Saranya T.S., Beyond the Screen: Understanding Parasocial Relationships and Emotional Well-being in Young Adults, **India**
40. Devika K, Isha Vivekanandhan, Sammriddhi JS & Saranya T.S., Digital Tools in Teaching and Learning: Exploring Pedagogical Prospects and Challenges, **India**
41. Karishma Ashok, Swetha V, Hameeda Fahima TF, Parinitha Sree S & Saranya T.S, From Perception to Internalization: Psychology of Gender Bias, **India**
42. Aramide A. KUFORJI, PhD, Muideen Olawale AREMU, PhD, Peter Akong OBETEN, EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL RESILIENCE IN NIGERIA, **Nigeria**
43. OLOJEDE Paul Aderemi, PhD, ADEONIPEKUN Ayorinde, OIGIANGBE Osaro, PhD, OYINLOYE Oluseyi John, FINANCIAL ACCESS, ENTREPRENEURIAL RESILIENCE, AND FIRM PERFORMANCE AMONG SMALL AND MEDIUM-SIZED ENTERPRISES IN NIGERIA, **Nigeria**
44. IDIBIA Daniel, PhD, AKHAZE Richard Ehiabhili, PhD, EZE Blessing LAW AND CRIME PREVENTION IN LAGOS STATE, NIGERIA: LEGAL FRAMEWORKS, POLICING, JUSTICE AND THE CHALLENGE OF EFFECTIVE ENFORCEMENT, **Nigeria**
45. Lookman Adefolarin BALOGUN-SHITTABEY, PhD, Grace Folashade DAVID, Adeola Abosede OYEWOLE, PhD, Blessing Okojie EZE, LEADERSHIP EFFECTIVENESS AND THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS: A STUDY OF SELECTED PUBLIC INSTITUTIONS IN NIGERIA, **Nigeria**.
46. Adeola Abosede OYEWOLE, PhD, Lookman Adefolarin BALOGUN-SHITTABEY, PhD, Grace Folashade DAVID, Benneth Uchenna EZE, PhD, EXAMINING THE CONTRIBUTION OF WOMEN AND YOUTH ENTREPRENEURSHIP TO INCLUSIVE DEVELOPMENT IN NIGERIA, **Nigeria**.
47. Lookman Adefolarin BALOGUN-SHITTABEY, PhD, Adeola Abosede OYEWOLE, PhD, Cephas Adewale ADEKUNLE, PhD, Amos Olafusi TOMOMEWO, PhD, EFFECT OF SOCIAL INNOVATION, COMMUNITY EMPOWERMENT AND POVERTY-REDUCTION INITIATIVES ON COMMUNITY TRANSFORMATION, **Nigeria**
48. FAPARUSI Sunday Oluwadamilare, AJUMOBI Adewale, KOLAWOLE Olabode Olufemi, EZE Blessing SECURITY GOVERNANCE AND CRIME PREVENTION IN LAGOS STATE, NIGERIA: TOWARDS AN INTEGRATED AND COMMUNITY-CENTRED SECURITY FRAMEWORK, **Nigeria**
49. Oluyemisi Omobola AGBOOLA, PhD, Iyabode Abisola ADELUGBA, PhD, Benneth Uchenna EZE, PhD,

Lookman Adefolarin BALOGUN-SHITTABEY , PhD, WOMEN LEADERSHIP AND SUSTAINABLE DEVELOPMENT, **Nigeria**

50. EZE Benneth Uchenna, PhD, HASSAN Banjo Ally, PhD, AKANNI Kazeem Adeyinka, PhD, EXAMINING HOW ENTREPRENEURS ADAPT TO ECONOMIC CRISES AND SUSTAIN SMALL AND MEDIUM-SIZED ENTERPRISES IN NIGERIA, **Nigeria**
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Türkiye’deki Aktivizm Temalı Reklamların Duygusal ve Rasyonel Çekicilikler Açısından İncelenmesi

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Özet

Günümüzde markalar, pazarlama mesajlarında ürün ve hizmetlerinin tanıtımının yanı sıra toplumsal, çevresel, ekonomik ve politik konulara da yer vermektedir. Marka aktivizmi açısından değerlendirildiğinde markaların toplumsal cinsiyet eşitliği, çevrenin korunması, engellilik gibi konularda farkındalık yaratmaya yönelik pazarlama mesajlarının öne çıktığı görülmektedir. Bu çalışmanın amacı, Türkiye’deki aktivizm temalı reklamları duygusal ve rasyonel reklam çekicilikleri açısından incelemektir. İçerik analizi yöntemi kullanılarak, reklamlarda kullanılan çekiciliklerin dağılımı ortaya konmuştur. Amaçlı örnekleme yöntemi kullanılarak, 2016-2026 yılları arasında ticari markalar tarafından yayımlanan çevresel ve toplumsal bir soruna dikkat çeken ve bu konuda farkındalık yaratmayı veya toplumsal değişimi desteklemeyi amaçlayan 8 reklam incelenmiştir. Reklamların incelenmesinde literatürde yer alan reklam çekiciliği sınıflandırmalarından yararlanılmıştır. Elde edilen bulgulara göre, aktivizm temalı reklamlarda duygusal çekicilikler öne çıkmaktadır. Duygusal çekiciliklerin rasyonel unsurlarla desteklendiği görülmektedir. Toplumsal ve çevresel konulara yönelik pazarlama iletişimi mesajlarında duygusal ve rasyonel çekiciliklerin bir arada kullanıldığı ortaya konmuştur.

Anahtar Kelimeler: Reklam Çekicilikleri, Duygusal ve Rasyonel Çekicilikler, Marka Aktivizmi, Pazarlama İletişimi.

An Analysis of Activism-Themed Advertisements in Türkiye in Terms of Emotional and Rational Appeals

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Abstract

Today, brands are incorporating social, environmental, economic, and political issues into their marketing messages, in addition to promoting their products and services. Within the context of brand activism, it is evident that marketing messages aimed at raising awareness of issues such as gender equality, environmental protection, and disability have become increasingly prominent. The purpose of this study is to examine activism-themed advertisements in Türkiye in terms of their emotional and rational appeals. Using content analysis, the distribution of the appeals used in the advertisements was identified. Using purposive sampling, eight advertisements published by commercial brands between 2016 and 2026 were analyzed. The advertisements were selected based on their focus on a social or environmental issue and their aim to raise awareness or promote social change. In the analysis of the advertisements, classifications of advertising appeals found in the literature were utilized. According to the findings, emotional appeals are prominent in activism-themed advertisements. It was observed that emotional appeals are supported by rational elements. It was found that emotional and rational appeals are used together in marketing communication messages addressing social and environmental issues.

Keywords: Advertising Appeals, Emotional and Rational Appeals, Brand Activism, Marketing Communication.

Green Hope: A Diet Plan from Turkey to the World and Humanity

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Abstract

The climate crisis, biodiversity loss and the depletion of natural resources rank among the most fundamental planetary challenges of the twenty-first century. According to the World Meteorological Organization, 2024 was the warmest year in the 175-year observational record, with the global mean surface temperature reaching approximately 1.55°C above pre-industrial levels. Long-term warming estimates, however, remain in the 1.34–1.41°C range, indicating that the 1.5°C threshold of the Paris Agreement has not yet been permanently breached, although the margin has narrowed dangerously. This paper proceeds from the thesis that the climate crisis is not merely a technical emissions problem but also a matter of consumption inequality, access to finance, local capacity and intergenerational justice.

Centring the concept of ‘Green Hope’, the study proposes a holistic model of sustainable transformation within the framework of the COP31 agenda, to be held in Antalya under Türkiye’s presidency on 9–20 November 2026. The model rests on four axes: sustainable resource management and the circular economy; energy transition and carbon-neutral targets; sustainable urban planning and rural development; and education, awareness and social transformation. The paper’s original contribution is the proposition that sustainability should be sought within cultural codes; the Tuva Turkic culture and the Korkut Ata narrative are reinterpreted as historical sources of a life lived in harmony with nature.

The study argues that, in light of the direction set by COP28, the finance scale of COP29 and the implementation gap revealed by COP30, COP31 constitutes an ‘accountability test’. Proposals such as a smartcard-based fair consumption tariff, reverse migration, greenwashing oversight and reverse mentoring are presented as policy hypotheses requiring pilot implementation. It concludes that green transformation must be structured with measurable indicators along a target–finance–implementation–verification chain.

Keywords: COP31, Green Hope, sustainable transformation, circular economy, carbon inequality, climate finance, cultural sustainability.

Özet

İklim krizi, biyolojik çeşitlilik kaybı ve doğal kaynakların tükenmesi, yirmi birinci yüzyılın en temel gezegensel sorunları arasında yer almaktadır. Dünya Meteoroloji Örgütü'nün verilerine göre 2024 yılı, 175 yıllık gözlem kaydındaki en sıcak yıl olmuş; küresel ortalama yüzey sıcaklığı sanayi öncesi döneme kıyasla yaklaşık 1,55°C üzerinde gerçekleşmiştir. Buna karşın uzun dönemli ısınma tahminleri 1,34–1,41°C aralığında seyretmekte, bu da Paris Anlaşması'nın 1,5°C hedefinin henüz kalıcı biçimde aşılmadığını, ancak eşiğe tehlikeli ölçüde yaklaşıldığını göstermektedir. Bu tebliğ, iklim krizinin yalnızca teknik bir emisyon sorunu değil; tüketim eşitsizliği, finansman erişimi, yerel kapasite ve kuşaklar arası adalet sorunu olduğu tezinden hareket etmektedir.

Çalışma, 'Yeşil Umut' kavramını merkeze alarak, 9–20 Kasım 2026 tarihlerinde Antalya'da Türkiye'nin ev sahipliğinde gerçekleştirilecek COP31 gündemi çerçevesinde bütüncül bir sürdürülebilir dönüşüm modeli önermektedir. Model dört eksen üzerine kurulmuştur: sürdürülebilir kaynak yönetimi ve döngüsel ekonomi; enerji dönüşümü ve karbon nötr hedefler; sürdürülebilir kentsel planlama ile kırsal kalkınma; ve eğitim, bilinçlendirme ile toplumsal dönüşüm. Tebliğin özgün katkısı, sürdürülebilirliğin kültürel kodlarda aranması gerektiği önerisidir; Tuva Türk kültürü ve Korkut Ata anlatısı, doğayla uyumlu yaşamın tarihsel bir kaynağı olarak yeniden okunmaktadır.

Çalışmada, COP28'in belirlediği hedef yönü, COP29'un finansman ölçeği ve COP30'un ortaya koyduğu uygulama açığı ışığında COP31'in bir 'hesap verebilirlik sınavı' olduğu ileri sürülmekte; smartcard tabanlı adil tüketim tarifesi, tersine göç, greenwashing denetimi ve tersine mentorluk gibi öneriler pilot uygulama gerektiren politika hipotezleri olarak sunulmaktadır. Sonuç olarak yeşil dönüşümün, hedef–finansman–uygulama–doğrulama zinciri üzerinde ölçülebilir göstergelerle kurgulanması gerektiği savunulmaktadır.

Anahtar Kelimeler: COP31, Yeşil Umut, sürdürülebilir dönüşüm, döngüsel ekonomi, karbon eşitsizliği, iklim finansmanı, kültürel sürdürülebilirlik.

An LLM Judge Found a System Difference That Two Human Experts Did Not: Rubric-Based Evaluation of AI-Generated Montessori STEAM Mathematics Activities for Early Childhood

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Abstract

Large language models are increasingly used to score educational materials against rubrics, but are rarely validated against human experts. This study compared an LLM judge with two human raters on the same evaluation task. A structured prompt encoding six Montessori principles was given to four systems (ChatGPT, Gemini, Claude and Codex) in four independent sessions each, producing 48 patterning activities for children aged 3 to 6. A STEM education specialist and an in-service preschool teacher scored all 48 independently on a purpose-built 16-item rubric (MSDA), blind to the source system. An LLM scored the same activities under the same rubric. Agreement between the human raters was acceptable (ordinal Krippendorff's $\alpha = .47$; 70.6% exact, 94.9% within one scale point) and internal consistency high (Cronbach's $\alpha = .83$ and $.94$). The human raters found no difference between the systems ($H(3) = 3.50$, $p = .32$, $\epsilon^2 = .01$); no pairwise comparison approached significance. On the same data the LLM judge produced a large and statistically significant difference ($H(3) = 25.21$, $p < .001$, $\epsilon^2 = .51$). It scored every system lower than the humans, with the widest gaps on the STEAM criteria (B4 $\Delta = -1.61$), and agreed only modestly with the human mean ($\rho = .37$). On the human ratings the activities were broadly Montessori-consistent ($M = 4.59$); the weakest criteria were isolation of difficulty and prepared environment, while control of error, the expected difficulty, was handled well. Automated rubric scoring can therefore produce a ranking that human experts do not support, and needs validation against human raters before comparative conclusions are drawn.

Keywords: LLM-as-judge, automated scoring, rubric validity, Montessori education, STEAM, early childhood mathematics, generative artificial intelligence.

Democracy and Development: A Critical Reassessment of the Relationship**Yusuf Abubakar Wara, Ph.D.**

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ORCID ID: <https://orcid.org/0000-0003-3410-6113>**Abstract**

The relationship between democracy and development has been one of the major topics of discussion in developmental studies for several decades. Despite this extensive discussion and analysis, consensus on the nexus between the duo remains elusive among contemporary political scientists. This paper critically reassesses the democracy-development connection by examining empirical evidence and causal mechanisms linking the type of political system to developmental outcomes. The study adopts a systematic literature review, drawing on case studies from selected countries. The findings show that the relationship is neither linear nor unidirectional; rather, it is conditional upon institutional quality and state capacity. The paper advances the literature on the nuanced analysis of when and how democracy facilitates or constrains development in the contemporary world.

Keywords: Democracy, Development, Relationship, Institutional Quality, State Capacity

A Bibliometric Analysis Of Artificial Intelligence Research In Guidance And Psychological Counseling

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Abstract

This study aimed to examine the research landscape and structure of scientific publications on artificial intelligence in the field of school psychological counseling and guidance through bibliometric analysis. To this end, a search was conducted in the Web of Science (WoS) database on May 19, 2025, using specified keywords, and 21 publications were included in the analysis based on the inclusion criteria. The publications were evaluated in terms of year, type, country, language, journal, number of citations, author, institution, and keywords; the data were analyzed and visualized using VOSviewer software. The findings indicate that the field is relatively emerging and that publication output has increased markedly, particularly since 2024. It was determined that the majority of the publications originated from the United States, all were published in English, and publication output is concentrated among a limited number of researchers. The keyword network revealed that the field is shaped by areas such as assessment and reporting processes, mental health services, ethics and professional responsibilities, educational practices, and career counseling. It was observed that the literature has developed primarily from the perspective of school psychology. At the same time, practices specific to psychological counseling and guidance services are represented to a relatively limited extent. Overall, the findings highlight a gap between the broader school psychology literature and research specifically addressing psychological counseling and guidance services. The findings indicate a need for greater diversity in international contributions to the field's development and for more research focusing specifically on psychological counseling and guidance contexts. Research into school counselors' experiences with artificial intelligence, their technology adoption processes, professional evaluations, and ethical approaches could contribute to a more

comprehensive understanding of the field's current state. Furthermore, it is recommended that professional and ethical requirements, such as student privacy, confidentiality, data security, ethical principles, and human/expert oversight, be upheld, and that AI-related knowledge, skills, and ethical competencies be supported through in-service training.

Keywords: Artificial Intelligence, Bibliometric Analysis, Psychological Counseling and Guidance.

DUYGU DÜZENLEME ÖLÇEĞİ (DDÖ)'NİN GEÇERLİK GÜVENİRLİK KANITLARININ GENÇ YETİŞKİN ÖRNEKLEMİNDE İNCELENMESİ

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Özet

Duygu düzenleme; fiziksel ve ruh sağlığı, iş yerindeki performans, kişilerarası ilişkilerdeki doyum, psikolojik iyi oluş ve empati gibi çeşitli alanlarla ilişkili bir yapı olup bireylerin düşünce ve davranışlarını etkileyebilmektedir. Bununla birlikte, Türkçe alanyazında özellikle genç yetişkinlerde hem olumlu hem de olumsuz duyguların düzenlenmesini değerlendiren herhangi bir ölçme aracına rastlanmamıştır. Bu çalışma, Duygu Düzenleme Ölçeği'nin (DDÖ) genç yetişkinler arasındaki geçerlik ve güvenirlik kanıtlarını incelemeyi amaçlamıştır. DDÖ, ilk olarak Gross ve John (2003) tarafından geliştirilmiş ve daha sonra Özgüle ve Sümer (2017) tarafından Türkçeye uyarlanarak ergen örnekleminde geçerlik ve güvenirliğine ilişkin kanıtlar ortaya konulmuştur. Araştırma, uygun örnekleme yöntemiyle seçilen 353 genç yetişkin (Ort. = 22.75, SS = 4.21) ile gerçekleştirilmiştir. Ölçeğin yapı geçerliği Doğrulayıcı Faktör Analizi (DFA) kullanılarak incelenmiş ve sonuçlar, faktör yapısının özgün Türkçe versiyon ile tutarlı olduğunu göstermiştir. Güvenirliğe ilişkin kanıtlar, Cronbach alfa ve McDonald omega katsayıları kullanılarak değerlendirilmiştir. Bulgular, daha önce ergen örnekleminde geçerli ve güvenilir olduğu belirlenen ölçeğin iki faktörlü, 10 maddelik yapısının, genç yetişkinlerde duygu düzenlemenin ölçülmesinde de geçerli ve güvenilir bir ölçüm sağladığını göstermiştir.

Anahtar Kelimeler: Duygu düzenleme, güvenirlik, geçerlik.

Abstract

Emotion regulation is a construct associated with various domains, including physical and mental health, workplace performance, satisfaction in interpersonal relationships, psychological well-being, and empathy, and it can influence individuals' thoughts and behaviors. However, no measurement instrument has been identified in the Turkish literature that assesses the regulation of both positive and negative emotions specifically among young adults. The present study aimed to investigate the validity and reliability evidence of the Emotion Regulation Scale (ERS) among young adults. The ERS was originally developed by Gross and John (2003) and subsequently adapted into Turkish by Özgüle and Sümer (2017), who provided evidence of its validity and reliability in an adolescent sample. The study was conducted with 353 young adults ($M = 22.75$, $SD = 4.21$) selected through convenience sampling. The construct validity of the scale was examined using Confirmatory Factor Analysis (CFA), and the results indicated that the factor structure was consistent with the original Turkish version. Reliability evidence was assessed using Cronbach's alpha and McDonald's omega coefficients. The findings demonstrated that the two-factor, 10-item structure of the scale, previously found to be valid and reliable in an adolescent sample, also provides valid and reliable measurement of emotion regulation among young adults.

Keywords: Emotion regulation, reliability, validity.

2018 VE 2024 ORTAOKUL MATEMATİK ÖĞRETİM PROGRAMLARININ İÇERİK VE SINIF DÜZEYİ AÇISINDAN KARŞILAŞTIRILMASI

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Özet

Bu araştırmanın amacı, Millî Eğitim Bakanlığı tarafından yayımlanan 2018 Matematik Dersi Öğretim Programı ile 2024 Türkiye Yüzyılı Maarif Modeli Ortaokul Matematik Dersi Öğretim Programı'nı matematiksel içerikler ve bu içeriklerin 5–8. sınıf düzeylerine dağılımı bakımından karşılaştırmaktır. Nitel doküman analiziyle yürütülen çalışmada iki resmî öğretim programı veri kaynağı olarak kullanılmıştır. Veriler; kazanım ve öğrenme çıktıları, öğrenme alanları/temalar, sınıf düzeyleri ve değişimin niteliğini içeren yedi sütunlu karşılaştırma cetveliyle incelenmiş; içerikler sınıf düzeyi değişimi, yeniden yapılandırma, kapsam genişlemesi/daralması, yeni eklenme ve çıkarılma kategorileri altında analiz edilmiştir. Bulgular, 2018 programında öğrenme alanları ve kazanımlar çevresinde yapılandırılan içeriklerin 2024 programında tema, öğrenme çıktısı ve süreç bileşenleri temelinde daha beceri odaklı biçimde yeniden kurgulandığını göstermektedir. Olasılık içeriğinin 2018'de yalnızca sekizinci sınıfta yer almasına karşılık 2024'te beşinci sınıftan itibaren kademeli biçimde dağıtıldığı belirlenmiştir. İstatistik alanında ortanca ve tepe değer yedinci sınıftan altıncı sınıfa, açıklık ise altıncı sınıftan yedinci sınıfa taşınmış; kök-yaprak gösterimi, nokta grafiği ve ortalama mutlak sapma programa eklenmiştir. Algoritmaların 5–8. sınıflar boyunca kademeli biçimde programa entegre edildiği, matematiksel ispatın bağımsız bir öğrenme çıktısına dönüştüğü ve veri gizliliği, mahremiyet ile manipülasyonu belirleme süreçlerinin programa dâhil edildiği görülmüştür. Geometri ve ölçmede bazı içerikler alt sınıflara taşınmış ve geometrik inşa yaklaşımı öne çıkarılmıştır. Buna karşılık kümeler, bilimsel gösterim, özdeşlikler, çarpanlara ayırma, iki cebirsel ifadenin çarpımı ve kareköklü ifadelerle işlemler gibi bazı içeriklerin 2024 ortaokul programında doğrudan karşılığı bulunmamaktadır. Sonuç olarak iki

program arasında içerik kapsamı, organizasyonu ve dikey dağılım açısından belirgin bir yapısal ve kavramsal dönüşüm olduğu belirlenmiştir.

Anahtar Kelimeler: Matematik Öğretim Programı, 2018 Matematik Müfredatı, Türkiye Yüzyılı Maarif Modeli, Dikey Geçiş, Doküman Analizi, Müfredat Karşılaştırması.

A COMPARISON OF THE 2018 AND 2024 MIDDLE SCHOOL MATHEMATICS CURRICULA IN TERMS OF CONTENT AND GRADE- LEVEL DISTRIBUTION

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Abstract

This study compares the 2018 Mathematics Curriculum published by the Ministry of National Education with the 2024 Century of Türkiye Maarif Model Middle School Mathematics Curriculum in terms of mathematical content and its distribution across grades 5–8. Conducted through qualitative document analysis, the study used the two official curriculum documents as data sources. The data were examined through a seven-column comparative matrix covering objectives/learning outcomes, learning areas/themes, grade levels, and the nature of curricular change. Contents were analyzed under the categories of grade-level shift, restructuring, scope expansion/narrowing, addition, and removal. Findings show that contents structured around learning areas and objectives in the 2018 curriculum were reorganized around themes, learning outcomes, and process components in a more skill-oriented form in the 2024 curriculum. Probability, previously addressed only in grade 8, is distributed progressively from grade 5 onward. In statistics, median and mode were moved from grade 7 to grade 6, while range was moved from grade 6 to grade 7; stem-and-leaf plots, dot plots, and mean absolute deviation were newly introduced. Algorithms were also integrated progressively across grades 5–8, mathematical proof became an independent learning outcome, and processes related to data privacy,

confidentiality and the detection of manipulation were incorporated. In geometry and measurement, several contents were shifted to lower grades and a geometric construction approach was emphasized. By contrast, contents such as sets, scientific notation, algebraic identities, factorization, multiplication of two algebraic expressions, and operations with radical expressions had no direct equivalent in the 2024 middle school curriculum. Overall, the findings indicate a substantial structural and conceptual transformation between the two curricula in terms of content scope, organization, and vertical distribution.

Keywords: Mathematics Curriculum, 2018 Mathematics Curriculum, Century of Türkiye Maarif Model, Vertical Transition, Document Analysis, Curriculum Comparison.

Öğretmen Adaylarının Farklılaştırılmış Öğretime Yönelik Gelişim İhtiyaçlarını Belirlemeye Yönelik Ölçme Aracının Kapsam Geçerliğinin Uzman Görüşleriyle İncelenmesi

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Özet

Öğrencilerin hazırbulunuşluk, ilgi, öğrenme profili ve bireysel öğrenme özellikleri bakımından farklılık göstermesi, öğretim süreçlerinin bu farklılıklara duyarlı ve esnek biçimde düzenlenmesini gerekli kılmaktadır. Bu bağlamda, farklılaştırılmış öğretimin etkili biçimde gerçekleştirilebilmesi için öğretmen adaylarının hangi alanlarda gelişim ihtiyacı duyduklarının belirlenmesi, hizmet öncesi öğretmen eğitiminin ihtiyaç temelli biçimde planlanması açısından önem taşımaktadır. Bu araştırmanın amacı, öğretmen adaylarının farklılaştırılmış öğretime yönelik gelişim ihtiyaçlarını belirlemek üzere hazırlanan ölçme aracının kapsam geçerliğini uzman görüşleri doğrultusunda incelemektir. Araştırma, ölçme aracı geliştirme sürecinin uzman değerlendirmesine dayalı kapsam geçerliği aşamasına odaklanmaktadır. İlgili alanyazın ve farklılaştırılmış öğretimin kuramsal bileşenleri doğrultusunda oluşturulan 38 maddelik taslak form ile üç tamamlayıcı açık uçlu soru sekiz uzmanın değerlendirmesine sunulmuştur. Uzmanlardan maddeleri ilgili alanı temsil etme, açıklık ve anlaşılabilirlik, hedef kitleye uygunluk ve tek ve net bir özelliği ölçme bakımından değerlendirmeleri istenmiştir. Uzmanların nicel değerlendirmeleri Aiken's V katsayısı kullanılarak analiz edilmiş, maddelere ilişkin yazılı görüş ve öneriler ise madde düzenleme sürecinde dikkate alınmıştır. Yapılan analizler sonucunda dört değerlendirme ölçütü açısından madde düzeyindeki Aiken's V katsayılarının .708 ile 1.000 arasında değiştiği belirlenmiştir. Uzman değerlendirmeleri, maddelerin amaçlanan gelişim alanlarını genel olarak temsil ettiğine işaret etmekle birlikte bazı maddelerde dilsel açıklığın artırılması, kapsamın daha belirgin hale getirilmesi ve birden fazla özelliği

içeren ifadelerin ayrıştırılması gerektiğini göstermiştir. Uzman önerileri doğrultusunda bazı maddelerin ifadeleri yeniden düzenlenmiş, bazı maddeler yapılandırılmış ve kapsamla ilişkisi zayıf görülen ifadeler gözden geçirilmiştir. Yapılan düzenlemeler sonucunda Revize maddelerden oluşan pilot form ile üç tamamlayıcı açık uçlu sorudan oluşan ölçme aracı pilot uygulamaya yönelik olarak hazırlanmıştır. Elde edilen bulgular, uzman görüşlerinin ölçme aracının kapsamının belirginleştirilmesi ve madde ifadelerinin geliştirilmesi açısından önemli kanıtlar sunduğunu göstermektedir. Bununla birlikte, kapsam geçerliğine ilişkin bu bulguların ölçme aracının yapı geçerliği ve güvenirliği açısından tek başına yeterli olmadığı, sonraki aşamalarda pilot uygulama, madde analizleri, faktör analizleri ve güvenirlik çalışmalarının gerçekleştirilmesinin gerekli olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: farklılaştırılmış öğretim, öğretmen adayları, gelişim ihtiyacı, ihtiyaç analizi, kapsam geçerliği, uzman görüşü, Aiken's V

Examining the Content Validity of a Measurement Instrument for Identifying Preservice Teachers' Development Needs Regarding Differentiated Instruction Based on Expert Judgments

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Abstract

Differences among students in terms of readiness, interests, learning profiles, and individual learning characteristics require instructional processes to be designed in a flexible and responsive manner. In this context, identifying the areas in which preservice teachers need further development to implement differentiated instruction effectively is important for planning preservice teacher education on the basis of identified needs. This study aimed to examine the content validity of a measurement instrument developed to identify preservice teachers' development needs regarding differentiated instruction based on expert judgments. The study focused on the content validity stage of the instrument development process based on expert evaluation. A draft form consisting of 38 items and three complementary open-ended questions was developed on the basis of the relevant literature and the theoretical components of differentiated instruction and was submitted to eight experts for evaluation. The experts were asked to assess the items in terms of representation of the relevant domain, clarity and comprehensibility, appropriateness for the target group, and whether each item measured a single and clearly defined attribute. The quantitative expert ratings were analyzed using Aiken's V coefficient, while the experts' written comments and suggestions were taken into

consideration during the item revision process. The analyses showed that item-level Aiken's V coefficients across the four evaluation criteria ranged from .708 to 1.000. Although the expert evaluations indicated that the items generally represented the intended areas of development, they also revealed that some items required revisions to improve linguistic clarity, clarify their scope, and separate statements addressing more than one attribute. In line with the experts' suggestions, the wording of several items was revised, some items were restructured, and statements considered weakly related to the intended content were reconsidered. Following these revisions, a revised pilot form and three complementary open-ended questions were prepared for pilot administration. The findings indicate that expert judgments provided important evidence for clarifying the scope of the measurement instrument and improving the quality of the item statements. However, the evidence obtained regarding content validity alone is not sufficient to establish the construct validity and reliability of the instrument. Therefore, subsequent stages should include pilot administration, item analyses, factor analyses, and reliability studies.

Keywords: differentiated instruction, preservice teachers, development needs, needs assessment, content validity, expert judgment, Aiken's V

Ülke Düzeyinde STEM Eğitimi Göstergeleri ile Yapay Zekâ Farkındalığı Arasındaki İlişki: OECD ve Eurostat Verileriyle KNIME Tabanlı Bir Analiz

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Öz

Bu çalışma, ülkelerin STEM (Bilim, Teknoloji, Mühendislik, Matematik) eğitimi göstergeleri ile toplumun yapay zekâya (YZ) ilişkin farkındalık ve kullanım düzeyi arasındaki ilişkiyi incelemeyi amaçlamaktadır. İlişkisel tarama modelindeki bu çalışmada, 35 ülkeye ait açık veriler kullanılmıştır. STEM eğitimi; Eurostat'ın 20-29 yaş nüfusu başına STEM yükseköğretim mezunu oranı (2023) ve OECD PISA 2022 matematik ve fen ortalamaları ile ölçülmüştür. YZ farkındalığı ise Eurostat 2025 verilerindeki bireylerin üretken YZ araçlarını kullanma oranı (genel, eğitim ve iş amaçlı) ile işletmelerin YZ kullanım oranı üzerinden değerlendirilmiştir. Veriler KNIME Analytics Platform'da hazırlanmış; Spearman korelasyonu, kişi başına GSYH kontrollü kısmi korelasyon, çoklu doğrusal regresyon ve k-ortalamalar kümelemesi uygulanmıştır. Bulgular, STEM endeksi ile YZ endeksi arasında orta düzeyde pozitif bir ilişki olduğunu göstermektedir ($p = 0,46$; $p < 0,01$). En güçlü ilişki PISA matematik puanı ile işletmelerde YZ kullanımı arasındadır ($p = 0,66$; $p < 0,001$). Ancak ekonomik gelişmişlik kontrol edildiğinde bireysel YZ kullanımına dair ilişkiler anlamlılığını yitirmiş, sadece PISA puanları ile işletme düzeyinde YZ kullanımı arasındaki ilişki anlamlı kalmıştır (kısmi $r = 0,45$; $p = 0,016$). Kümeleme analizi üç ülke profili ortaya koymuştur. Türkiye, orta düzey STEM ve düşük YZ kullanımı kümesinde yer almakta ve üretken YZ kullanımında (%17,2) örneklemin son sırasındadır. Sonuçlar, STEM eğitimindeki niteliğin YZ'nin toplumsal ve kurumsal benimsenmesiyle ilişkili olduğuna, ancak bu ilişkinin büyük ölçüde ekonomik kapasite üzerinden ilerlediğine işaret etmektedir.

Anahtar kelimeler: STEM eğitimi, yapay zekâ farkındalığı, yapay zekâ okuryazarlığı, PISA, KNIME

The Relationship Between Country-Level STEM Education Indicators and AI Awareness: A KNIME-Based Analysis with OECD and Eurostat Data

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Abstract

This study aims to examine the relationship between countries' STEM (Science, Technology, Engineering, Mathematics) education indicators and society's awareness and use of artificial intelligence (AI). In this research in the relational survey model, open data from 35 countries were used. STEM education; It was measured by Eurostat's STEM higher education graduate rate per population aged 20-29 (2023) and OECD PISA 2022 mathematics and science averages. AI awareness was evaluated based on the rate of individuals using generative AI tools (general, educational, and business) and the rate of AI use by businesses in Eurostat 2025 data. The data were prepared in the KNIME Analytics Platform; Spearman correlation, GDP per capita controlled partial correlation, multiple linear regression, and k-means clustering were applied. The findings suggest a moderately positive correlation between the STEM index and the AI index ($\rho = 0.46$; $p < 0.01$). The strongest correlation is between the PISA math score and the use of AI in businesses ($\rho = 0.66$; $p < 0.001$). However, when economic development is controlled for, the relationships regarding individual AI use lost their significance, only the relationship between PISA scores and AI use at the enterprise level remained significant (partial $r = 0.45$; $p = 0.016$). Cluster analysis revealed three country profiles. Turkey is in the mid-level STEM and low AI use cluster and ranks last in the sample in generative AI use (17.2%). The results indicate that the quality of STEM education is related to the social and institutional adoption of AI, but this relationship is largely based on economic capacity.

Keywords: STEM education, AI awareness, AI literacy, PISA, KNIME

An Example of Accessible Education Practice Tailored to Twice-Exceptional Students

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Abstract

The research focused on the implementation of a six-week programme, designed using Web 2.0 and artificial intelligence-supported teaching materials; to teach idioms and proverbs to twice-exceptional (she is a talented pupil with low vision) 4th grade primary school pupil. In this context, the first aim of the study is to determine whether a six-week accessible learning environment, designed to help twice-exceptional student learn proverbs and idioms, is effective. The secondary aim is to determine whether, through collaborative learning with peers of the same age attending BİLSEM, students with low vision are more willing to use technology-based tools in line with their interests and needs. The study sought to answer the following questions: “Do AI-supported teaching materials created using Web 2.0 tools for two different groups of students facilitate the process of learning proverbs and idioms? Does collaborative learning support twice-exceptional student in using technology-based tools? Does collaborative learning support twice-exceptional student developing their social-emotional skills?”. The method used in the study is a single-subject experimental design. It can be stated that the single-subject experimental research method is one of the methods that enables a scientifically rigorous examination of the causal or functional relationship between dependent and independent variables. In this context, this method was chosen as it serves the aim of the study and aligns with the defined study group. The sample for this study was selected using purposive sampling. Purposive sampling designs are also referred to as non-

probability-based sampling designs. A common feature of these designs is that they are economical and easy to implement. The student in the sample group twice-exceptional is 11 years old, a girl and a music student in the science and art center. Data for the study were collected using a Demographic Information Form, Knowledge Test and a Semi-Structured Interview Form. The educational programme, developed twice-exceptional student, was implemented over six weeks at a rate of two lesson hours per week. The programme was delivered in sessions of 40 minutes' teaching followed by a 10-minute break. To determine the reliability of the implementation, experts were consulted regarding the activities and activity materials used within the programme. The implementation reliability analysis was carried out using the formula: $\text{observed teacher behaviour} / \text{planned teacher behaviour} \times 100$. The implementation reliability of the study was found to be 95 per cent on average. All visuals relating to the implementation process within the six-week training programme were uploaded to a virtual museum using the 'artsteps' application. Results from pre- and post-training questionnaires indicated significant improvements in low vision "in terms of their ability to learn proverbs and idioms, understand their meanings, recognise whether their meanings are positive or negative, use them appropriately, and the number of correct answers they gave to knowledge-based questions, as well as their social-emotional development. The study found a difference between pre-test and post-test scores. At the conclusion of the study, twice-exceptional student had shown an increase in their ability to learn proverbs and idioms, understand their meanings, recognise whether those meanings were positive or negative, use them appropriately, and in the number of correct answers they gave to knowledge-based questions. Furthermore, positive development was observed in her social-emotional skills. It was also observed that other BILSEM pupils experienced positive changes in their perceptions of twice-exceptional pupils. The preparation of web 2.0 and AI-supported educational content tailored to different subjects for twice-exceptional students is among the recommendations put forward.

Keywords: Accessible Learning; Science and Art Center; Gifted and Talented Education; Low Vision; Special Education

Business Risks the Impact of Technological Advances in Auditing On Independent Audit in Commercial Banks

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Abstract

In the banking sector, effective risk management and supervisory processes are critical for ensuring financial stability and maintaining stakeholder confidence. Technological developments in recent years, particularly those pertaining to artificial intelligence, big data analytics, continuous auditing and blockchain, have radically transformed the nature of auditing practices. This article discusses the evolution of risk-focused supervision in commercial banks and explores the impact of technological advancements in business risk supervision on independent audit. The discussion commences with an examination of the theoretical underpinnings of risk-focused supervision within the banking sector, situating it within the extant literature. This is followed by a detailed exposition of artificial intelligence, big data, continuous auditing and blockchain applications in the domain of auditing. The subsequent evaluation assesses the impact of these technological advancements on the quality, effectiveness, auditor independence and ethical dimensions of independent audit. The conclusion drawn from these comprehensive reviews and assessments underscores the considerable potential of emerging technologies to enhance the efficacy of independent audit processes within banking institutions. However, for this transformation to be realised, it is imperative that auditors enhance their expertise, adhere to stringent ethical principles, and the regulatory framework must evolve to align with technological advancements.

Keywords: Auditing, Business Risks, Commercial Banks, Independent Audit, Technological Developments.

The Value-Added Contribution of AI-Based Predictive Analytics in Internal Auditing: An Analysis Based on Auditors' Perspectives

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Abstract

This study aims to investigate the impact of artificial intelligence (AI)-based predictive analytics on the value-added contribution of internal audit activities. The research explores how auditors' perceptions of usefulness, ease of use, trust, and competence influence their behavioral intention to use AI-based predictive analytics and, consequently, the value added by internal audit functions. A quantitative research design was employed. Data were collected from 327 internal auditors operating in various sectors in Türkiye through a structured questionnaire. The constructs were measured using established scales: perceived usefulness and perceived ease of use (Davis, 1989), trust (Gefen et al., 2003; Pavlou, 2003), behavioral intention (Venkatesh et al., 2003), and value-added internal auditing (Sarens & De Beelde, 2006). The data were analyzed using Structural Equation Modeling (SEM) to test the hypothesized relationships.

The results indicate that perceived usefulness, ease of use, and trust significantly enhance auditors' behavioral intention to use AI-based predictive analytics. Moreover, auditors' competence in AI and data analytics has a positive impact on the value added by internal audit activities. Behavioral intention to use AI-based tools also mediates the relationship between perceived usefulness and audit value creation.

Keywords: Artificial Intelligence, Predictive Analytics, Internal Audit, Audit Value

Visual Decision-Making in Graphic Design Education in the Age of Generative AI: The Changing Role of the Designer from Making to Selecting

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Abstract

The rapid integration of generative artificial intelligence into graphic design is transforming the designer's role in visual production and the competencies prioritized in design education. While traditional graphic design education has emphasized students' ability to create, organize, and technically develop visual compositions, generative AI systems can produce numerous visual alternatives within a short period. This transformation increases the importance of making informed visual decisions among generated alternatives.

This study aims to discuss visual decision-making in graphic design education in the context of generative AI and to examine the changing role of the designer from a producer toward a selector, evaluator, and director of visual outcomes. The study is designed as a conceptual review of recent literature on generative AI, graphic design education, design processes, and human–AI interaction. Based on the conceptual synthesis, visual decision-making in AI-assisted graphic design is proposed as a process involving generating alternatives, comparing and selecting outputs, evaluating aesthetic and communicative appropriateness, refining visual outcomes, and justifying final design decisions.

The study argues that generative AI does not eliminate the designer's role but changes the nature of human contribution within the design process. Accordingly, graphic design education should extend beyond technical software skills and visual production to develop students' abilities to critically evaluate, select, refine, and justify AI-generated visual alternatives. Visual decision-making may therefore become a central competency for educating designers capable of maintaining meaningful human agency within AI-assisted creative processes.

Keywords: Generative artificial intelligence, Graphic design education, Visual decision-making, Design education, Human–AI interaction.

Üretken Yapay Zekâ Çağında Grafik Tasarım Eğitiminde Görsel Karar Verme: Tasarımcının Üretmekten Seçmeye Değişen Rolü

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Özet

Üretken yapay zekânın grafik tasarıma hızla entegre olması, tasarımcının görsel üretimdeki rolünü ve tasarım eğitiminde önceliklendirilen yeterlikleri dönüştürmektedir. Geleneksel grafik tasarım eğitimi öğrencilerin görsel kompozisyon oluşturma, düzenleme ve teknik olarak geliştirme becerilerine odaklanırken, üretken yapay zekâ sistemleri kısa sürede çok sayıda görsel alternatif üretebilmektedir. Bu dönüşüm, üretilen alternatifler arasından bilinçli görsel kararlar verme becerisinin önemini artırmaktadır.

Bu çalışma, üretken yapay zekâ bağlamında grafik tasarım eğitiminde görsel karar vermeyi tartışmayı ve tasarımcının rolünün üreticiden görsel çıktıları seçen, değerlendiren ve yönlendiren bir konuma doğru değişimini incelemeyi amaçlamaktadır. Çalışma; üretken yapay zekâ, grafik tasarım eğitimi, tasarım süreçleri ve insan-yapay zekâ etkileşimine ilişkin güncel literatürün kavramsal bir incelemesi olarak tasarlanmıştır. Kavramsal sentez doğrultusunda, yapay zekâ destekli grafik tasarımda görsel karar verme; alternatif üretme, çıktıları karşılaştırma ve seçme, estetik ve iletişimsel uygunluğu değerlendirme, görsel çıktıları geliştirme ve nihai tasarım kararlarını gerekçelendirme etkinliklerini içeren bir süreç olarak ele alınmaktadır.

Çalışma, üretken yapay zekânın tasarımcının rolünü ortadan kaldırmadığını; insan katkısının tasarım sürecindeki niteliğini değiştirdiğini ileri sürmektedir. Bu doğrultuda grafik tasarım eğitiminin, teknik yazılım becerileri ve görsel üretimin ötesine geçerek öğrencilerin yapay zekâ tarafından üretilen görsel alternatifleri eleştirel biçimde değerlendirme, seçme, geliştirme ve gerekçelendirme becerilerini geliştirmesi gerekmektedir. Görsel karar verme, yapay zekâ destekli yaratıcı süreçlerde anlamlı insan etkinliğini sürdürebilen tasarımcıların yetiştirilmesinde temel bir yeterlik hâline gelebilir.

Anahtar Kelimeler: Üretken yapay zekâ, Grafik tasarım eğitimi, Görsel karar verme, Tasarım eğitimi, İnsan-yapay zekâ etkileşimi.

Antropontolojik Perspektiften Kendini Anlama Bağlamında Felsefi Danışmanlık ve Çocuklarla Felsefe

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Öz

Bu çalışmanın amacı, Betül Çotuksöken'in geliştirdiği antropontoloji anlayışından hareketle felsefi danışmanlık ile Çocuklar için Felsefe (P4C) yaklaşımı arasındaki kuramsal ilişkiyi ortaya koymaktır. Çalışmada nitel araştırma yöntemlerinden doküman incelemesine dayalı kavramsal çözümleme kullanılmıştır. Çotuksöken'in *Antropontoloji ya da İnsan-Varlıkbilgisi* adlı çalışması başta olmak üzere insan, felsefe, dil, düşünme, bilgi, dış dünya ve felsefi danışmanlık üzerine çalışmalarından hareketle antropontolojinin temel kavramları belirlenmiş; bu kavramlar felsefi danışmanlık ve P4C literatürüyle karşılaştırmalı olarak değerlendirilmiştir. Antropontoloji, insanı ontolojik olmanın yanında var olanla ilişki kuran, bilen, anlamlandıran, kavramlaştıran ve dil aracılığıyla dünyasını kuran bir varlık olarak ele almaktadır. Bu perspektif, felsefi danışmanlık açısından danışanın yaşantısını yalnızca psikolojik bir sorun alanı olarak değil, kişinin kendisi, başkaları, dünya ve değerler arasındaki ilişkisini yeniden sorgulayabileceği felsefi bir problem alanı olarak değerlendirmeye olanak sağlamaktadır. P4C açısından ise çocuk, soru soran, kavramları sorgulayan, gerekçelendiren ve dünyasını anlamlandıran bir felsefi özne olarak görünür hâle gelmektedir. Çalışmanın temel savı, felsefi danışmanlık ile P4C'nin antropontolojik açıdan ortak paydasının, insanın soru sorma, kavramsallaştırma ve diyalog yoluyla kendisiyle ve dünyayla ilişkisini yeniden düşünmesine imkân veren felsefi soruşturma pratiği olduğudur. Bu bağlamda antropontoloji, uygulamalı felsefenin farklı görünüşleri arasında kuramsal bir köprü oluşturabilecek bir perspektif olarak değerlendirilmektedir.

Anahtar Kelimeler: Betül Çotuksöken, antropontoloji, Felsefi danışmanlık, Çocuklar için felsefe, P4C, Felsefi soruşturma.

Philosophical Counseling and Philosophy with Children in the Context of Self-Understanding from an Anthropontological Perspective

Abstract

This study aims to examine the theoretical relationship between philosophical counseling and Philosophy for Children (P4C) from the perspective of Betül Çotuksöken's anthropontology. The study employs conceptual analysis based on document analysis as a qualitative research approach. Drawing primarily on Çotuksöken's *Anthropontology or Human-Ontology* and her works on human beings, philosophy, language, thought, knowledge, the external world, and philosophical counseling, the study identifies the fundamental concepts of anthropontology and discusses them in relation to philosophical counseling and P4C literature. Anthropontology approaches human beings not merely as ontological objects but as beings who establish relations with beings, know, interpret, conceptualize, and construct their world through language. From this perspective, philosophical counseling can be understood not merely as an intervention into a psychological problem but as a philosophical inquiry into the individual's relationship with oneself, others, the world, and values. In the context of P4C, the child appears not as an incomplete adult but as a philosophical subject capable of questioning, conceptualizing, giving reasons, and interpreting the world. The central argument of the study is that the anthropontological common ground between philosophical counseling and P4C lies in philosophical inquiry as a practice through which human beings reconsider their relationship with themselves and the world through questioning, conceptualization, and dialogue. In this respect, anthropontology can provide a theoretical bridge between different forms of applied philosophy.

Keywords: Betül Çotuksöken, anthropontology, philosophical counseling, Philosophy for Children, P4C, philosophy of human beings, philosophical inquiry.

Eco-Art Practices in Social Studies Education: An Activity-Based Approach from Environmental Awareness to Ecological Citizenship

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Öz

Günümüzde iklim değişikliği, atık sorunu, doğal kaynakların azalması, biyolojik çeşitliliğin kaybı ve çevresel adaletsizlik gibi sorunlar, bireylerin çevreye ilişkin bilgi ve farkındalıklarının ötesinde sorumluluk, katılım ve eylem geliştirmelerini gerekli kılmaktadır. Bu durum çevre eğitiminin yalnızca bilgi aktarımına dayalı olarak değil, öğrencilerin gerçek yaşam problemleriyle karşılaşmalarını, bu problemleri sorgulamalarını ve çözüm süreçlerine aktif olarak katılmalarını sağlayacak deneyimsel yaklaşımlarla ele alınmasını önemli hâle getirmektedir. Disiplinler arası yapısı nedeniyle Sosyal Bilgiler dersi, çevresel sorunların toplumsal, ekonomik, kültürel ve vatandaşlık boyutlarıyla ele alınabileceği önemli bir öğrenme alanıdır. Bu bağlamda eko-sanat, çevre eğitimi ile sanat eğitimi bütünlleştirerek öğrencilerin çevresel sorunları yaratıcı, eleştirel ve deneyimsel yollarla anlamlandırılmalarına olanak sağlayan bir yaklaşım olarak değerlendirilebilir. Bu çalışmanın amacı, Sosyal Bilgiler eğitiminde kullanılabilecek eko-sanat temelli etkinlik örnekleri geliştirmek ve bu etkinliklerin çevresel farkındalık, yaratıcılık, eleştirel düşünme, sorumluluk ve ekolojik vatandaşlık açısından pedagojik olanaklarını ortaya koymaktır. Çalışma, kuramsal inceleme ve etkinlik tasarımına dayalı betimsel bir çalışma olarak yapılandırılmıştır. Eko-sanat eğitimi, çevre eğitimi, sanat temelli öğrenme ve çevresel vatandaşlık alanındaki çalışmalar incelenerek Sosyal Bilgiler dersiyle ilişkilendirilebilecek etkinlikler geliştirilmiştir. Önerilen etkinlikler; çevresel problemi fark etme, araştırma ve sorgulama, sanatsal anlamlandırma, paylaşma ve müzakere ve yurttaşlık eylemi olmak üzere beş aşamalı bir süreç üzerine kurulmuştur. Bu kapsamda “Atıktan Sanata: Yaşadığım Çevrenin Ekolojik Portresi”,

“Kırık Parçalar, Bütün Bir Hikâye”, “Geleceğe Mesaj”, “Bir Sorun, Bir Sanat Eseri, Bir Çözüm” ve “Ekolojik Sanat Eylemi” başlıklı beş etkinlik önerilmiştir. Etkinliklerin ortak özelliği, öğrencilerin çevresel sorunları yalnızca öğrenilecek bilgiler olarak değil, gözlemleyebilecekleri, sorgulayabilecekleri, sanatsal yollarla yeniden yorumlayabilecekleri ve çözüm geliştirebilecekleri toplumsal meseleler olarak ele almalarını sağlamaktır. Sonuç olarak eko-sanat temelli etkinliklerin Sosyal Bilgiler eğitiminde çevresel farkındalığı yaratıcılık, sorumluluk, katılım ve yurttaşlık eylemiyle ilişkilendiren işlevsel bir pedagojik yaklaşım olarak kullanılabileceği düşünülmektedir.

Anahtar Kelimeler: Sosyal Bilgiler Eğitimi, Eko-Sanat, Sanat Temelli Öğrenme, Çevre Eğitimi, Ekolojik Vatandaşlık, Sürdürülebilirlik.

Abstract

Today, issues such as climate change, waste, depletion of natural resources, loss of biodiversity, and environmental injustice require individuals to develop not only knowledge and awareness about the environment but also a sense of responsibility, participation, and action. This situation highlights the importance of addressing environmental education not merely through knowledge transmission but through experiential approaches that enable students to encounter real-life environmental problems, question these problems, and actively participate in developing solutions. Due to its interdisciplinary nature, Social Studies provides an important learning context in which environmental issues can be addressed through their social, economic, cultural, and civic dimensions. In this context, eco-art can be considered an approach that integrates environmental education with art education and enables students to interpret environmental issues through creative, critical, and experiential processes. The aim of this study is to develop eco-art-based activity examples that can be used in Social Studies education and to examine their pedagogical potential in terms of environmental awareness, creativity, critical thinking, responsibility, and ecological citizenship. The study was designed as a descriptive study based on a theoretical review and activity design. Studies on eco-art education, environmental education, arts-based learning, and environmental citizenship were examined, and activities that could be integrated into Social Studies education were developed. The proposed activities were structured around a five-stage process: identifying an environmental problem, researching and questioning, artistic meaning-making, sharing and dialogue, and civic action. Accordingly, five activities were proposed: “From Waste to Art: An Ecological Portrait of My Environment,” “Broken Pieces, One Whole Story,” “A Message to the Future,” “One Problem, One Artwork, One Solution,” and “Ecological Art Action.” A common feature of these activities is that they enable students to approach environmental issues not merely as information to be learned but as social issues that can be observed, questioned, reinterpreted through artistic means, and addressed through solution-oriented thinking. Overall, eco-art-based activities can be considered a functional pedagogical approach in Social Studies education that connects environmental awareness with creativity, responsibility, participation, and civic action.

Keywords: Social Studies Education, Eco-Art, Arts-Based Learning, Environmental Education, Ecological Citizenship, Sustainability.

From Art to Ecological Citizenship: The Pedagogical Potential of Eco-Art in Social Studies Education

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Öz

İklim değişikliği, biyolojik çeşitlilik kaybı, doğal kaynakların tükenmesi, atık sorunu ve çevresel adaletsizlikler, günümüzde yalnızca ekolojik değil, aynı zamanda toplumsal, ekonomik, kültürel ve politik boyutları bulunan çok katmanlı sorunlar olarak ortaya çıkmaktadır. Bu durum, çevre eğitiminin yalnızca çevreye ilişkin bilgi ve farkındalık kazandıran bir süreç olarak değil, bireylerin insan-doğa ilişkisini sorgulamalarını, çevresel sorumluluk geliştirmelerini ve toplumsal yaşama aktif biçimde katılmalarını sağlayan bir eğitim yaklaşımı olarak ele alınmasını gerekli kılmaktadır. Disiplinler arası yapısı, vatandaşlık eğitimiyle ilişkisi ve birey-toplum-çevre etkileşimine odaklanması nedeniyle Sosyal Bilgiler dersi bu dönüşüm açısından önemli bir öğrenme alanı sunmaktadır. Bununla birlikte çevresel sorunların yalnızca bilişsel bilgi aktarımı yoluyla ele alınması, öğrencilerin çevreyle duygusal, estetik ve deneyimsel bağ kurmalarını sınırlayabilmektedir. Bu noktada sanat temelli pedagojiler ve özellikle eko-sanat, çevresel konuların yaratıcı, duyuşsal ve eleştirel biçimde ele alınmasına olanak sağlayan alternatif bir pedagojik yaklaşım olarak öne çıkmaktadır. Bu çalışmanın amacı, eko-sanatın Sosyal Bilgiler eğitimindeki pedagojik potansiyelini çevresel farkındalık, yaratıcı öğrenme ve ekolojik vatandaşlık bağlamında değerlendirmektir. Çalışma, doküman incelemesine dayalı kuramsal ve betimsel bir değerlendirme olarak yapılandırılmıştır. Bu kapsamda sanat temelli pedagojiler, sanat eğitimi, çevre eğitimi, ekolojik sanat ve çevresel/ekolojik vatandaşlık alanlarındaki çalışmalar incelenmiş; bu kavramların Sosyal Bilgiler eğitimiyle kesişim noktaları değerlendirilmiştir. İnceleme sonucunda eko-sanatın Sosyal Bilgiler eğitiminde çevresel farkındalığı geliştirme, eleştirel ve yaratıcı düşünmeyi destekleme, insan-doğa ilişkisini yeniden düşünmeye olanak

sağlama ve çevresel farkındalığı yurttaşlık eylemiyle ilişkilendirme potansiyeline sahip olduğu görülmüştür. Bu doğrultuda eko-sanatın; çevresel problemi fark etme, sorgulama, sanatsal anlamlandırma, paylaşma ve müzakere ile yurttaşlık eylemi aşamalarından oluşan bir pedagojik süreç içinde ele alınabileceği ileri sürülmektedir. Eko-sanat böylece Sosyal Bilgiler dersinde yalnızca çevre konularını destekleyen bir etkinlik olarak değil, öğrencilerin insan-doğa ilişkisini yeniden düşünmelerini ve kendilerini çevresel sorunların pasif gözlemcileri yerine aktif yurttaşları olarak konumlandırmalarını sağlayabilecek disiplinler arası bir pedagojik yaklaşım olarak değerlendirilebilir.

Anahtar Kelimeler: Sosyal Bilgiler Eğitimi, Eko-Sanat, Sanat Temelli Pedagojiler, Çevre Eğitimi, Ekolojik Vatandaşlık, Çevresel Farkındalık.

Abstract

Climate change, biodiversity loss, the depletion of natural resources, waste problems, and environmental injustices have emerged as multidimensional challenges that are not only ecological but also social, economic, cultural, and political in nature. This situation necessitates considering environmental education not merely as a process of developing knowledge and awareness about the environment, but as an educational approach that enables individuals to question human–nature relationships, develop environmental responsibility, and actively participate in social life. Given its interdisciplinary nature, its connection with citizenship education, and its focus on the interaction between individuals, society, and the environment, Social Studies education provides an important learning context for this transformation. However, addressing environmental problems solely through the transmission of cognitive knowledge may limit students' opportunities to establish emotional, aesthetic, and experiential connections with the environment. At this point, arts-based pedagogies, and eco-art in particular, emerge as an alternative pedagogical approach that enables environmental issues to be addressed in creative, affective, and critical ways. The aim of this study is to evaluate the pedagogical potential of eco-art in Social Studies education in relation to environmental awareness, creative learning, and ecological citizenship. The study was structured as a theoretical and descriptive evaluation based on document analysis. Within this scope, studies on arts-based pedagogies, art education, environmental education, ecological art, and environmental/ecological citizenship were examined, and the intersections of these concepts with Social Studies education were evaluated. The analysis indicates that eco-art has the potential to enhance environmental awareness, support critical and creative thinking, encourage students to reconsider human–nature relationships, and connect environmental awareness with civic action in Social Studies education. Accordingly, it is proposed that eco-art can be addressed within a pedagogical process consisting of the stages of identifying an environmental problem, inquiry, artistic meaning-making, sharing and dialogue, and civic action. In this way, eco-art can be regarded not merely as an activity supporting environmental topics in Social Studies but as an interdisciplinary pedagogical approach that may enable students to reconsider human–nature relationships and position themselves not as passive observers of environmental problems but as active citizens.

Keywords: Social Studies Education, Eco-Art, Arts-Based Pedagogies, Environmental Education, Ecological Citizenship, Environmental Awareness.

**The Danger of Modern Technology to the Environment:
An Analysis from Heidegger's Philosophy**

Dang-Thanh Nguyen

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Abstract

This paper examines the environmental dangers posed by modern technology through analysing Martin Heidegger's philosophy of technology. This great German thinker argues that modern technology should not be comprehended merely as a grouping of instruments or machines. Instead, modern technology represents a mode of revealing that determines how human beings understand the world and relate to nature, which Heidegger conceptualizes as “enframing.” From there, the author analyzes Heidegger’s concept of enframing as the essence of modern technology. Enframing compels human beings to approach the world, in which nature is a significant part, through calculation, efficiency, predictability, and control. Therefore, in the worldview dominated by modern technology, nature is reduced merely to energy suppliers, raw materials, and, above all, a set of objects ready for technological ordering. From there, readers might find his philosophy of technology remains relevant, helping them explain the reason for the global destruction of nature today.

Keywords: Martin Heidegger, Philosophy of Technology, Environmental Crisis.

Les Technologies de l'Information et de la Communication et le Bien-être au Maroc : Impacts et Enjeux

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Résumé

Les évolutions technologiques récentes influencent toutes les dimensions de la vie en société. Elles constituent un levier fondamental de transformation économique et sociale à l'échelle internationale et sont désormais indispensables dans des secteurs tels que la santé, l'éducation et les transports. Dans ce contexte, les attitudes des individus à l'égard des Technologies de l'Information et de la Communication (TIC) peuvent influencer leur qualité de vie et leur niveau de bien-être subjectif. Cette étude examine ainsi l'influence des attitudes à l'égard des TIC sur le bien-être subjectif des individus au Maroc. À partir des données de la World Values Survey (WVS) pour le Maroc en 2021, l'analyse met en évidence que l'effet des TIC sur le bien-être varie selon la nature de la technologie considérée. Ce résultat suggère que l'impact des TIC sur le bien-être ne peut être appréhendé de manière uniforme. Ainsi, cette étude contribue à une meilleure compréhension de la relation entre transformation numérique, attitudes technologiques et bien-être subjectif dans le contexte marocain.

Mots Clés : Technologies de l'Information et de la Communication (TIC), Bien-être, Bien-être Subjectif.

Abstract

Recent technological developments influence all dimensions of social life. They constitute a fundamental driver of economic and social transformation at the international level and have become essential in sectors such as healthcare, education, and transportation. In this context, individuals' attitudes toward Information and Communication Technologies (ICTs) may influence their quality of life and level of subjective well-being. This study therefore examines the influence of attitudes toward ICTs on individuals' subjective well-being in Morocco. Using data from the World Values Survey (WVS) for Morocco in 2021, the analysis shows that the effect of ICTs on well-being varies according to the type of technology considered. This finding suggests that the impact of ICTs on well-being cannot be understood in a uniform manner. Thus, this study contributes to a better understanding of the relationship between digital transformation, technological attitudes, and subjective well-being in the Moroccan context.

Keywords : Information and Communication Technologies (ICTs), Well-being, Subjective Well-being

Digital Privacy under the ECtHR: The Albanian Constitutional Court as a Case Study**Associate Professor Fabian Zhilla****Canadian Institute of Technology, Faculty of Economy, Business Administration Department****Tirana, Albania**ORCID ID: <https://orcid.org/0000-0001-5929-9674>**Abstract**

Objectives: The rapid expansion of digital technologies has fundamentally transformed criminal investigations. Unlike traditional physical evidence, smartphones contain extensive personal, professional and sensitive information, making their seizure and forensic examination one of the most challenging issues under Article 8 of the European Convention on Human Rights (ECHR). This paper examines the constitutional limits governing smartphone searches through the evolving jurisprudence of the European Court of Human Rights (ECtHR), using Decision No. 44/2025 of the Albanian Constitutional Court as a case study. It seeks to assess whether and to what extent the Albanian Court has incorporated the principles developed by the ECtHR concerning legality, legitimate aim, necessity, proportionality and effective procedural safeguards.

Methodology: The paper employs doctrinal legal research combined with a case-study approach. It analyses the relevant provisions of the Albanian Constitution and criminal procedure legislation alongside the ECtHR's jurisprudence on digital privacy, with particular reference to *Benedik v. Slovenia* (2018), *Saber v. Norway* (2020), and *Kırdök and Others v. Türkiye* (2024). The reasoning adopted by the Albanian Constitutional Court is critically examined against these European standards.

Findings: The analysis demonstrates that Decision No. 44/2025 represents a significant development in Albanian constitutional jurisprudence. The Court distinguishes between the physical seizure of a smartphone and access to its digital content, recognising that forensic examination constitutes a separate and more intensive interference with the right to privacy. The judgment strengthens the application of proportionality by requiring investigative measures to remain closely connected to the object of the criminal investigation, while emphasising judicial oversight and the protection of third-party data. At the same time, several issues remain open, including the constitutional limits of forensic imaging, data filtering and the treatment of privileged communications.

Originality: The paper argues that the Albanian Constitutional Court provides an important example of how domestic constitutional courts can implement and further develop ECtHR standards in response to the challenges posed by digital evidence, thereby contributing to the emerging European jurisprudence on digital privacy.

Keywords: Article 8 ECHR; digital privacy; smartphone searches; electronic evidence; proportionality; constitutional review; Albania.

The Phraseological Dimension of International Legal and Diplomatic Discourse: Idioms, Pragmatics, and Digital Corpus Applications

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Abstract

Modern international law and diplomatic communication demand an exceptionally refined command of register, institutional nuances, and rhetorical flexibility. While academic research traditionally frames legal and diplomatic English around rigid formulas, archaic Latinate maxims, and direct performative statements, phraseological units – specifically figurative idioms and collocations – play an essential pragmatic role in international relations. This paper investigates the phraseological dimension of international legal and diplomatic discourse, focusing on the structural, semantic, and functional properties of English idioms in treaty negotiations, bilateral dialogue, and multilateral institutional environments. Utilizing a corpus-based methodology incorporating data from the Corpus of Contemporary American English (COCA) and the British National Corpus (BNC), this study demonstrates how idioms serve as crucial mechanisms for mitigating face-threatening acts, maintaining strategic ambiguity, facilitating consensus, and signaling procedural alignment. Furthermore, the research outlines pedagogical applications for integrating corpus linguistics and digital tools into Advanced Legal English and ESP curricula for future diplomats and legal specialists.

Keywords: International Law, Diplomatic Discourse, Idiomaticity, Phraseology, Legal English, Corpus Linguistics, Strategic Ambiguity, Pedagogy.

Uluslararası Hukuk ve Diplomasi Söyleminin Deyimsel Boyutu: Deyimler, Edimbilim ve Dijital Derleme Uygulamaları

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Özet

Çağdaş uluslararası hukuk ve diplomatik iletişim; dil düzeyine, kurumsal nüanslara ve retorik esnekliğe son derece yetkin bir biçimde hâkim olmayı gerektirmektedir. Akademik araştırmalar geleneksel olarak hukuki ve diplomatik İngilizceyi katı kalıplar, Latince ilkelendirmeler ve doğrudan edimsel ifadeler çerçevesinde ele alsa da, deyimisel birimler – özellikle mecazi deyimler ve eşdizimlilikler– uluslararası ilişkilerde hayati bir edimbilimsel rol oynamaktadır. Bu makale; antlaşma müzakerelerinde, ikili diyaloglarda ve çok taraflı kurumsal ortamlarda İngilizce deyimlerin yapısal, anlamsal ve işlevsel özelliklerine odaklanarak uluslararası hukuk ve diplomasi söyleminin deyimisel boyutunu incelemektedir. Çağdaş Amerikan İngilizcesi Derlemi (COCA) ve Britanya Ulusal Derlemi'nden (BNC) alınan verileri içeren derlem tabanlı bir metodoloji kullanan bu çalışma; deyimlerin saygınlığı zedeleyici eylemleri yumuşatma, stratejik muğlaklığı koruma, uzlaşmayı kolaylaştırma ve usule ilişkin uyumu yansıtmaya konularında nasıl kritik mekanizmalar olarak hizmet ettiğini ortaya koymaktadır. Ayrıca araştırma, derlem dilbilimini ve dijital araçları geleceğin diplomatları ile hukuk uzmanlarına yönelik İleri Hukuk İngilizcesi ve Özel Amaçlı İngilizce (ESP) müfredatlarına entegre etmeye dair pedagojik uygulamaları ana hatlarıyla sunmaktadır.

Anahtar Kelimeler: Uluslararası Hukuk, Diplomatik Söylem, Deyimsellik, Deyimbilim (Fraseoloji), Hukuk İngilizcesi, Derlem Dilbilimi, Stratejik Muğlaklık, Pedagoji.

The Symbolic Semantics of Justice: The Unity of Philosophical Images in Fine Art

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Abstract

The article analyzes the role of symbolic images in fine arts as a means of expressing human social, moral, and philosophical thoughts, using a composition centered on the core idea of "Rays of Justice" as an example. The semantic meanings of symbols such as the sword (acting as the central axis), open book, scales, eye, sun, red flower, and human profiles, along with their interrelations within a unified philosophical-artistic system, are explored.

The study demonstrates that justice is presented not merely as a strict legal mechanism, but as a moral and ethical responsibility arising from the unity of knowledge, truth, conscience, objectivity, and mercy. It is substantiated how the vertical compositional structure, symmetrical balance, and color scheme formally complement the conceptual content of the work. Overall, the piece is interpreted as a visual moral model evaluating human and societal relationships on a philosophical plane.

Keywords: fine art, symbolism, concept of justice, semantic analysis, philosophical-artistic text, compositional structure, moral balance, visual metaphor.

Outstanding representative of Azerbaijani sculpture - Omer Eldarov

Sevil Bayram qızı Əliyeva

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Abstract. The outstanding sculptor Omar Eldarov, who has his own rich inner world, is a genius who created unforgettable images.

The first signs of the emergence of this style appeared at the end of the 19th century. Architects gave up stone and wood and succeeded in creating large-scale buildings thanks to the use of glass, iron and concrete constructions. Will and elegance, improvisation and perfection, depth and the ability to feel are the main things that accompany Omar Eldarov's creativity. The influence of his creativity on the artistic environment of our country cannot be underestimated. The harmony of the inner content and form in the sculptor's works prompts a person to think involuntarily.

The sculptures created by Omar Eldarov always attract attention with their dynamism. The courage, optimism and moral responsibility inherent in his character are embodied in the artist's work, especially in the artistic expression of images.

Keywords: Omar Eldarov, sculpture, image, material, historical personality

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C.Yəhyanın “Böyük ortam” əsərinin bədii-semantik və simvolik təhlili**Mansirova Şəhanə Zülfüqar qızı**

Azərbaycan Dövlət Pedaqoji Universitetin nəzdində

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Bakı, Azərbaycan

Xülasə. Müasir təsviri sənətdə insan obrazının təbiət, canlılar, bitki motivləri və abstrakt formalarla birləşdirilməsi sənət əsərinin yalnız estetik deyil, həm də fəlsəfi və semantik məzmununu genişləndirən mühüm bədii vasitələrdən biridir. “Böyük ortam” adlı əsər də bu baxımdan çoxqatlı məna daşıyan, insan və təbiət münasibətlərini, daxili və xarici aləm arasındakı əlaqəni simvolik obrazlar vasitəsilə ifadə edən kompozisiya kimi diqqəti cəlb edir. Əsərdə qadın obrazı əsas kompozisiya mərkəzini təşkil etsə də, onun ətrafında və daxilində yerləşdirilmiş insan profilləri, qapalı göz, çiçəklər, ürək, ilanabənzər formalar, quş motivləri, saç və dekorativ baş geyimi vahid semantik sistem yaradır. Əsərin “Böyük ortam” adlandırılması isə təsvir olunan məkan yalnız fiziki mühit kimi deyil, insanı əhatə edən təbii, sosial, emosional və psixoloji aləmin bütövlüyü kimi qəbul etməyə imkan verir. Məqalədə əsərin kompozisiya quruluşu, rəng həlli, forma və xətt xüsusiyyətləri, insan və təbiət münasibəti, qadın obrazının semantik yükü, heyvan və bitki motivlərinin simvolik mənaları, eləcə də əsərin fəlsəfi məzmunu araşdırılır.

Açar sözlər: Böyük ortam, təsviri sənət, simvolizm, semantika, qadın obrazı, təbiət, insan, ilan motivi, çiçək, rəng, kompozisiya, semiotika.

Abstract. In contemporary fine art, combining the human figure with nature, living creatures, plant motifs, and abstract forms is an important artistic means that expands not only the aesthetic but also the philosophical and semantic content of an artwork. The artwork “Böyük Ortam” (“The Great Environment”) attracts attention as a multilayered composition that symbolically expresses the relationship between humans and nature, as well as the connection between the inner and outer worlds. Although the female figure constitutes the main compositional center, the human profiles, closed eye, flowers, heart, snake-like forms, bird motifs, hair, and decorative headdress positioned around and within it create a unified semantic system. The title “Böyük Ortam” makes it possible to interpret the depicted space not merely as a physical environment, but as the integrity of the natural, social, emotional, and psychological worlds surrounding the human being. The article examines the compositional structure, color scheme, characteristics of form and line, the relationship between humans and nature, the semantic significance of the female figure, the symbolic meanings of animal and plant motifs, as well as the philosophical content of the artwork.

Keywords: “Böyük Ortam”, fine art, symbolism, semantics, female figure, nature, human, snake motif, flower, color, composition, semiotics.

C.Yəhyanın “Fərəh bazası” əsərinin bədii və semantik təhlili**Mansirova Şəhanə Zülfüqar qızı**

Azərbaycan Dövlət Pedaqoji Universitetin nəzdində

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müəllim

Bakı, Azərbaycan

Xülasə. Təsviri sənətdə bədii əsər yalnız zahiri gözəlliyin və gerçəkliyin təsviri deyil, eyni zamanda insanın daxili aləmini, emosional vəziyyətini, təbiətlə münasibətini və fəlsəfi düşüncələrini ifadə edən mürəkkəb semiotik sistemdir. “Fərəh bazası” adlı əsər də bu baxımdan çoxqatlı məna strukturu ilə seçilir. Əsərdə qadın obrazı, balıq, ağac və kök sistemi, yaşıl bitki formaları, uğur böcəyi, meyvə, ornamental elementlər və yuxunu xatırladan qapalı göz motivləri vahid kompozisiya daxilində birləşdirilmişdir. Əsərin əsas semantik istiqaməti insan, təbiət, həyat, daxili harmoniya və fərəh anlayışlarının qarşılıqlı əlaqəsi üzərində qurulur.

Əsərdə realistik təsvirlərlə yanaşı, simvolik və dekorativ ifadə vasitələrinin sintezi müşahidə olunur. Kompozisiyanın dairəvi quruluşu həyatın dövrü xarakterini, bütövlüyü və davamlılığını xatırladır. Mərkəzdə yerləşdirilən qadın fiquru isə bu simvolik dünyanın əsas emosional daşıyıcısı kimi çıxış edir. Əsərin rəng həlli, xüsusilə mavi, yaşıl, torpaq və açıq bej tonlarının qarşılıqlı əlaqəsi, sakitlik, təbiilik, ümid və yenilənmə ideyalarını gücləndirir.

Açar sözlər: “Fərəh bazası”, təsviri sənət, semantika, simvol, qadın obrazı, balıq, ağac, təbiət, rəng, kompozisiya, fəlsəfi məna, dekorativlik.

Abstract. In fine art, an artwork is not merely a representation of external beauty and reality, but also a complex semiotic system that expresses the inner world of a person, emotional state, relationship with nature, and philosophical reflections. The artwork “Fareh Bazasi” is distinguished by its multilayered semantic structure in this respect. The female figure, fish, tree and root system, green plant forms, ladybug, fruit, ornamental elements, and closed-eye motifs reminiscent of sleep are combined within a unified composition. The main semantic direction of the artwork is based on the interrelationship between the concepts of human being, nature, life, inner harmony, and joy.

Alongside realistic representations, the artwork demonstrates a synthesis of symbolic and decorative means of expression. The circular structure of the composition evokes the cyclical nature of life, wholeness, and continuity. The female figure placed at the center serves as the main emotional carrier of this symbolic world. The color scheme of the artwork, particularly the interaction of blue, green, earthy, and light beige tones, reinforces the ideas of tranquility, naturalness, hope, and renewal.

Keywords: “Fareh Bazasi”, fine art, semantics, symbol, female figure, fish, tree, nature, color, composition, philosophical meaning, decorativeness.

2016-cı il Rio-de-Janeyro Yay Olimpiya Oyunları

Çobanova Nərgiz Məhəmməd qızı
ADPU-nun nəzdində Azərbaycan Dövlət Pedaqoji Kollecinin müəllimi

Xülasə

2016-cı il Rio-de-Janeyro Yay Olimpiya Oyunları müasir Olimpiya tarixinin mühüm və yaddaqalan idman hadisələrindən biri olmuşdur. XXXI Yay Olimpiya Oyunları 5–21 avqust 2016-cı il tarixlərində Braziliyanın Rio-de-Janeyro şəhərində keçirilmiş və Olimpiya Oyunlarının Cənubi Amerikada ilk dəfə təşkil olunması ilə tarixə düşmüşdür. Yarışlarda 200-dən çox ölkə və ərazidən 11 mindən çox idmançı iştirak etmiş, 28 idman növündə 306 medal dəsti uğrunda mübarizə aparılmışdır. Oyunlar müxtəlif xalqları və mədəniyyətləri bir araya gətirməklə dostluq, həmrəylik və ədalətli rəqabət kimi Olimpiya prinsiplərinin əhəmiyyətini bir daha nümayiş etdirmişdir. Rio-2016-nın açılış mərasimində Braziliyanın tarixi, təbiəti və mədəni irsi nümayiş etdirilmiş, samba musiqisi və rəqs nömrələri ölkənin milli xüsusiyyətlərini dünya ictimaiyyətinə təqdim etmişdir. Oyunların proqramında atletika, üzgüçülük, gimnastika, güləş, cüdo, boks və digər idman növləri ilə yanaşı, 112 ildən sonra golf və uzun fasilədən sonra reqbi də yer almışdır. Olimpiadada ABŞ 121 medalla birinci, Böyük Britaniya və Çin isə müvafiq olaraq ikinci və üçüncü olmuşdur. Useyn Bolt, Maykl Felps və Simone Biles kimi məşhur idmançılar yüksək nəticələri ilə Oyunların əsas simalarına çevrilmişlər. Azərbaycan komandası isə 17 idman növündə 57 lisenziya ilə təmsil olunmuş, 1 qızıl, 7 gümüş və 10 bürünc olmaqla ümumilikdə 18 medal qazanmışdır.

Açar sözlər: Rio-de-Janeyro, Olimpiya Oyunları, idman, medal, Azərbaycan.

Abstract

The 2016 Rio de Janeiro Summer Olympic Games were one of the significant and memorable sporting events in modern Olympic history. The XXXI Summer Olympic Games were held from August 5 to 21, 2016, in Rio de Janeiro, Brazil, marking the first time that the Olympic Games were organized in South America. More than 11,000 athletes representing over 200 countries and territories participated in the competitions and competed for 306 medal sets in 28 sports. The Games brought together people from different countries and cultures and once again demonstrated the importance of the Olympic principles of friendship, solidarity, and fair competition. The opening ceremony of Rio 2016 presented Brazil's history, nature, and cultural heritage to the international audience. Samba music, dance performances, and colorful artistic scenes emphasized the national characteristics of the host country. The Olympic program included athletics, swimming, gymnastics, wrestling, judo, boxing, and other major sports. Golf returned to the Olympic program after 112 years, while rugby was also reintroduced following a long absence. The United States finished first in the medal standings with 121 medals, followed by Great Britain and China. World-famous athletes such as Usain Bolt, Michael Phelps, and Simone Biles became among the most prominent figures of the Games due to their outstanding performances. For Azerbaijan, Rio 2016 was particularly successful. The Azerbaijani delegation participated in 17 sports with 57 qualification places and included 56 athletes.

The country won a total of 18 medals: 1 gold, 7 silver, and 10 bronze. This result represented a record achievement in Azerbaijan's Olympic history at that time. The strongest performances came particularly in wrestling, judo, boxing, and other combat sports.

Ultimately, Rio 2016 was important not only for its sporting achievements and records but also for demonstrating the universal role of sport in bringing nations together and promoting friendship, mutual respect, and international solidarity.

Keywords: Rio de Janeiro, Olympic Games, sport, medal, Azerbaijan.

IMAGE OF "SHUSHA" IN THE CREATION OF AZERBAIJAN PAINTERS

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Xülasə. 30 il ərzində ermənistanın Qarabağda etdiyi cinayətlər, məscidlərin təhqir edilməsi, ərazilərin minalanması, müharibənin sülhlə bitməsinə zərbə vururdu. 2020-ci il 27 sentyabr tarixində ermənistanın növbəti dəfə atəşkəsi pozması nəticəsində Azərbaycan ordusu ərazilərinin bütövlüyü uğrunda mübarizəyə qalxdı. 44 gün ərzində baş verən müharibə 2020-ci il 8 noyabrda Şuşada üçrəngli Zəfər bayrağının ucaldılması ilə tariximizə yazıldı. Qazanılan Zəfər ölkəmizin bütün sahələrində çalışan yaradıcı insanlar üçün ilham mənbəyi oldu. Müasir Azərbaycan təsviri incəsənətində "Zəfər" və "Şuşa" ikonoqrafiyalarının avtoportretləri yaradıldı. Rəssamlarımız mədəniyyət paytaxtı Şuşaya maraqlı əsərlər həsr edirlər. Bu məqalədə Mir Azər Abdullayev "Şuşanın dağları başı dumanlı", Pakizə Mirzəyeva "Xarıbülbul", Ülviyyə Həmzəyeva "Şuşada öpüş", Əsmər Nərimanbəyova "Şuşa", Kamila Muradova "Şuşa ətrafında dağlar", Vədadi Qafarzadə "Şuşam" əsərləri sənətsüənəşliq kontekstində təhlil edilmişdir.

Açar sözlər: Azərbaycan, Qarabağ, Şuşa, təsviri incəsənət, Zəfər

Abstract. For 30 years, the crimes committed by Armenia in Karabakh, the insulting of mosques, the mining of territories, had an impact on the peaceful end of the war. On September 27, 2020, as a result of Armenia's violation of the ceasefire once again, the Azerbaijani army fought for the integrity of its territories. The 44-day war was recorded in our history on November 8, 2020, with the raising of the tricolor Victory flag in Shusha. The victory won became a source of inspiration for creative people working in all fields of our country. Self-portraits of "Victory" and "Shusha" iconographies were created in modern Azerbaijani fine art. Our painters dedicate interesting works to the cultural capital of Shusha. In this article, Mir Azer Abdullayev's "Mountains of Shusha are Misty", Pakiza Mirzayeva's "Kharibulbul", Ulviyya Hamzeyeva's "Kiss in Shusha", Asmar Narimanbeyova's "Shusha", Kamila Muradova's "Mountains around Shusha", Vədadi Gafarzade's "My Shusha" were analyzed in the context of art criticism.

Keywords: Azerbaijan, Karabakh, Shusha, fine arts, Victory

Integrated Monitoring of Radioactive Fallout Based on Artificial Intelligence and the Internet of Things

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Abstract

The development of wireless systems for detecting radioactive fallout in Azerbaijan is a critically important task for ensuring public safety and protecting the environment. Azerbaijan, like many other countries, is at risk of radioactive contamination as a result of accidents at nuclear facilities, terrorist acts, or natural disasters. When developing wireless systems for detecting radioactive fallout, a number of factors must be considered, such as the type and sensitivity of detectors, the range and reliability of wireless communication, the energy efficiency of the system, and its resistance to environmental influences. It is also important to ensure the system's compatibility with existing infrastructure and the possibility of scaling it in the future. Investing in the development and implementation of wireless systems for detecting radioactive fallout is an important step in ensuring Azerbaijan's national security. Such systems allow for the timely detection of and response to radioactive threats, minimizing the consequences of radioactive contamination and protecting public health.

Keywords: Radioactive fallout, wireless systems, safety, environmental monitoring, risks, emergencies, safety, sensors.

Geographical Potential and Prospects for Regional Development of the Ganja-Dashkasan Economic Region

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Abstract

The Ganja-Dashkasan Economic Region has significant natural-resource, agricultural, industrial, transport, and recreational potential. The aim of the study is to provide a comprehensive geographical assessment of the region's potential and to identify prospects for its spatial development. Based on comparative-geographical, systemic-structural, and resource-geographical approaches, the study examines natural resources, industry, agriculture, transport, tourism, and the main territorial constraints. It has been established that the prospects for sustainable development of the region are associated with economic diversification, rational use of natural resources, deep processing of raw materials, modernization of agriculture, development of tourism, and improvement of infrastructure. It is proposed to consider Ganja as a regional urban core functionally connected with the mining, agricultural, and recreational areas of the region.

Keywords: Ganja-Dashkasan Economic Region, geographical potential, regional development, natural resources, spatial structure, agriculture, industry, tourism, transport, sustainable development.

The Impact of Implementing ESG (Environmental, Social, and Governance) Principles on Financial Performance

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Abstract

This study examines the growing significance of sustainability and corporate responsibility by analyzing the impact of implementing Environmental, Social, and Governance (ESG) principles on the financial performance of corporations. In recent years, traditional financial metrics alone have become insufficient for modern investors who increasingly prioritize long-term value creation, risk management, and ethical corporate behavior. This research investigates how corporate investments in green initiatives, employee welfare, community engagement, and transparent management structures influence key financial indicators, such as return on equity, profitability, and overall market value. By utilizing quantitative empirical analysis of companies across various sectors, the paper evaluates whether firms adhering to high ESG standards achieve superior financial results compared to their non-compliant peers. The findings provide critical insights for corporate managers, policymakers, and investors seeking to balance financial profitability with sustainable development goals. Ultimately, the research highlights that integrating ESG criteria is no longer merely a philanthropic or compliance duty, but a strategic driver of competitive advantage and financial resilience in the contemporary global economy.

Keywords: ESG (Environmental, Social, and Governance), Financial Performance, Corporate Sustainability, Empirical Analysis, Competitive Advantage

Reducing Income Inequality in Azerbaijan in the Context of Sustainable Development

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Abstract

Income inequality is a key determinant of whether economic growth is translated into broad-based social welfare and is closely connected with the United Nations 2030 Agenda, particularly Sustainable Development Goals (SDGs) 1, 8 and 10. This study examines income inequality in Azerbaijan from a sustainable development perspective and identifies policy directions that could reduce disparities without weakening long-term growth incentives. The study adopts a descriptive and policy-analytical approach and relies on secondary data from the State Statistical Committee of the Republic of Azerbaijan, the World Bank, the United Nations Development Programme, Azerbaijan's 2024 Voluntary National Review and relevant national strategy documents. The absence of a recent internationally comparable World Bank Gini estimate for Azerbaijan limits assessments based on a single headline indicator. Nevertheless, national household budget statistics for 2024 make it possible to examine income distribution by income groups, regions and urban-rural residence. The findings indicate that a sustainable inequality-reduction strategy should go beyond social transfers. It should strengthen the redistributive effectiveness of the tax-and-transfer system, expand formal and productive employment, reduce regional opportunity gaps, improve equal access to education and health services, and ensure that green and digital transformations are implemented according to just-transition principles. The study also argues that regular, transparent and internationally comparable publication of inequality indicators is an essential institutional condition for better policy targeting and evaluation.

Keywords: Income inequality, sustainable development, social policy, inclusive growth, Azerbaijan.

An Impact of Technical Innovation for Driving Societal, Economic Development and Sustainability in World: Emerging Needs and Challenges

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Abstract

At Present, Role of Technical Innovation for Driving Societal, Economic Development and Sustainability: Emerging needs and Challenges perform a pivotal role within the pursuit of sustainable economic improvement, specifically in the present world, in which socio-economic disparities and environmental challenges remain to avert progress. This abstract explores the multifaceted relationship between innovation, Societal Economic development and sustainability based on research and better schooling and sustainable improvement in the context of Nepal. It discusses how innovation and research in training can catalyze addressing socio-monetary disparities, promoting environmental stewardship, and achieving the Sustainable improvement dreams (SDGs). by means of making an investment capital in innovation, studies and first-rate schooling, USA's better training system faces continual structural and systemic limitations inclusive of inadequate governance, constrained studies capacity, inequities in get admission to, and misalignment with labour market place needs, despite current reform efforts and developing enrolment. This takes a look at goals to assess cutting-edge reforms and perceive strategic interventions that can enhance the best, fairness, and relevance in Nepal's higher education sector. Using qualitative coverage analysis, the research integrates a crucial evaluation of national academic policy documents, scholarly literature, and comparative international trends.

In addition to this, the research study's findings suggest that initiatives, together with digitalization, decentralization, and the enlargement of technical and vocational training, were initiated but continue to be disjointed and unevenly carried out many key elements and desires recognized are strengthening institutional autonomy and satisfactory guarantee systems, aligning instructional curricula with market wishes, fostering a research and innovation lifestyle, and leveraging digital technologies to modernize teaching and governance.

Finally, the aforesaid observations were concludes with evidence-based policy suggestions designed to manual USA's transition to an inclusive, competency-based, future-oriented higher education system. USA can harness the ability of its young people, foster innovation, and construct a greater resilient society that is better geared up to address the complex challenges which faces in the present-day scenario in USA and abroad.

Keywords:

Technical Innovation for Driving Societal, Economic Development and Sustainability TIDSEDS), Innovation Ecosystems Higher Education &, Sustainable Development (HESD), USA, Socio-Economic Disparities (USASED), Sustainable Development Goals (SDGs), Promoting Environmental Stewardship (PES), Strengthening Institutional Autonomy and Satisfactory Guarantee systems (SIA&SG)

The Impact of Conversational AI and Virtual Influencers on Brand Authenticity

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Conversational artificial intelligence (AI) and virtual influencers are transmuting how brands convey, boosting core questions regarding legitimacy, reliance, and customer–brand relationships. This study blends shifting literacy landscape on (i) conversational AI agents like as chatbots and brand voice generated by Artificial Intelligence, and (ii) Virtual Influencers powered by Artificial Intelligence, along with a customized associations on its results for identified brand legitimacy, customer reliance, and participation. Designing on current observational studies and comprehensive evaluation from marketing, human–computer participation, and conveys research, the paper identifies essential processes—personification, social presence, asymmetrical relationship, accountability and announcement, and moral dilemma—that configure legitimacy discretions in Artificial Intelligence (AI)-mediated brand dissemination. It suggest a comprehensive theoretical system and sketch the operational impact and approaches for future research in this rapidly changing and dynamic domain.

Key words: *Conversational artificial intelligence (AI), virtual influencers, human–computer, brand legitimacy*

Money for a Greener Tomorrow: Psychological Factors Influencing Green Bonds, ESG, and Climate-Smart Investments

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Abstract

The intersection of finance and sustainability has evolved into a central theme in global economic discourse, with instruments like green bonds, Environmental, Social, and Governance (ESG) frameworks, and climate-smart investments gaining unprecedented momentum. This paper investigates how these mechanisms are mobilizing capital to support low-carbon infrastructure, renewable energy, and socially responsible projects worldwide.

Green bonds have emerged as one of the fastest-growing segments in capital markets, providing investors with opportunities to align financial returns with environmental impact. ESG integration is not merely an ethical choice but increasingly a determinant of long-term profitability, influencing investor behaviour and corporate governance. Climate-smart investments, meanwhile, emphasize resilience and adaptability, channelling funds into projects that mitigate climate risks while fostering innovation. However, the study critically engages with the challenges of greenwashing, inconsistent standards, and limited transparency, which threaten to undermine investor confidence. Drawing on global case studies and market data, the research underscores that sustainable finance is no longer peripheral but an essential driver of structural economic transformation. The findings reveal that while progress has been substantial, the future of climate finance requires stronger regulatory alignment, credible certification systems, and collective global cooperation to achieve lasting impact.

Keywords: Green Bonds, ESG, Climate-Smart Investments, Sustainable Finance, Greenwashing, Capital Allocation

Navigating Agentic Commerce: How Brand Choice Shifts in AI Driven Marketplaces

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Abstract

The swift dispersal of self-governing artificial intelligence (AI) driving force that can find, contrast, and trigger buying decisions entire virtual marketplaces is reforming how consumers and brands interact. In this nascent “agentic commerce” surroundings, choice is progressively filtered-or even superseded—by software applications running all e-commerce marketplaces like Amazon, E-shops, and super-app ecosystems. This study blends multidisciplinary imagination on the use of machine, computer and automatic system to operate marketing activities, intermediation, and E-marketing to evaluate how brand choice is transformed when algorithms, in place of human observation, make the ultimate buying decision.

Four core concepts are examined: (1) algorithm antipathy versus algorithm gratitude, (2) platform lock-in and data-driven path dependence, (3) zero-click commerce and frictionless purchasing, and (4) B2B2C marketing dynamics in AI-mediated channels.

The article emphasized consequences for brand visibility, Customer loyalty, and product differentiation, and finds research gaps related to clearness, administration, and sovereignty. It summers with a research agenda and rules for brands seeking to remain salient in AI-driven marketplaces.

Keywords: *Agentic Commerce, E-marketing, AI-mediated channels*

Generation Z's Perceptions of the Contemporary Workplace: A Qualitative Exploration of Flexibility, Leadership, Workplace Comfort, and Retention Intentions

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Abstract

Generation Z (Gen Z) is increasingly influencing workplace culture through its evolving expectations regarding flexibility, employee well-being, leadership, and organizational practices. The present qualitative study explores Gen Z's perceptions and preferences concerning the contemporary workplace, with particular emphasis on work arrangements, organizational infrastructure, leadership styles, working-hour flexibility, compensation, and employee retention. Data were collected through 30 semi-structured interviews with Gen Z participants to understand their workplace expectations and the factors shaping their employment preferences. Thematic analysis of the interview data indicated a preference for work-from-home and hybrid work arrangements, reflecting participants' emphasis on comfort, autonomy, and work-life integration. Participants highlighted the importance of supportive and empathetic leaders, adequate workplace infrastructure, and freedom in managing working hours and schedules. Popular culture, including K-pop, emerged as a reported source of inspiration influencing participants' expectations and aspirations. Competitive remuneration was identified as an important consideration in employment decisions, with participants expressing a willingness to consider leaving organizations when compensation, flexibility, leadership support, or workplace conditions failed to meet their expectations. The findings highlight the importance of understanding generational workplace expectations to inform organizational policies, leadership development, employee engagement, and retention strategies. This study contributes to the qualitative understanding of emerging workplace preferences among Gen Z and emphasizes the need for adaptable, supportive, and employee-centered work environments.

Keywords: Generation Z, workplace perceptions, hybrid work, leadership, employee flexibility, employee retention.

Exploring the Psychological Effects of Interior Colours on Mood Across Educational, Occupational and Therapeutic Spaces: A Narrative Systematic Review

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Abstract

Color within an interior is one of the significant environmental factors affecting psychological experiences such as mood, emotions, concentration, and well-being of humans. However, there may exist certain differences in psychological effects of color due to differences in the context where people experience it. The current narrative systematic review named Exploring the Psychological Effects of Interior Colors on Mood in Educational, Occupational, and Therapeutic Settings analyzes existing literature on the influence of interior color environments on mood in educational, occupational, and therapeutic spaces. The analysis of emotional and psychological effects of various color characteristics taking into account the context is considered. There will be a systematic literature search in academic databases using pre-defined keywords and inclusion criteria. Relevant studies concerning interior color and its psychological or mood-related effects will be identified and included. Synthesis of the identified literature will take place using narrative analysis method aimed at finding common features of the literature, theoretical background, methods used, and gaps in the existing literature. The outcome of the review is expected to give an integral understanding of the psychological function of interior colors and help to develop environmental and interior design practice.

Keywords: Interior colour, mood, psychological effects, educational spaces, occupational spaces, therapeutic spaces, environmental psychology, narrative systematic review

Beyond the Screen: Understanding Parasocial Relationships and Emotional Well-being in Young Adults

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Abstract

With the rise of social media and digital entertainment, there has been an immense change in the way young adults form parasocial relationships. Parasocial relationships are defined as the perceptions of one-sided relationships formed by audiences with media personalities. This research study aims at understanding the nature of these parasocial relationships and their effects on the emotional well-being of young adults. In this study, a qualitative approach will be utilized for studying participants' experience, perception, emotional attachment, and engagement with media personalities. The name of this research study will be "Beyond the Screen: Understanding Parasocial Relationships and Emotional Well-being in Young Adults". Purposeful sampling will be used to recruit twelve young adults, who will undergo semi-structured interviews for data collection. Thematic analysis will be conducted on the interview data. This will involve identifying recurring themes and psychological experiences that young adults go through when forming parasocial relationships. The main focus will be on how such relationships can foster emotional comfort, companionship, identity formation, and social support while also keeping into account any worries about emotional dependence, loneliness, unrealistic expectations, and distress.

Keywords: Parasocial relationships, young adults, emotional well-being, social media, media engagement, emotional attachment, loneliness, qualitative research, thematic analysis

Digital Tools in Teaching and Learning: Exploring Pedagogical Prospects and Challenges

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Abstract

The fast development of digital technologies has changed traditional ways of teaching and learning, creating new opportunities for interactive, personalized, and learner-centered pedagogies. Such digital tools as learning management systems, multimedia tools, virtual classes, artificial intelligence, educational applications, and collaborative technologies have become increasingly prevalent in modern education. The current study entitled "Digital Tools as Teaching Pedagogies: Prospects and Challenges" aims to explore the possibilities and barriers of implementing digital tools as pedagogies in education. The study uses a qualitative research design to investigate the effectiveness, accessibility, and potential of digital technologies as a means of teaching from educators' point of view. The data will be collected through semi-structured interviews with 12 participants recruited through the purposive sampling method. Thematic analysis will be utilized; systematic coding will be used to find common themes and patterns in participants' stories. The study will focus on prospects of digital technologies in improving students' engagement, accessibility, collaboration, personalization of learning, creativity, and flexibility of instruction, as well as barriers such as unequal access to technologies, lack of digital literacy, infrastructural limitations, privacy issues, screen addiction, resistance to new technologies, and inability to maintain interaction between teachers and students.

Keywords: Digital tools, teaching pedagogy, educational technology, digital learning, teacher perceptions, student engagement, digital literacy, qualitative research, thematic analysis.

From Perception to Internalization: Psychology of Gender Bias

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Abstract Gender bias is an inherent psychological and social phenomenon, which affects people's perception of themselves and others and impacts people's interaction in different contexts. While gender bias can be studied from the point of view of social processes, its internalization is likely to affect people's attitudes, beliefs, expectations, and decisions in ways, which may not be always easily identifiable. The current study called from Perception to Internalization: Psychology of Gender Bias aims to find out how people perceive gender expectations and how their repeated exposure to gender norms, stereotypes, and interaction leads to internalization of those beliefs and attitudes. The study will be conducted using the methodology of qualitative research, as it requires collecting subjective experience, interpretations, and reflection of participants on the issue of gender bias. Twelve participants will be selected using purposive sampling. The data will be collected by conducting semi-structured interviews and will be analyzed using thematic analysis through systematic coding. The results of the study are likely to bring a better understanding of psychological processes of internalization of gender bias, which occurs through the external exposure to those perceptions.

Keywords: Gender bias, internalization, gender stereotypes, perception, gender norms, qualitative research, thematic analysis, psychological processes.

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Abstract

Entrepreneurial activity in Nigeria takes place within a business environment characterised by economic volatility, resource constraints, infrastructural deficiencies, intense competition, institutional uncertainty and changing consumer preferences. These conditions make entrepreneurial resilience increasingly important for business survival, adaptation and continuity. Although existing research has established the importance of strategic, relational and organisational capabilities in building resilience, comparatively less attention has been devoted to the emotional capabilities of the entrepreneur as a potential antecedent of resilience. This study examines the relationship between emotional intelligence and entrepreneurial resilience in Nigeria. Specifically, the study investigates whether self-awareness, self-regulation and interpersonal/emotional competence influence entrepreneurs' ability to withstand, adapt to and recover from business adversity. A quantitative cross-sectional research design was employed, using a structured questionnaire administered to owners/ managers of 397 small and medium-sized enterprises in Nigeria. Multiple regression analysis was employed in testing the hypothesised relationships. The findings reinforce the broader argument that entrepreneurial resilience is not determined exclusively by financial resources, managerial skills or market conditions. The entrepreneur's capacity to understand, regulate and appropriately express emotions can also influence how setbacks are interpreted and how effectively entrepreneurs adapt to changing circumstances. Emotional intelligence should therefore be regarded as a potentially important component of entrepreneurial capability in Nigeria. The study therefore contributes to the emerging literature by bringing these two streams together within the Nigerian entrepreneurial context. The paper provides implications for entrepreneurship education, SME development programmes, incubators, financial institutions and policymakers.

Keywords: emotional intelligence, entrepreneurial resilience, self-awareness, self-regulation, interpersonal competence, entrepreneurship, SMEs, Nigeria

FINANCIAL ACCESS, ENTREPRENEURIAL RESILIENCE AND FIRM PERFORMANCE AMONG SMALL AND MEDIUM-SIZED ENTERPRISES IN NIGERIA

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Abstract

This study examines the relationship between financial access, entrepreneurial resilience and firm performance among small and medium-sized enterprises (SMEs) in Nigeria. The study was motivated by the persistent financing constraints confronting SMEs and the need to understand how entrepreneurs utilise financial resources to withstand and adapt to business adversity. Drawing on the Resource-Based View and Dynamic Capabilities Theory, the study develops a framework in which financial access influences firm performance directly and indirectly through entrepreneurial resilience. A quantitative research design was employed, with data collected from SME owners and managers through a structured questionnaire. The data were analysed using multiple regression and mediation analysis. The results indicated that financial access had a positive and significant effect on firm performance and entrepreneurial resilience. Entrepreneurial resilience also had a positive and significant effect on firm performance. Furthermore, the mediation analysis indicates that entrepreneurial resilience partially mediates the relationship between financial access and firm performance which suggested that access to finance improves firms' outcomes both directly and indirectly, by strengthening entrepreneurs' capacity to withstand, adapt to and recover from adverse business conditions. The paper concluded that improving SME performance requires not only increased access to affordable finance but also deliberate efforts to develop entrepreneurs' adaptive and resilience capabilities.

Keywords: Financial Access; Entrepreneurial Resilience; Firm Performance; SMEs; Entrepreneurship.

**LAW AND CRIME PREVENTION IN LAGOS STATE, NIGERIA: LEGAL
FRAMEWORKS, POLICING, JUSTICE AND THE CHALLENGE OF EFFECTIVE
ENFORCEMENT**

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Abstract

Crime prevention is fundamentally a legal and institutional enterprise because the effectiveness of crime-control strategies depends on the existence, clarity, legitimacy and enforcement of laws. In Lagos State, Nigeria, rapid urbanisation, population growth, socioeconomic inequality, informal settlements, youth unemployment, technological change and complex patterns of urban mobility have created a challenging environment for crime prevention. This paper examines the role of law in preventing and controlling crime in Lagos State, with particular attention to policing, community participation, criminal justice administration, police legitimacy, procedural justice, traditional and informal security structures, and the enforcement of state legislation. The paper adopts a qualitative doctrinal and conceptual approach, drawing on peer-reviewed scholarly literature published between 2015 and 2026. The analysis demonstrates that law contributes to crime prevention through criminalisation, deterrence, police powers, institutional regulation, prosecution, adjudication and the protection of fundamental rights. However, the existence of laws does not automatically produce effective crime prevention. Implementation capacity, police legitimacy, public trust, institutional coordination, investigative effectiveness and access to justice are equally important. The paper argues that Lagos requires an integrated legal approach to crime prevention in which criminal law is complemented by community policing, procedural justice, accountable policing, efficient criminal justice administration, regulation of private and informal security providers, and evidence-based law reform. The paper concludes that sustainable crime prevention in Lagos will depend less on the continuous creation of new offences and more on improving the implementation, legitimacy and institutional coherence of existing legal frameworks.

Keywords: law, crime prevention, criminal justice, policing, community policing, police legitimacy.

LEADERSHIP EFFECTIVENESS AND THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS: A STUDY OF SELECTED PUBLIC INSTITUTIONS IN NIGERIA

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Abstract

The implementation of the Sustainable Development Goals (SDGs) remains a major challenge for many developing countries, largely due to institutional weaknesses, governance deficiencies, and ineffective policy coordination. Recognizing the importance of leadership in addressing these challenges, this study examined the influence of leadership effectiveness on the implementation of the Sustainable Development Goals in selected public institutions in Nigeria. Specifically, the study investigated the effects of transformational leadership, strategic leadership, ethical leadership, and leadership communication on SDG implementation. A quantitative survey research design was adopted. Data were collected from employees and management personnel involved in SDG planning, coordination, monitoring, and implementation across selected federal and state public institutions. Using a multi-stage sampling technique, 434 questionnaires were administered, of which 392 valid responses were retrieved and analyzed, representing a response rate of 90.3%. The data were analyzed using descriptive statistics, Pearson's correlation, and multiple regression analysis with SPSS Version 29. The findings revealed that leadership effectiveness had a significant positive influence on Sustainable Development Goal implementation. Among the leadership dimensions examined, transformational leadership emerged as the strongest predictor of SDG implementation ($\beta = 0.44$, $p < 0.001$), followed by strategic leadership ($\beta = 0.38$, $p < 0.001$), leadership communication ($\beta = 0.33$, $p < 0.001$), and ethical leadership ($\beta = 0.27$, $p < 0.001$). The regression model explained 71% of the variation in SDG implementation ($R^2 = 0.71$), indicating that leadership effectiveness plays a substantial role in improving development outcomes within public institutions.

The study concludes that effective leadership is fundamental to strengthening institutional capacity, enhancing stakeholder engagement, improving policy implementation, and accelerating progress toward the Sustainable Development Goals in Nigeria. It recommends sustained investment in leadership development, strategic governance practices, ethical standards, and effective communication systems to improve public-sector performance and support the achievement of national sustainable development objectives.

Keywords: Leadership Effectiveness, Transformational Leadership, Strategic Leadership, Ethical Leadership, Leadership Communication, Sustainable Development Goals, Public Institutions, Nigeria.

EXAMINING THE CONTRIBUTION OF WOMEN AND YOUTH ENTREPRENEURSHIP TO INCLUSIVE DEVELOPMENT IN NIGERIA

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Abstract

This study examined how women and youth entrepreneurship contributed to inclusive development in Nigeria, with particular attention to access to finance, entrepreneurial skills development, digital transformation, and institutional support. A quantitative survey design was adopted, and structured questionnaires were administered to women and youth entrepreneurs operating small and medium-sized enterprises in selected entrepreneurial centres across Nigeria. Of the 420 questionnaires distributed, 386 were properly completed and found suitable for analysis, representing a response rate of 91.9%. Data were analysed using descriptive statistics, Pearson correlation, and multiple regression analysis with SPSS Version 28. The results showed significant positive relationships between access to finance, entrepreneurial skills development, digital transformation, institutional support, and inclusive development. The regression model produced an R-value of 0.81 and an R² of 0.66, indicating that the four predictors jointly accounted for 66% of the variation in inclusive development. Access to finance had the strongest effect ($\beta = 0.40$, $p < 0.001$), followed by entrepreneurial skills development ($\beta = 0.34$, $p < 0.001$), digital transformation ($\beta = 0.30$, $p < 0.001$), and institutional support ($\beta = 0.27$, $p < 0.001$). The study concludes that improving access to finance, strengthening entrepreneurial capabilities, expanding digital opportunities, and providing effective institutional support can enhance the contribution of women and youth entrepreneurship to inclusive development in Nigeria.

Keywords: Women entrepreneurship; youth entrepreneurship; inclusive development; access to finance; entrepreneurial skills development; digital transformation; institutional support.

EFFECT OF SOCIAL INNOVATION, COMMUNITY EMPOWERMENT AND POVERTY-REDUCTION INITIATIVES ON COMMUNITY TRANSFORMATION

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Abstract

Social entrepreneurship has gained increasing attention as a means of addressing social and economic challenges while creating social value. However, evidence on how it contributes to community transformation in Nigeria remains limited. This study examined the effects of social innovation, community empowerment, and poverty-reduction initiatives on community transformation in Nigeria. A quantitative survey design was adopted, and structured questionnaires were administered to social entrepreneurs, employees of social enterprises, and community stakeholders across selected Nigerian cities. Of 426 questionnaires administered, 392 were validly completed, representing a 92.0% response rate. Data were analysed using descriptive statistics, Pearson correlation, and multiple linear regression with SPSS Version 29. The findings showed high mean scores for social innovation ($M = 4.28$, $SD = 0.64$), community empowerment ($M = 4.34$, $SD = 0.60$), poverty-reduction initiatives ($M = 4.21$, $SD = 0.67$), and community transformation ($M = 4.39$, $SD = 0.56$). Significant positive relationships were found among the variables. The regression model explained 66% of the variance in community transformation ($R^2 = 0.66$; adjusted $R^2 = 0.65$). Community empowerment was the strongest predictor ($\beta = 0.41$), followed by social innovation ($\beta = 0.38$) and poverty-reduction initiatives ($\beta = 0.33$), all at $p < 0.001$. The study highlights the importance of innovation, empowerment, and poverty-reduction interventions in promoting community transformation in Nigeria.

Keywords: social entrepreneurship, social innovation, community empowerment, poverty-reduction initiatives, community transformation, Nigeria

**SECURITY GOVERNANCE AND CRIME PREVENTION IN LAGOS STATE,
NIGERIA: TOWARDS AN INTEGRATED AND COMMUNITY-CENTRED SECURITY
FRAMEWORK**

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Abstract

Security governance has become increasingly important to the management of crime and public safety in rapidly urbanising societies. In Lagos State, Nigeria, population growth, spatial inequality, urban informality, youth unemployment, mobility pressures, and the proliferation of both state and non-state security actors have created a complex environment for crime prevention. This paper examines the relationship between security governance and crime prevention in Lagos State, with particular attention to community policing, police legitimacy, public trust, private security, vigilantism, institutional coordination, and the exercise of discretion by street-level security actors. The paper adopts a qualitative conceptual approach based on a critical review of recent peer-reviewed literature published between 2015 and 2026. The analysis demonstrates that effective crime prevention in Lagos cannot depend exclusively on conventional, centrally controlled policing. Rather, sustainable security requires a governance framework that integrates state institutions, local communities, private security organisations, traditional and community leaders, civil society, and other relevant stakeholders within a clearly regulated and accountable institutional structure. The paper argues that police legitimacy and public trust constitute critical foundations of effective security governance. Where citizens perceive security institutions as procedurally unfair, ineffective or unaccountable, they are more likely to withdraw cooperation and rely on informal security mechanisms, potentially reinforcing vigilantism and extra-legal practices. The paper proposes an integrated security governance framework based on community co-production, intelligence-led policing, institutional accountability, public-private collaboration, technological innovation, procedural justice, and socioeconomic crime prevention.

It concludes that Lagos can improve its crime-prevention capacity by moving from a predominantly reactive policing model towards a participatory, preventive, intelligence-driven and accountable security governance system.

Keywords: security governance, crime prevention, community policing, police legitimacy, vigilantism, private security, Lagos State, Nigeria

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Abstract

This study examined the influence of women's leadership on sustainable development in selected public institutions in Nigeria. The increasing emphasis on inclusive governance and the achievement of the Sustainable Development Goals (SDGs) has heightened scholarly interest in understanding the role of women leaders in driving sustainable development outcomes. Guided by Stakeholder Theory, the study explored how women's leadership contributes to sustainable development through governance effectiveness and SDG implementation effectiveness. A survey research design was adopted, and data were collected from 419 respondents drawn from selected federal and state public institutions across Nigeria. A structured questionnaire served as the primary instrument for data collection, while Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed for data analysis. The findings revealed that women's leadership had a positive and significant influence on sustainable development outcomes. Governance effectiveness and SDG implementation effectiveness also exerted significant positive effects on sustainability outcomes, with SDG implementation effectiveness emerging as the strongest predictor. Furthermore, the model explained 64.2% of the variation in sustainability outcomes, indicating strong explanatory power. Based on these findings, the study concluded that women's leadership serves as an important catalyst for sustainable development when supported by effective governance structures and robust SDG implementation frameworks. The study recommends greater representation of women in leadership positions, stronger governance mechanisms, and deeper integration of SDG objectives into institutional practices. It contributes to the literature on leadership, governance, and sustainability by providing empirical evidence from the Nigerian public sector.

Keywords: Women's Leadership, Sustainable Development, Sustainable Development Goals (SDGs), Governance Effectiveness, SDG Implementation Effectiveness, Stakeholder Theory, Nigeria, PLS-SEM.

EXAMINING HOW ENTREPRENEURS ADAPT TO ECONOMIC CRISES AND SUSTAIN SMALL AND MEDIUM-SIZED ENTERPRISES IN NIGERIA

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Abstract

Economic crises have become an increasingly persistent feature of the Nigerian business environment, exposing small and medium-sized enterprises (SMEs) to inflation, exchange-rate volatility, high operating costs, financing constraints, supply-chain disruptions, declining consumer purchasing power and regulatory uncertainty. Because SMEs constitute a substantial component of entrepreneurial activity and employment, their ability to adapt to economic shocks is important for economic sustainability and inclusive development. This study examines how entrepreneurs adapt to economic crises and sustain SMEs in Nigeria. Specifically, the study examines the effects of financial adaptation, digitalisation, business-model innovation, market diversification and supply-chain adaptation on SME sustainability. The study adopts a quantitative survey design. A structured questionnaire based on a five-point Likert scale was administered on SME owners and managers in Nigeria. A sample size of 384 respondents was adopted. Data are analysed using descriptive statistics and multiple regression analysis through SPSS. The model indicates positive relationships between financial adaptation, digitalisation, business-model innovation, market diversification, supply-chain adaptation and SME sustainability, with an adjusted R^2 of 0.385. The study argues that SME survival during economic crises depends not merely on entrepreneurs' ability to reduce costs but on their capacity to sense environmental changes, mobilise resources, innovate, diversify markets and reconfigure operations. The study recommends improved access to affordable finance, digital infrastructure, entrepreneurship training, supply-chain support, market development and a more predictable regulatory environment.

Keywords: economic crisis, entrepreneurship, SMEs, adaptation, resilience, digitalisation, business-model innovation, sustainability

EMOTIONAL INTELLIGENCE AND LEADERSHIP EFFECTIVENESS IN NIGERIAN PUBLIC INSTITUTIONS

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Abstract

Leadership effectiveness is increasingly important as public institutions respond to institutional reforms, technological change, workforce diversity, resource constraints, and growing demands for accountability and quality service delivery. Effective leadership therefore requires more than technical competence and formal authority; it also involves the ability to understand and regulate emotions, manage interpersonal relationships, motivate employees, and respond constructively to complex organisational situations. This study examined the effect of emotional intelligence on leadership effectiveness in selected public institutions in Nigeria. Specifically, it assessed the effects of self-awareness, self-regulation, and interpersonal/emotional competence on leadership effectiveness and their combined contribution. A quantitative cross-sectional survey design was adopted. Data were collected from employees and managerial personnel in selected public institutions in Lagos State, Rivers State, Anambra State, and the Federal Capital Territory, Abuja. Of the 450 questionnaires distributed, 419 valid responses were retrieved, representing a 93.1% response rate. Data were analysed using the Statistical Package for the Social Sciences (SPSS), employing descriptive statistics, reliability analysis, Pearson product-moment correlation, diagnostic tests, and multiple linear regression. The results showed that self-awareness, self-regulation, interpersonal/emotional competence, significantly and positively influenced leadership effectiveness. Self-regulation recorded the strongest individual effect. The regression model explained 63.8% of the variance in leadership effectiveness ($R^2 = .638$), indicating substantial explanatory power. The findings demonstrate that emotional intelligence is an important predictor of leadership effectiveness in Nigerian public institutions and suggest the need to integrate emotional intelligence competencies into leadership development, recruitment, promotion, succession planning, and organisational capacity-building programmes.

Keywords: emotional intelligence, leadership effectiveness, self-awareness, self-regulation, interpersonal competence, public institutions, Nigeria, multiple linear regression, SPSS.

**GREEN INNOVATION PRACTICES AND ORGANIZATIONAL PERFORMANCE:
A SYSTEMATIC LITERATURE REVIEW AND THEORETICAL SYNTHESIS****NWAGWU, Chinedu John, PhD**Department of Business Administration,
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This study systematically reviews the conceptual, theoretical, and empirical literature around Green Innovation Practices (GIP) and their effect on organizational performance. As environmental sustainability transits basic regulatory compliance to core strategic necessity, organizations are adopting GIP to secure long-term sustainability and competitiveness. This review examines the strategic architecture of green innovation across four primary operational pillars: green management practices, green process adherence, green product offerings, and green marketing adoption. Drawing upon a tripartite theoretical framework that synthesizes Green Innovation, Institutional and Cost-Benefit Theories, the study illustrates how external institutional pressures and internal eco-centric re-engineering translate into sustainable competitive advantages, operational efficiencies and growth. An evaluation of global empirical studies confirms a strong positive correlation between holistic green innovation adoption and enhanced organizational performance, spanning both financial and non-financial metrics. Despite these established benefits, critical gaps remain in the existing literature. The review identifies a distinct geographic scarcity of studies focusing on developing economies in Sub-Saharan Africa, as well as a methodological need for multi-dimensional structural evaluations. By highlighting these gaps, this paper provides a foundational framework for future empirical research to explore how firms in volatile, emerging economies can leverage green innovation to balance ecological responsibilities with sustained corporate growth.

Keywords: Corporate-growth, Cost-Benefit. Green-innovation, Institutional, Management, Theory

MICRO ENTERPRISES: AN ASSESSMENT OF THE IMPACT OF GLOBALIZATION ON ENTREPRENEURSHIP DEVELOPMENT IN ANGLOPHONE WEST AFRICA

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Abstract

This study examines the impact of globalization on entrepreneurship development among micro enterprises in Anglophone West Africa, with a specific focus on Nigeria and Ghana. The study adopts a survey research design and utilizes primary data collected through structured questionnaires administered to 539 micro enterprise owners and managers. Data were analyzed using descriptive statistics and multiple regression analysis. The findings reveal that globalization has a significant positive effect on entrepreneurship development, enhancing business growth, innovation, and competitiveness. Digitalization was also found to significantly influence entrepreneurial performance by facilitating market access and operational efficiency. However, access to finance and institutional quality, although significant, remain critical challenges limiting the full realization of globalization benefits. The study concludes that while globalization presents substantial opportunities for micro enterprises, its effectiveness depends largely on supportive institutional frameworks, improved financial access, and technological readiness. The study recommends policy measures aimed at strengthening digital infrastructure, enhancing financial inclusion, and improving the business environment to foster sustainable entrepreneurial development. This study contributes to the literature by providing empirical evidence on the globalization–entrepreneurship nexus at the micro enterprise level and offers policy-relevant insights for promoting inclusive economic growth in developing economies.

Keywords

Globalization; Micro Enterprises; Entrepreneurship Development; Digitalization; Access to Finance

DIGITAL TECHNOLOGY AND THE TRANSFORMATION OF TRANSPORT UNIONISM IN LAGOS STATE: IMPLICATIONS FOR WORKERS, COMMUTERS AND URBAN MOBILITY

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Abstract

The rapid diffusion of smartphones, mobile applications, digital payments, GPS-enabled navigation, online platforms and algorithmic management is transforming the organisation of urban transport and the character of labour relations in Lagos State, Nigeria. For decades, transport unionism in Lagos State has been closely associated with informal public transport, motor parks, route allocation, fare collection, worker discipline and collective representation. The emergence of digital mobility platforms, particularly e-hailing services, has introduced new organisational arrangements in which passenger demand, pricing, driver allocation, performance evaluation and payment are increasingly mediated through digital technologies. This transformation creates opportunities for greater efficiency, transparency, accessibility and formalisation, but it also introduces new forms of worker surveillance, income uncertainty, algorithmic control and fragmentation of collective representation. This paper examines how digital technology is reshaping transport unionism in Lagos State and evaluates the implications for transport workers, commuters and urban mobility. Drawing on recent literature on informal transport, platform work, algorithmic management, labour organisation and Lagos State transportation, the paper adopts a qualitative conceptual review approach. The analysis demonstrates that digitalisation does not necessarily eliminate transport unionism; rather, it changes the sources, mechanisms and sites of worker power. Traditional physical organisation around garages and motor parks is increasingly complemented by digitally mediated organisation through WhatsApp groups, social media, mobile communication and platform-based networks. The paper argues that the future of transport unionism in Lagos State will depend on its capacity to move from predominantly territorial and gatekeeping functions towards digitally enabled representation, social protection, skills development, data governance and constructive participation in transport regulation. It recommends an inclusive regulatory framework that recognises platform workers as legitimate transport stakeholders, promotes social dialogue, protects workers against exploitative algorithmic practices, improves commuter protection and integrates informal and digital transport operators into metropolitan mobility planning.

Keywords: digital technology, transport unionism, Lagos State, platform work, e-hailing, informal transport, labour relations

NATIONAL CULTURE AND FAILURE TOLERANCE: A COMPARATIVE STUDY OF HOW UNCERTAINTY AVOIDANCE AND INDIVIDUALISM SHAPE ENTREPRENEURS' PIVOT OR EXIT STRATEGIES AFTER VENTURE FAILURE

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Abstract

Entrepreneurial failure is an important but insufficiently understood stage of the entrepreneurial process. While existing research has examined the causes and consequences of venture failure, considerably less attention has been devoted to explaining why entrepreneurs facing similar failure circumstances choose different strategic responses, particularly whether to pivot, persist, re-enter, or exit entrepreneurship altogether. This paper examines how national culture, specifically uncertainty avoidance and individualism, shapes entrepreneurs' tolerance of venture failure and their subsequent strategic responses. Drawing on institutional theory, cultural-cognitive perspectives and the entrepreneurial failure literature, the paper develops a comparative conceptual framework linking national culture to entrepreneurs' interpretation of failure, emotional response, learning behaviour and post-failure strategic choice. The analysis proposes that high uncertainty avoidance increases the perceived costs and stigma associated with failure and consequently raises the probability of definitive exit, whereas lower uncertainty avoidance creates greater tolerance for experimentation, strategic adaptation and pivoting. Individualism is argued to have a dual effect. High individualism may strengthen personal agency, autonomy and willingness to reconstruct a failed venture through pivoting, but it may also intensify personal responsibility and reputational exposure following failure. By contrast, collectivist environments may provide stronger relational and material support for entrepreneurial re-entry, although social expectations and reputational concerns may also discourage visible entrepreneurial experimentation. A comparative analysis of the United States, Germany, Japan, Belgium/Brazil and Nigeria illustrates how different combinations of individualism and uncertainty avoidance can produce distinctive failure-response patterns. The paper proposes that failure tolerance is not simply an individual psychological attribute but a culturally embedded institutional phenomenon. It concludes that entrepreneurship policies should move beyond promoting start-up formation toward developing culturally sensitive failure-recovery ecosystems that facilitate learning, experimentation, responsible pivoting and productive re-entry.

Keywords: national culture, entrepreneurial failure, failure tolerance, uncertainty avoidance, individualism, collectivism, entrepreneurial pivot, entrepreneurial exit, re-entry, comparative entrepreneurship

CORPORATE GOVERNANCE AND FINANCIAL ACCOUNTABILITY IN SELECTED DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

This study examined the relationship between corporate governance and financial accountability in selected money deposit banks in Nigeria, using United Bank for Africa (UBA) Plc and First Bank Plc as case studies for the period 2019 to 2025. The study focused on corporate governance mechanisms including board size, board independence, and audit committee effectiveness, while financial accountability was measured using financial reporting quality, transparency, and regulatory compliance. A panel research design was adopted, and secondary data were obtained from the annual reports and financial statements of the selected banks. Data were analyzed using descriptive statistics, comparative analysis, correlation analysis, and regression techniques. The findings revealed that board size had a negative and significant relationship with financial accountability, board independence had a positive and statistically significant effect, and audit committee effectiveness showed a positive but weaker relationship. Comparative analysis indicated that UBA Bank Plc generally demonstrated stronger governance mechanisms and higher financial accountability than First Bank Plc. The study concluded that effective corporate governance enhanced transparency, strengthened regulatory compliance, and improved the credibility of financial reporting in Nigerian money deposit banks. The study recommended that bank management and regulators strengthen board independence and audit committee effectiveness to sustain accountability and public confidence.

Keywords: Corporate governance, financial accountability, board structure, audit committee, Nigerian banking firms.

AI-Driven Work Design and Enterprise Sustainability: Insight from Emerging Economy

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Abstract

This study investigates the influence of AI-Driven Work Design (AI-DWD) on Enterprise Sustainability (ES). Determinants of AI-DWD explored in this work are AI-Driven Task Automation (AI-DTA), AI-Supported Decision Making (AI-SDM), and AI-Enabled Work Redesign (AI-EWR); while the determinants of ES explored include Economic Sustainability (EcS), Environmental Sustainability (EnS), and Social Sustainability (SoS). Purpose: This research is required to fill existing gap of low exploration of AI-DWD and ES in the context of emerging economies. Accordingly, this research addresses threats associated with ES in banking industry, using case of Selected Bank (SB) firm. Method: An empirical survey was conducted, using SB, a firm known for technological inclination. Data were analysed using 29th version of SPSS to derive F-Statistic (F-S) of joint influence of AI-DTA, AI-SDM, and AI-EWR on respective determinants of ES. Results: AI-DTA, AI-SDM, and AI-EWR reveal a jointly significant influence on EcS. More so, AI-DTA, AI-SDM, and AI-EWR show jointly significant influence on SoS. However, AI-DTA, AI-SDM, and AI-EWR demonstrate jointly insignificant influence on EnS. Contributions: First, this research conceptualizes joint influence of AI-DTA, AI-SDM, and AI-EWR on each determinant of ES. Second, this paper makes an empirical contribution by breaking down AI-work design into AI-DTA, AI-SDM, and AI-EWR, and thus shows how distinct AI work practices influence different aspects of ES. Third, it adds to methodological literature by exploring F-S component of Multiple Regression (MR) analyses. Consequently, this study provides insights that serve as guide to managers, policymakers, and scholars.

Keywords: Artificial intelligence (AI); enterprise sustainability; AI-driven task automation; AI-supported decision making; AI-enabled work redesign; economic sustainability; environmental sustainability; F-Statistic; socio-technical systems

The Impact of Artificial Intelligence on Accounting Automation in SMEs

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Abstract

In today's business landscape, digital transformation is essential for the growth and competitiveness of Small and Medium-sized Enterprises (SMEs). Yet, many of these companies struggle with technical and financial limitations when trying to upgrade their accounting and data management systems. The purpose of this paper is to examine how adopting affordable Artificial Intelligence (AI) tools can streamline accounting and auditing tasks, ultimately saving time and reducing overhead costs. Based on a review of recent technological implementations, this study highlights the most practical AI-based financial tools for smaller firms. Initial findings indicate that AI improves financial accuracy by reducing manual errors and helps business owners make faster, evidence-based decisions. The main conclusion is that while the technology is now widely accessible, the real hurdle for SMEs lies in digital literacy and managing internal organizational change.

Keywords: Artificial Intelligence, SMEs, Accounting Automation, Digital Transformation, Business Management.

Optimized Planning for Inventory and Waste Reduction: The case of Tissue Craft

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Abstract

This research project evaluates inventory management, waste reduction, production efficiency, and continuous-improvement opportunities at Tissue Craft (Pvt.) Ltd., a Lahore-based tissue-paper converting manufacturer serving retail, hospitality, institutional, and custom-branding markets. The study examines the company's hybrid operating environment, in which high-volume standard products require forecast-based make-to-stock planning while customized tissue products demand flexible make-to-order capacity. Using illustrative operational data, the study applies a range of operations management tools, including demand forecasting, aggregate planning, Economic Order Quantity (EOQ), Reorder Point (ROP), safety stock, ABC analysis, and Material Requirements Planning (MRP).

The analysis identifies parent tissue rolls as the most critical inventory item, accounting for more than 80% of annual material value. It recommends an EOQ of approximately 535 rolls and a reorder point of 750 rolls to balance inventory costs with production continuity. Pareto analysis identifies cutting/trimming waste and setup/startup waste as the major contributors to material loss, together accounting for 72.2% of weight-based waste. Fishbone and 5 Whys analyses link these losses primarily to blade wear, weak calibration procedures, reactive maintenance, inconsistent setup practices, and limited real-time measurement.

The study proposes an integrated improvement system based on Total Productive Maintenance, SMED-based changeover reduction, Lean manufacturing, 5S warehouse practices, FIFO controls, Kaizen circles, Statistical Process Control, and phased ERP implementation. These initiatives are expected to reduce total material waste from approximately 6.75% to 4% or below, improve bottleneck OEE toward 75%, reduce inventory holding costs by 15–20%, and strengthen sustainability performance through measurable eco-KPIs. Overall, the study concludes that Tissue Craft can achieve meaningful financial, operational, and environmental improvements by adopting a data-driven, phased, and continuously improving operations-management framework.

Keyword: Operations Management, Inventory Management, Production Waste

From Market Acceptance to Competitive Advantage: A Conceptual Framework of Order Qualifiers and Order Winners in Entrepreneurship

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ABSTRACT

Entrepreneurial ventures operate in increasingly competitive markets where merely satisfying basic customer expectations may not be sufficient to achieve sustainable competitive advantage. This conceptual research paper examines the strategic distinction between Order Qualifiers (OQs) and Order Winners (OWs) and explores their relevance to entrepreneurial decision-making and new venture performance. Order qualifiers represent the minimum attributes that a product or service must possess to be considered acceptable by customers and basic service standards. In contrast, order winners represent distinctive attributes that influence customers' purchasing decisions and provide a venture with a basis for differentiation from competitors.

This paper develops a conceptual framework explaining how entrepreneurs can balance market-entry requirements with differentiation strategies. The proposed model suggests that order qualifiers establish market legitimacy and acceptability, whereas order winners contribute to customer preference, competitive differentiation, and venture performance. The paper further proposes that entrepreneurial orientation, customer insight, innovation capability, resource availability, and technological capability may influence an entrepreneur's ability to develop and sustain effective order winners. The conceptual framework highlights that order qualifiers should be embedded as fundamental operating requirements, while scarce entrepreneurial resources should be strategically directed toward developing distinctive value propositions. The paper concludes with implications for entrepreneurs, educators, and researchers and proposes future empirical research to validate the relationships presented in the framework.

Keywords: Order qualifiers, order winners, Entrepreneurship, Competitive Advantages

**THE MEDIATING ROLE OF TECHNOLOGICAL VIGILANCE BETWEEN IT
INFRASTRUCTURE AND AIS EFFICIENCY: EVIDENCE FROM CONVENTIONAL
BANKS IN PAKISTAN**

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Abstract

This study investigates the mediating role of technological vigilance within the Conventional banks in Pakistan supporting the relationship between IT infrastructure (including hardware, software, maintenance, security, networks, interoperability, and information quality) and AIS efficiency. This study adopts a quantitative approach, incorporating a survey design and utilizing a questionnaire for primary data acquisition, 279 responses were received from bankers holding various designations, including financial, accounting and financial facilities managers across Conventional banks of Pakistan that was analyzed through Hayes PROCESS macro (Model 4) to examine both direct and indirect across seven IT infrastructure subcomponents. The study finds that technological vigilance mediates the role between IT infrastructure constructs and AIS efficiency. These findings underscore the dual operational and strategic value of IT infrastructure in enhancing AIS efficiency and offer valuable insights for improving IT governance within the conventional banking sector of Pakistan.

Keywords: Technological Vigilance, AIS Efficiency, IT Infrastructure, Banks, Conventional Banks, Pakistan

Entrepreneurial Venture: Glyco Fresh Hope for Diabetic Individuals**Miss Rooth Rafique**

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ABSTRACT

Diabetes has emerged as a significant health concern in Pakistan, creating an increasing demand for accessible, convenient, and healthier food alternatives for diabetic individuals. Despite the availability of selected products such as sugar-free snacks, low-glycemic-index foods, and multigrain flour, the existing market provides limited options for ready-to-eat and partially prepared meals specifically designed to address the dietary needs of diabetic consumers. This business plan proposes Glyco Fresh, a diabetic-friendly food store designed to address this market gap by providing convenient, nutritious, and culturally appropriate food choices, including ready-to-eat parathas, diabetic-friendly beverages, traditional foods, and other partially prepared meals. The business idea emerged through an entrepreneurial opportunity-identification process in response to a social and consumer need. Glyco Fresh aims to reduce the inconvenience experienced by diabetic individuals, particularly older adults, who may face difficulties in preparing suitable meals while managing their dietary requirements. The proposed business integrates entrepreneurship with project management, quality assurance, innovation, and risk assessment to develop a sustainable and customer-oriented food venture. By combining health-conscious food options with convenience and accessibility, Glyco Fresh seeks to create social value while addressing an underserved market segment. The business model emphasizes product quality, customer needs, operational effectiveness, and risk management as essential components for successful implementation. Overall, Glyco Fresh represents an innovative entrepreneurial response to the growing demand for diabetic-friendly food solutions and offers potential for both commercial sustainability and positive social impact.

Keywords: Diabetes, Diabetic-Friendly Food, Entrepreneurship, Market Gap, Innovation, Project Management, Risk Assessment

Analyzing FoodPanda's Service Failures and its Impact on Restaurant Customer Loyalty**Miss Vaneeza Hasnain**

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Abstract

Online Food delivery services, which offer accessibility and convenience, now have become a Integral component to modern consumer. Foodpanda, being one of the largest food delivery solutions in Pakistan, helps to close the gap between customers and restaurants. Nonetheless, inefficiencies that include poor quality of foods, irregularity in order delivery, and improper packaging of the food have been perceived to result in customer discontent. The present research focuses on the effects of these service failures on customer loyalty toward partnered restaurants. Data was collected through both text mining of customers' reviews and a structured survey among Foodpanda users. The regression analysis sample involved 62 respondents who are students at Forman Christian College University (FCCU) who use Foodpanda. The following analysis was done on the reviews section of the Foodpanda app and the official pages of the restaurants in the app. Findings showed that order accuracy was the most influential factor on customer loyalty; however, food temperature, freshness, and packaging were not highly significant to customer loyalty. Based on the findings, it is seen that it is important for enhancing customer retention to pay special attention to achieving accurate order fulfillment. The research ends with suggestions that Foodpanda and restaurant partners ought to improve service delivery and eliminate the experiences that customers despise.

Keywords: Food delivery services, Foodpanda, customer loyalty, order accuracy, packaging quality, Restaurants, sentiment analysis, regression analysis.

SOCIAL SCIENCES AS A CATALYST IN EDUCATIONAL INNOVATION IN THE 21ST CENTURY

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Abstract

The 21st century is marked by fast technology growth, global links, changes in people numbers, new social problems and new needs for knowledge and skills. These shifts put pressure on schools to find new ways that use technology, fit society and focus on learners. This paper looks at how the social sciences can spark innovation in the 21st century. By reviewing books and policy papers the paper shows how fields like sociology, psychology, economics, political science, anthropology and social studies help us see the cultural, institutional and social parts of school change. The paper says that educational innovation is not about new gadgets; it also means changes in what is taught how it is taught how we test how teachers grow, how schools run and how rules are made all to match new social realities. The OECD says social sciences are key to understanding how innovation happens and to breaking down limits to both tech and social innovation. Studies on studies show that adding tech can help students build learning and innovation skills read and use media get tech skill and learn life and job skills. The Technological Pedagogical Content Knowledge framework shows that real tech use needs a mix of content, teaching and tech not tech alone. In Nigeria research says pre-service teachers of studies are ready for digital tech but they face problems with school access and tools. This paper stresses that teamwork across subjects learning to use tech thinking sharply and creatively updating the curriculum helping teachers grow and making policy based on evidence are all needed. It ends by saying that putting sciences into educational innovation can make learning more fair fit the local context and put people first so students are ready, for the complex social and tech world of the 21st century.

Keywords: Social Sciences; Educational Innovation; 21st Century Education; Social Studies; Digital Technology; Curriculum Innovation; Critical Thinking; Teacher Education.

Analyzing the Global Perception of U.S. Credibility Post-Afghanistan Withdrawal**Miss Eesha Parveen**

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Abstract

Afghanistan, legitimately the Islamic Emirate of Afghanistan, is an enclosed country at the junctions of Central and South Asia. A country rich and famous for its minerals. Country which is under tremendous war and bloodshed for almost last forty years. But still people with high hope and with great courage bearing this horrific situation. NATO has got this right to invade the region which is a global threat and this is what it did with Afghanistan. After 9\11 the tension reached to its peak and with the slogan “either you are with us or against us” by America the whole world divided into two but although having this much concrete cause it never met a decent end. The withdrawal of the US has already aroused several haunting questions in the mind of world. But the role of diplomacy can never be thwarted.

Keywords: International Relations, NATO, Global Threats, Afghanistan, Pakistan

From Tourism and Economic Growth in Pakistan: An Empirical Assessment of Tourism's Contribution

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Abstract

Tourism has emerged as an important contributor to economic development by generating employment, foreign exchange earnings, investment, regional development, and business opportunities. This study examines the impact of tourism on Pakistan's economic growth, with particular emphasis on tourism receipts and their relationship with gross domestic product (GDP). The study draws on literature concerning tourism, employment, infrastructure, foreign exchange earnings, tourism policies, sustainability, and regional development in Pakistan. It also considers the challenges that constrain the expansion of the tourism sector, including inadequate infrastructure, security concerns, political instability, ineffective promotion, environmental pressures, and economic uncertainty. The empirical investigation uses data covering the period from 1995 to 2023 and employs the Autoregressive Distributed Lag (ARDL) approach to examine the relationship between tourism and economic growth. The findings reported in the study indicate that tourism receipts have a statistically significant and positive impact on economic growth. Human capital and gross capital formation demonstrate positive long-term effects, while labor force participation, foreign direct investment, and gross national expenditure also contribute positively to economic growth. In contrast, inflation and exchange-rate effects are reported as negative and statistically significant. The study concludes that tourism represents an important opportunity for Pakistan to strengthen economic growth, generate employment, and increase foreign exchange earnings. It recommends greater private-sector investment, improved tourism infrastructure, enhanced security, supportive policies, and environmentally sustainable tourism practices to realize Pakistan's substantial tourism potential.

Keywords: Tourism, Economic Growth, Tourism Receipts, Foreign Exchange Earnings, Pakistan

Federated Causal Intelligence for Explainable and Secure Cloud Cybersecurity**Dr. Ammber Nosheen**

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Abstract

Advanced cloud computing environments, where cybersecurity grows complex in distributed and dynamic settings, face evolving threats, data privacy challenges, distributed attacks, and limited transparency in security decision-making. This paper explores how Federated Learning AI applications can strengthen resilience and cybersecurity in a cloud setting. The research highlights cloud security as a distributed intelligence problem based on local security data and the limitations of data sharing due to sensitive raw information. Federated learning delivers security models while protecting information in collaborative environments. Furthermore, explainable AI causal intelligence helps identify factors behind security events and supports interpreting security predictions.

The research paper develops a federated intelligence conceptual framework, with a particular focus on privacy-preserving collaborative learning, distributed security monitoring, cloud cybersecurity, quality-aware model aggregation, anomaly detection, and causal analysis. The proposed research mainly focuses on developing a distributed architecture and advancing local detection models, with local cloud clients processing security data and sending updates to a federated server for aggregation. The resulting global intelligence across participating cloud environments is subsequently used to support security decision-making and explainable resilience.

Additionally, the paper's contribution is intended to provide a framework development with a structured basis for improving cybersecurity mechanisms, enabling sensitive data exchange without requiring direct or core data sharing. In particular, integrating explainable intelligence and federated learning can support transparent security analysis and privacy awareness in cybersecurity-related factors. This research study aims to design and develop a more secure, interpretable framework that helps organisations collaboratively improve security intelligence while maintaining control over their sensitive data.

Keywords: Federated Learning, Cloud Cybersecurity, Explainable Artificial Intelligence, Causal Intelligence, Anomaly Detection, Privacy-Preserving Security, Cloud Resilience

The Digital Path to Circularity: Examining the Roles of Innovation, Adaptability, and Technological Uncertainty in Supply Chains

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Abstract

Purpose: Achieving Circularity in supply chains amidst rapid digital transformations and high technological uncertainty it remains a challenge for most organizations. So the aim of this study is to examine the use digital supply chain management technologies in enabling circular supply chains in the face of technological uncertainty while focusing on the mediating roles of supply chain innovation and adaptability. **Design:** Dynamic capability Theory was employed to explore in-depth about the the conditions under which digital supply chain management enables circular supply chain management. Quantitative analysis was conducted using survey data which was collected from 206 manufacturing firms in Pakistan across various industries. This paper explores how supply chain innovation and adaptability works as mediators and technological uncertainty moderates these relationships. Data was analyzed using SPSS Process Hayes to explore and interpret data with both direct and indirect pathways to provide robust findings. **Findings:** The Findings reveals that digital supply chain management significantly impacts circular supply chain management practices directly and through supply chain innovation and supply chain adaptability, technological uncertainty moderates these relationships influencing the impact strength of digital supply chain management. DSCM adoption enhances the organizations flexibility, operational efficiency, and sustainability which helps organizations respond to environmental and market challenges effectively. Findings of this study supports the theoretical link between DSCM and CSCM and offers practical insights for building circular and resilient supply chains. **Value:** This study offers a novel contribution by examining the integration of digital supply chain can lead towards circularity through the lens of supply chain innovation and adaptability. This paper empirically confirms and conceptualises that DSCM enables CSCM under different levels of technological uncertainty, and they are not just parallel terms. This study provides enriching understanding of how organizations can build dynamic and future ready supply chains and also provides strategic steps for organizations to align their digital supply chain initiatives with circularity goals in rapidly changing environment's.

Keywords: Digital supply chain management, Circular Supply chain management, Supply chain innovation, Supply chain adaptability, Technological uncertainty

Energy Efficiency as a Hidden Growth Engine: Evidence from Pakistan's Economic Performance

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ABSTRACT

Energy efficiency has increasingly emerged as an important mechanism for promoting sustainable economic growth, particularly in developing economies facing energy shortages, rising import dependence, and production inefficiencies. This study investigates whether energy efficiency can act as a hidden growth engine for Pakistan by examining its relationship with economic performance over the period 1990–2024. Annual time-series data are obtained from the World Development Indicators (WDI), with GDP per capita growth serving as the measure of economic performance and energy intensity representing energy efficiency. The analysis further incorporates energy imports, industrial value added, and urbanization as control variables. An econometric framework based on stationarity testing, correlation analysis, diagnostic tests, and the Autoregressive Distributed Lag (ARDL)–Error Correction Model (ECM) is employed using EViews. The findings indicate a stable long-run relationship between economic growth and the selected energy and structural variables. The significant and negative error correction term of -0.384 demonstrates that approximately 38.4% of short-run disequilibrium is corrected within one year, confirming a meaningful adjustment toward long-run equilibrium. The results further indicate that energy efficiency plays an important structural role in Pakistan's economic performance, although its effects are more evident in the long run than through immediate year-to-year changes. The study highlights the importance of demand-side energy policies, industrial efficiency improvements, energy audits, efficient technologies, and reduced energy import dependence. Strengthening energy efficiency can therefore contribute to productivity, economic resilience, and sustainable long-term growth in Pakistan.

Keywords: Energy Efficiency, Energy Intensity, Economic Growth, Pakistan

When Agility Meets Technology: Explaining Supply Chain Resilience Through Digital Adoption and Risk Management Maturity

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Abstract

In this study, we examine the role project management practices play in impacting the outcomes of the supply chain, the role of Digital Technology Adoption as a mediator and Risk Management Maturity as a boundary condition in the influence of Agile Project Management in the context of supply chain resilience. As the demand for resilience increases on organizations, it is crucial to understand how agile project practices can lead to real-world benefits in terms of resilience and when. The authors analyse the indirect effects of Agile Project Management Practices on Supply Chain Resilience as well as the direct effects in this research and how the level of maturity in digital technology and risk management of an organisation influences the magnitude of the effects.

The study is designed using quantitative research design with a cross-sectional approach and the testing technique is a technique of Structural Equation Modelling, in addition to the statistical analysis results of the measurement model and the structural model, which were determined from the survey data from project and supply chain management practitioners in project-based organizations. This approach not only enables the direct impact of the Agile Project Management Practices on Supply Chain Resilience to be examined, but also the indirect impact of Digital Technology Adoption as a cascade effect of Agile Project Management Practices and the moderating role of Risk Management Maturity between Digital Technology Adoption and Resilience.

The findings anticipated are that Agile Project Management Practices have a positive direct and indirect effect on Supply Chain Resilience; and that Digital Technology Adoption is a key determinant that enables the agile practices to be realized as a resilience outcome. This needs to be further bolstered by the maturity of the Risk Management capability: the more mature, the more value gained from adopting digital technology.

In conclusion, the study will establish clearly the synergy between agile project management practices, digital technology adoption and risk management maturity, and overall, the effect that this synergy will have on the supply chain's resilience, resulting in more adaptive and disruption-ready supply chains. The study can be useful so long as the principles of agile project management are adapted to the supply chain management and have practical implications that project and supply chain managers should take into account when developing a resilience plan for their project or supply chain using structured, technology-driven approaches.

Keywords:

Agile Project Management; Digital Technology Adoption; Risk Management Maturity; Supply Chain Resilience; Project Management; Supply Chain Management

Dijital Çağda STEM Öğretmen Yeterlikleri**Şengül ŞEBER**

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Dijital dönüşüm STEM becerilerine olan talebi artırırken, STEM öğretmenlerinden teknik becerilerin ötesinde pedagojik, disiplinlerarası ve etik boyutları kapsayan yeterlikler beklenmektedir. Bu çalışma, dijital çağda STEM öğretmen yeterliklerini TPACK, DPACK, DigCompEdu ve Öğretmen Dijital Yeterliği (TDC) çerçeveleri ile Türkiye’de IPA III Projesi kapsamında geliştirilen dijital öğretmen yeterlikleri ve Türkiye Yüzyılı Maarif Modeli ışığında kavramsal olarak incelemekte ve bu çerçeveyi TALIS 2024 verileriyle Türkiye bağlamında sınamaktadır. Ampirik bölümde TALIS 2024 kamuya açık öğretmen verileri (Türkiye: ortaokul n = 4.932, lise n = 4.976; uluslararası karşılaştırma: 55 eğitim sistemi) ağırlıklı betimsel istatistiklerle analiz edilmiş; hedef sınıfında matematik, fen veya teknoloji dersi okutan öğretmenler STEM öğretmeni olarak sınıflandırılmıştır. Bulgular, ortaokul STEM öğretmenlerinin dijital öz-yeterliğinin yüksek olduğunu (görevlerin çoğunda %76–85) ve diğer branşlardan küçük farklarla ayrıştığını; ancak dijital araçların sınıfta ağırlıklı olarak bilgi sunumu amacıyla kullanıldığını (%77,8), dijital geri bildirim, iş birliği ve problem çözmeye yönelik derin pedagojik kullanımların ise %32–58 aralığında kaldığını göstermektedir. STEM öğretmenleri türdeş bir grup değildir: teknoloji öğretmenleri bütün göstergelerde önde, matematik öğretmenleri ise geride yer almaktadır. Türkiye’de ortaokul öğretmenlerinin yapay zekâ kullanımı (%23,8) TALIS ortalamasının (%41,7) altındadır; yapay zekâ konusunda yüksek mesleki gelişim ihtiyacı (%70,9) ile düşük katılım (%33,1) bir arada bulunmakta, kullanmama nedenlerinin başında bilgi-beceri (%72,3) ve altyapı (%71,1) eksikliği gelmektedir. Sonuçlar, politika önceliğinin dijital altyapıdan pedagojik tasarım yeterliklerine kaydırılması ve yapay zekâyı etik boyutuyla birlikte ele alan, branşa duyarlı mesleki gelişim programlarının tasarlanması gerektiğine işaret etmektedir.

Anahtar Kelimeler: STEM eğitimi, dijital yeterlik, öğretmen yeterlikleri, TALIS 2024, yapay zekâ

STEM Teacher Competencies in the Digital Age**Şengül ŞEBER**

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As digital transformation increases the demand for STEM skills, STEM teachers are expected to hold competencies that go beyond technical skills to include pedagogical, interdisciplinary and ethical dimensions. This study conceptually examines STEM teacher competencies in the digital age through the TPACK, DPACK, DigCompEdu and Teacher Digital Competency (TDC) frameworks, together with Türkiye's digital teacher competencies developed under the IPA III project and the Türkiye Century Maarif Model, and tests this framework in the Turkish context using TALIS 2024 data. In the empirical part, the TALIS 2024 public-use teacher data (Türkiye: lower secondary $n = 4,932$, upper secondary $n = 4,976$; international comparison: 55 education systems) were analysed with weighted descriptive statistics; teachers whose target class was mathematics, science or technology were classified as STEM teachers. Lower secondary STEM teachers report high digital self-efficacy (76–85% for most tasks), differing only slightly from teachers of other subjects; however, digital tools are used in class mainly to present information (77.8%), while deeper pedagogical uses such as digital feedback, collaboration and problem solving remain at 32–58%. STEM teachers are not a homogeneous group: technology teachers lead on every indicator, while mathematics teachers lag behind. Use of artificial intelligence by lower secondary teachers in Türkiye (23.8%) is below the TALIS average (41.7%); a high professional development need in AI (70.9%) coexists with low participation (33.1%), and lack of knowledge and skills (72.3%) and of infrastructure (71.1%) are the main reasons for non-use. The results suggest shifting policy priority from digital infrastructure to pedagogical design competencies and designing subject-sensitive professional development programmes that address AI together with its ethical dimension.

Keywords: STEM education, digital competence, teacher competencies, TALIS 2024, artificial intelligence

Beyond Static Business Models for SME Growth and Resilience**Dr. Ijaz Yusuf & Dr. Ammber Nosheen**Associate Professor, Business Department, School of Business,
Forman Christian College (A chartered University), Lahore, Pakistan**Abstract**

Small to medium enterprises (SMEs) operate in increasingly uncertain, volatile, complex, and interdependent business environments, where decisions concerning inventory, workforce, production, information flow, customer relationships, and technology can generate unintended consequences over time. This paper explores the application of Systems Thinking and System Dynamics as an approach for understanding and improving the dynamic behavior of business models in micro to medium enterprises. The study conceptualizes the enterprise as an interconnected system in which feedback relationships among key variables influence organizational performance and create reinforcing and balancing behavioral patterns. System Dynamics provides a structured methodology for identifying important business problems, understanding the underlying structures that produce undesirable outcomes, and designing alternative policies to improve system behavior.

The paper develops and examines dynamic business models through simulation-based analysis, focusing particularly on workforce, inventory, production, customer behavior, delivery performance, management information systems, training effectiveness, and technology transfer. Two illustrative business contexts are considered: an LED bulb production model and the dynamics of Continental Cash Register Systems.

The findings presented in the models indicate that simulation can assist managers in examining alternative policies before implementing them in real organizational settings. In particular, structural changes can provide longer-term and potentially more sustainable improvements compared with adjustments to individual parameters. The study concludes that System Dynamics can strengthen managerial decision-making by enabling enterprises to visualize complex interdependencies, test policy alternatives, reduce the cost and time associated with experimentation, and build greater confidence in strategic initiatives.

Keywords: System Dynamics, Dynamic Business Models, Small and Medium Enterprises, Business Simulation, Policy Design, Sustainable Growth

Revitalizing Agri-Food Supply Chain for Sustainability

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Abstract

Agri-food supply chains are complex networks involving production, processing, distribution, retailing, and consumption, and they face growing challenges related to environmental degradation, climate change, resource scarcity, food security, and social responsibility. This study aims to investigate how agri-food supply chains can be revitalized to achieve greater sustainability and contribute to a greener future. The research focuses on four interconnected dimensions: supply chain mapping and logistics optimization, carbon footprint and carbon-credit allocation, climate change risk assessment and mitigation, and the integration of Environmental, Social, and Governance (ESG) considerations. Particular attention is given to the potential role of digital technologies, including Internet of Things, blockchain, and big data analytics, in improving supply chain visibility, sustainability-oriented decision-making, resilience, and resource efficiency. The study will employ a multifaceted research design incorporating an extensive literature review, industry case studies, expert interviews, stakeholder surveys, climate-data analysis, simulation modelling, and quantitative analysis. Supply chain mapping will be used to identify opportunities for transportation optimization, resource efficiency, waste reduction, and emissions reduction, while climate-risk assessment will support the development of feasible mitigation strategies. The research will also examine social and ethical dimensions, including stakeholder inclusion and responsible supply chain practices. The expected outcomes include optimized agri-food supply chain models, a framework for carbon-credit allocation, climate-risk mitigation strategies, and an integrated ESG sustainability framework. The study is expected to contribute to both academic knowledge and practical decision-making for building resilient, environmentally responsible, and socially sustainable agri-food supply chains. ventures operate in increasingly competitive markets where merely satisfying basic customer expectations may not be sufficient to achieve sustainable competitive advantage.

Keywords: Agri food Supply Chain, Supply chain Sustainability, Carbon Footprints Reduction, ESG Practices

ANALYSIS OF FINANCIAL KNOWLEDGE, FINANCIAL BEHAVIOR, AND INDEBTEDNESS OF HIGHER EDUCATION STUDENTS

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Abstract

Debt among young Brazilian university students is a phenomenon of growing social and academic relevance, especially given the expansion of credit and the historical insufficiency of financial education in higher education curricula. This study aims to analyze the financial knowledge, financial behavior, and indebtedness of higher education students. The research is characterized as descriptive-explanatory, with a quantitative approach, and data collection was carried out through a structured questionnaire applied to 148 students from different courses at a higher education institution. The results indicate that the participants have an intermediate level of financial knowledge, with significant gaps in topics such as investment diversification and participation in financial education initiatives. In terms of behavior, positive practices are identified, such as price comparison before making larger purchases, coexisting with deficiencies in the control and recording of personal expenses. Regarding indebtedness, it was found that 22.3% of respondents were late on payments in the last six months and 20.9% commit more than 50% of their income to debt. A comparative analysis of courses demonstrates that areas with greater curricular contact with management and finance content, such as Accounting and Business Administration, show lower debt rates, while health-related courses register the worst indicators. It is concluded that financial education plays a relevant role in promoting healthy financial habits and reducing vulnerability to debt among university students.

Keywords: Financial literacy. Financial knowledge. Financial behavior. Debt. Higher education.

CRM USER SATISFACTION AT A CREDIT UNION REGARDING MEMBER SERVICE

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Abstract

Customer Relationship Management (CRM) supports the management of customer relationships by organizing information and recording interactions over time. In this context, the main objective of this study is to analyze the satisfaction level of employees of a credit union with its CRM system, identifying the main difficulties found in its use and examining how these difficulties affect member service and relationships. The research is a descriptive case study with a mixed-methods approach, using a structured questionnaire with 28 closed Likert-scale questions and 2 open questions, applied to employees from five branches, resulting in 71 valid responses, which represent 73.95% of the sample. The data were tabulated and analyzed based on the closed and open answers, with frequencies, percentages, and means for the quantitative part, and thematic grouping of the open answers to support the interpretation of the results. The findings indicate that 97.2% of respondents use the system daily and that overall satisfaction with the SIG reaches an average of 3.89 on a five-point scale. The format and ease-of-use dimensions show the most positive evaluations, with averages of 4.08 and 4.04, while speed is the main critical point, with an average of 2.51 and 85.9% of answers between very dissatisfied, dissatisfied, or neutral. It is concluded that the system is perceived as relevant for member service, although technical improvements are needed to increase its efficiency and contribution to relationship management.

Keywords: Customer Relationship Management (CRM), User satisfaction, Credit union, Information system.

GOOD TAX COMPLIANCE PRACTICES: AN EXPLORATORY STUDY IN COMPANIES IN SERRA GAÚCHA

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Abstract

Tax compliance has become a crucial element in business administration, assisting in fulfilling legal obligations, reducing potential risks, and consolidating corporate governance. The purpose of this study was to examine exemplary tax compliance practices adopted by companies in the Serra Gaúcha region and evaluate the impact of these practices on reducing tax uncertainties and optimizing business management. The investigation is descriptive in nature, focusing on numerical data, and was conducted through a survey using a questionnaire directed at 53 companies in the area. The findings revealed a strong commitment of the entities to complying with tax requirements, highlighting the timely payment of taxes (94% agreement; average score of 4.60), the regular analysis of tax responsibilities (81%; average score of 4.36), and the involvement of senior management with guidelines and standards (87%; average score of 4.34). A widespread adoption of integrated management software (ERP) and technological resources was also observed (79%; average score of 4.15). The main obstacle identified by 89% of participants was Brazil's intricate tax legislation (average score 4.66). Additionally, 85% stated that compliance enhances the company's image, while 80% recognized its influence on increasing credibility with investors and employees. It is concluded that the companies investigated demonstrate an adequate level of development in tax compliance, although there is still room for improvement in risk management, supervision of internal control mechanisms, and the application of performance metrics.

Keywords: Tax compliance. Corporate governance. Risk management.

**IMPACTS OF TAX REFORM AND ADAPTATION STRATEGIES: A CASE STUDY IN
A COOPERATIVE IN SERRA GAÚCHA****Alice Mallmann Michel**

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Abstract

The Brazilian tax system is characterized by high levels of complexity and bureaucracy, posing challenges for organizational management. Against this backdrop, this study aims to analyze the impacts of the Tax Reform on a cooperative in the Serra Gaúcha region and to propose strategies for adapting to the new fiscal landscape. The research employs a qualitative approach, descriptive and explanatory in nature, based on a case study conducted at Cooperativa Santa Clara. Data collection involves document analysis, direct observation of internal processes, and interviews with managers from the Executive Board, Information Technology, Controllershship, Human Resources, and Tax departments. The results indicate that the Tax Reform brings about significant structural changes, particularly regarding the potential increase in the tax burden, shifts in cash flow dynamics, and the need to adapt management systems. The study also highlights the importance of continuous staff training and inter-departmental integration to ensure regulatory compliance and operational efficiency. It concludes that successful adaptation relies on tax planning, investment in technology, and the strengthening of human capital, all aimed at ensuring the cooperative's sustainability and competitiveness within the new tax framework.

Keywords: Tax Reform. Cooperativism. Cooperative Transactions. Dual VAT. Adaptation Strategies.

**THE INFLUENCE OF KNOWLEDGE CREATION, KNOWLEDGE-INTENSIVE SOLUTIONS,
GREEN PROCESS INNOVATION ON FINANCIAL PERFORMANCE**

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Abstract

The objective of this study was to investigate the influence of knowledge creation, knowledge-intensive solutions, green process innovation, and green product innovation on the financial performance of the apple production chain in the state of Rio Grande do Sul, Brazil. The research was quantitative, exploratory, and descriptive in nature, and was conducted using a cross-sectional survey. The population consisted of apple producers in the state of Rio Grande do Sul. The sampling process was non-probabilistic based on convenience sampling, and the final sample comprised 420 respondents. Data were collected using a questionnaire with a five-point Likert scale, made available electronically via Google Docs from August through December 2025. The data were analyzed using descriptive statistics and neural networks. Knowledge creation can be understood as the process of expanding and structurally organizing the knowledge generated by individuals within an organizational knowledge network, as described by Takeuchi and Nonaka (2004). Furthermore, it can be defined as the process of continuously improving the existing knowledge base, rather than simply incorporating previously unknown knowledge, while ensuring that this knowledge remains accessible and useful, as explained by Mildemberger (2023). This study developed a model representing the relationships between knowledge creation knowledge-intensive solutions, green process innovation on the financial performance of the apple production chain in the state of Rio Grande do Sul, Brazil

The three latent variables (knowledge creation, knowledge-intensive solutions, green process innovation explain 58.0% of the variance in financial performance. Thus, a gap remains for future studies to identify other variables that might explain the missing 42.0%, such as competitive priorities and competitive advantages.

Keywords: Knowledge Creation; Knowledge-Intensive Solutions; Green Innovation; Financial Performance.

AN INTEGRATIVE REVIEW OF COMPETENCY-BASED EDUCATION IN BUSINESS ADMINISTRATION PROGRAMS: CHALLENGES AND STRATEGIES FOR INTEGRATING TEACHING AND LEARNING

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Abstract

The purpose of this study is to present an integrative review of the literature on competency-based education in business administration programs, focusing on the challenges and opportunities for integrating teaching and learning. To conduct the review, the SciELO, Redalyc, SPELL, and Google Scholar databases were consulted, covering the search period from May to August 2026. Publications produced between 2015 and 2025 were analyzed. The study selection process involved mapping and analyzing the scientific articles identified in the consulted databases, in accordance with the established inclusion and exclusion criteria. The results showed that competency-based education in the Business Administration program requires moving beyond teaching practices centered predominantly on the memorization of theories, favoring the development of students' ability to mobilize knowledge (knowing), skills (knowing-how), and attitudes (knowing how to be and interact) to address and solve complex problems in an organizational context. The study identified the main challenges to integration—namely, cultural resistance and changing roles—as well as pedagogical and institutional challenges, such as curricular fragmentation, disconnect from the labor market, and inadequate assessment methods. The study also identified pedagogical and institutional strategies, namely: active methodologies and simulations; and faculty training and development.

Keywords: Business Administration, Knowledge, Competency, Active Methodologies

**INTEGRATING KAIZEN AND DESIGN THINKING INTO TACTICAL
MANAGEMENT USING OKRs: FROM PROBLEM IDENTIFICATION TO
EXECUTION IN A FINANCIAL SERVICES COMPANY**

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Abstract

This study aims to propose an integrated conceptual framework that combines Design Thinking, the Kaizen method, and the Objectives and Key Results (OKR) model to support tactical management in a financial services company. The research is qualitative, applied in nature, and exploratory in character, and was conducted through a systematic literature review and content analysis based on Flick (2009). The data collection covered the period from 2014 to 2026 using the ScienceDirect, Emerald, and Scopus databases, resulting in the analysis of 18 articles. The findings indicate that the effectiveness of tactical management depends not only on the definition of objectives but also on the ability to structure relevant problems, align strategic direction, and sustain execution over time. In this context, Design Thinking contributes to problem understanding and definition, OKR functions as a mechanism for direction-setting and prioritization, and Kaizen supports execution through continuous improvement. As its main contribution, this study proposes a framework that integrates these approaches, promoting greater alignment between strategy and operations while strengthening value creation in complex and regulated organizational environments. The relevance of this study lies in addressing a practical and theoretical gap concerning corporate methodological fragmentation by offering an ambidextrous governance model capable of reconciling operational agility and regulatory compliance in the dynamic financial sector.

Keywords: design thinking; OKR; Kaizen; tactical management; continuous improvement.

OPEN INNOVATION: A SYSTEMATIC LITERATURE REVIEW

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Abstract

The present work addresses open innovation as a necessary model for organizations that seek competitiveness and adaptability in an environment of rapid change, but poorly understood by the companies that use it. Thus, the study proposes to analyze the influencing variables, challenges and strategies used for the adoption of open innovation by organizations based on publications on the subject. It is a qualitative, exploratory research, based on a systematic review of the literature through content analysis according to Flick (2012). Publications from 2019 to 2024 were analyzed, focusing on the Science Direct, Emerald and Scopus databases. The terms "open innovation" and "management challenges" were used together in the search, and the studies were evaluated for relevance to the theme and research question. The results identified that variables such as organizational culture, leadership, technological infrastructure, and government incentives significantly influence the implementation of open innovation, both from the perspective of influencing variables, as well as in challenges and implementation strategies. The research concludes that strategies such as the development of a collaborative culture, use of digital platforms, and establishment of external networks can help organizations overcome the barriers associated with open innovation, in addition to contributing to the identification of a pattern of variables that influence adoption, challenges faced, and strategies implemented by organizations.

Keywords: open innovation; innovation models; innovation challenges; influencing variables.

LIST OF LEAN MANUFACTURING PRACTICES IN THE ADOPTION OF CLEANER PRODUCTION: A STUDY USING STRUCTURAL EQUATIONS

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Abstract

The objective of this article is to verify whether lean manufacturing (LM) practices are positively related to the adoption of cleaner production practices (P+L) in industries in the metal-mechanic sector, in order to test the hypothesis - widely argued in literature - that when identified as lean production, the industry also tends to be green production. The research was carried out with industries of the branch in the states of Rio Grande do Sul and Santa Catarina, Brazil, through a survey, used in order to measure their opinion, identifying what are the main affinities, the P+L and ME practices and how much they relate to each other in an indirect and practical way. The analysis of this study had a quantitative and descriptive character. In the end, the objective was achieved; revealing that lean manufacturing influences cleaner production by 89%.

Keywords: lean manufacturing, cleaner production, structural equations.

**THE RELATIONSHIP BETWEEN THE USE OF MANAGERIAL PRACTICES AND
THE PERFORMANCE OF INDIVIDUAL MICROENTREPRENEURS: AN
EXPLORATORY STUDY IN THE CITY OF BENTO GONÇALVES/RS**

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Abstract

The increasing number of Individual Microentrepreneurs (MEIs) in Brazil highlights the importance of this segment to the national economy and reinforces the need for managerial practices that improve the performance of small businesses. Therefore, this study aimed to analyze the relationship between the use of managerial practices and the performance of Individual Microentrepreneurs (MEIs) in the municipality of Bento Gonçalves, Rio Grande do Sul, Brazil. The research was descriptive, with a quantitative approach, and was conducted through a survey using a structured questionnaire administered to 105 MEIs. Data were analyzed using descriptive statistics, Spearman's correlation coefficient, and the Kruskal-Wallis test. The results showed that the mean managerial practices score was 3.36 (SD = 0.93), with accounts payable and receivable control (M = 3.70), cost-based pricing (M = 3.62), and cash flow forecasting (M = 3.61) being the most frequently adopted practices. The mean business performance score was 3.22 (SD = 0.95). A positive and statistically significant correlation was found between managerial practices and business performance ($\rho = 0.638$; $p < 0.001$). Monthly expense planning showed the strongest association with payment capacity ($\rho = 0.664$; $p < 0.001$). Furthermore, MEIs with a high level of managerial practice adoption achieved a mean performance score of 3.76, whereas those with a low level obtained a mean score of 2.29, with differences confirmed by the Kruskal-Wallis test ($H = 38.60$; $p < 0.001$). It is concluded that the systematic use of managerial practices significantly improves business performance by strengthening planning, financial control, and the sustainability of individual microenterprises.

Keywords: Individual Microentrepreneur. Managerial Practices. Management Accounting. Organizational Performance. Financial Management.

Absenteeism: Consequences for the Organization

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Abstract

The issue of absenteeism is increasingly present within organizations, generating great concern among managers, since employee absences negatively impact productivity and product costs. The overall objective of this research is to verify why people are absent from work and what consequences absenteeism generates for the organization. Therefore, the following specific objectives were outlined: to identify the main factors that cause absenteeism; to verify the impacts of absenteeism on productivity; and to evaluate strategies to minimize absenteeism. To provide a foundation for understanding absenteeism, the topics of human resource management and quality of work life (QWL) were also addressed, as they are complementary subjects to the proposed study. The data approach in this research is both qualitative and quantitative, of an applied nature. Regarding the method, exploratory and descriptive research was used, employing a case study for data analysis and contextualization. A closed-ended questionnaire was used with employees of a metallurgical company in the Serra Gaúcha region, in addition to a semi-structured interview with the human resources manager. The results were analyzed and compared with the literature review.

Keywords: People management. Quality of life at work. Absenteeism.

The Professionalization of the Brazilian Financial Market: an analysis of its evolution and ANBIMA certifications

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Abstract

This article examines the evolution of the financial system and the process of professionalization in the Brazilian capital markets, with an emphasis on the certifications offered by the Brazilian Association of Financial and Capital Market Entities (ANBIMA). The study is based on the historical trajectory of financial institutions and the recurring systemic crises that drove the development of regulatory mechanisms, corporate governance, and professional certification. The central objective is to understand the impact of these certifications on the technical and ethical improvement of the agents that make up the National Financial System (SFN). Methodologically, this is a bibliographic study with a qualitative approach, of an exploratory and descriptive nature, supported by specialized literature, scientific journals, and official regulatory frameworks. The thematic analysis highlighted the consolidation of ANBIMA certifications since their inception in 2002, emphasizing their growing recognition by the market and regulatory agencies, the increase in the number of certified professionals, and the subsequent overhaul of the certification model beginning in 2026. The results indicate that the certifications have evolved from a self-regulatory tool into an undisputed benchmark of professional excellence, incorporating technical principles, ethical conduct, behavioral competencies, and continuing education guidelines. It can be concluded that professionalization is a dynamic and continuous process, shaped by the constant technological, regulatory, and behavioral changes in the contemporary financial ecosystem.

Keywords: ANBIMA certifications. Financial market. Professional certification. National Financial System. Professionalization. Traditional

Information Congruence and Redistricting: An Ensemble-Based Test of Whether District Lines Cut Marginalized Communities Off From Local Political Information in the United States, Hungary, and Malaysia

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Abstract

Redistricting research quantifies vote dilution but rarely examines how boundaries divide counties and media markets that supply local news. This study asks whether enacted maps fragment marginalized communities' information environments beyond neutral alternatives and whether fragmentation reduces political knowledge. An Information Congruence Index (ICI) measures the share of a small area's county and media-market population assigned to its legislative district. The study draws on fourteen public datasets across three countries. The United States design covers 429 districts across 44 multi-district states, 84,414 census tracts, 210 media markets, and 220,000 ALARM simulated plans, with outcomes that include identifying a representative's party in the 2020–2024 Cooperative Election Studies ($N \approx 180,000$) and House ballot roll-off. The Hungarian design covers 106 single-member constituencies, 3,155 settlements, four elections from 2014 to 2026, and 2022 Roma population shares; the 2024 redrawing of 39 constituencies enables before-and-after comparison. The Malaysian component covers 222 parliamentary seats, 160 administrative districts, and constituency returns with rejected-ballot counts from 2008 to 2022; the 2018 redelineation enables comparison. GerryChain is the reference-plan method for Hungary and Malaysia, and difference-in-differences models are specified that compare areas with ICI declines against unchanged areas, with interactions for race, ethnicity, income, and English proficiency. In the U.S. precinct data, reassigned precincts show 0.86 percentage points more House roll-off than same-incumbent precincts in the same district and election (95% confidence interval 0.41–1.31), and the fitted contrast rises from 0.81 points at a 10% Black population share to 1.14 points at 50%. In Malaysia, constituencies with more than 10% territorial turnover show no distinguishable change in rejected-ballot rates after 2018. Published evidence that majority-minority areas are divided across districts about twice as often, taken together with these estimates, indicates that exposure to the informational costs of redistricting falls disproportionately on marginalized communities.

Two Federal Definitions of Youth Homelessness: How Regulatory Design Shapes Eligibility for Housing Assistance

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Abstract

Two federal agencies count homeless youth using different definitions, and the resulting figures diverge by roughly a factor of forty. On a single night in January 2025, the Department of Housing and Urban Development identified 35,159 unaccompanied homeless youth nationwide. Over the 2023-24 school year, the Department of Education identified 1,548,191 homeless children and youth under the McKinney-Vento Act, about three-quarters of them doubled up in someone else's home rather than in a shelter or on the street. That gap is best read as a matter of regulatory design rather than measurement error. HUD's definition of homelessness, at 24 CFR 578.3, excludes the doubled-up and economic-hardship categories that McKinney-Vento explicitly includes at 42 U.S.C. § 11434a. Federal housing assistance follows HUD's narrower definition. Continuum of Care funding is allocated using HUD's count, and the Youth Homelessness Demonstration Program limits assistance to doubled-up youth to ten percent of a community's award. That arrangement rests on the statutory language, on the funding formula that gives the narrower definition its practical force, and on the repeated failure of the Homeless Children and Youth Act, reintroduced in the current Congress as S.1667 and H.R.6403, to align the two definitions despite bipartisan sponsorship. That record lines up with the existing empirical literature, particularly a 2022 study finding that a third of students identified as homeless in HUD's own housing records went unrecognized by their schools. Maintaining two incompatible federal definitions has let Congress ration eligibility without having to legislate the rationing directly.

Keywords: youth homelessness, McKinney-Vento Act, HUD, Continuum of Care, homelessness definitions

**INTELIGÊNCIA ARTIFICIAL COMO FERRAMENTA DE GESTÃO EM
MICROEMPRESAS DO SETOR VIDREIRO: DIAGNÓSTICO E ROTEIRO DE
IMPLEMENTAÇÃO NA SERRA GAÚCHA**

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Abstract

Artificial intelligence expands the possibilities for automation, data analysis, and decision support, but its adoption by microenterprises remains contingent on digital maturity, the qualifications of managers, and the ability to integrate technology into management practices. This chapter analyzes the use of artificial intelligence in microenterprises in the glass industry of the Serra Gaúcha region and presents a proposal for gradual implementation applied to Designer Vidros Decorativos. The study, which is applied, exploratory, and descriptive in nature, utilized a literature review and a field survey with four managers in the sector. The results show that adoption is still concentrated on operational uses, especially generative artificial intelligence, while structured data analysis and the strategic use of technology are underdeveloped. All managers reported not using data analysis for strategic decisions, and a lack of knowledge was cited by three of the four participants as a barrier to adoption. Based on the diagnosis, an intervention was structured using the 5W2H framework, a six-month roadmap, and monitoring indicators. The discussion was updated with peer-reviewed international literature from 2024 to 2026 on generative AI, AI adoption, digital capabilities, and small and medium-sized enterprises. It can be concluded that, in the context under study, the transition to AI-supported management depends less on the mere availability of tools and more on managerial training, data organization, governance, and the gradual adoption of technology.

Keywords: Artificial Intelligence. Business Management. Microenterprises. Digital Maturity. Decision Making.

Relação entre Inovação e Desempenho Organizacional: Estudo De Caso em uma Empresa de Pequeno Porte**Cleber Tedesco, Esp.**

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Abstract

This single case study aims to analyze the relationship between innovation and organizational performance in a small business. Innovation is considered a significant factor for improving organizational performance, allowing companies to achieve competitive advantages and achieve their strategic objectives. Although the relevance of innovation is clear, understanding how it impacts the performance of organizations is still a significant theoretical challenge in the area of innovation. Therefore, an applied research, exploratory and qualitative approach, was employed, with the following specific objectives: to identify the innovative practices in the company under study, as well as the indicators of organizational performance and to present the impact of innovations under it. Innovative practices were identified as sharing ideas, anticipating scenarios, collaborating with customers, space for observations in the market, continuous improvement, launching a new product and autonomy for experimentation aligned with the organizational culture with the ability to take risks. In this context, it is observed that the innovations implemented by the organization contributed positively to organizational performance in 2022.

Keywords: design thinking; OKR; Kaizen; tactical management; continuous improvement.

A REVIEW OF THE CHALLENGES AND REALITY OF THE SUBJECTS OF EJA-EPT**Valéria Ribas Maia**

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Abstract

This research addresses Youth and Adult Education integrated with Professional and Technological Education (EJA-EPT) as an educational policy aimed at the social inclusion and professional qualification of subjects historically excluded from the education system. This modality has the potential to promote transformations in the living conditions of these subjects by articulating schooling and work-related education. However, most subjects in Youth and Adult Education integrated with Professional and Technological Education (EJA-EPT) are marked by profound social, economic, and educational inequalities. They often had to leave school prematurely to enter the labor market and contribute to family income, compromising their continuity and permanence in education at the expected age. **OBJECTIVE:** To investigate the main challenges faced by subjects of Youth and Adult Education integrated with Professional and Technological Education (EJA-EPT), considering social and economic aspects and educational difficulties. **METHODOLOGY:** A bibliographic literature review was conducted. The SciELO, CAPES Journal Portal, and Google Scholar databases were consulted. Searches considered publications from 2019 to 2025. The following descriptors were used in combination: “Youth and Adult Education,” “Professional and Technological Education,” “EJA-EPT,” “student retention,” “school dropout,” and “educational policies.” **RESULTS AND DISCUSSION:** The results of the literature review indicate that strengthening EJA-EPT requires actions that go beyond simply expanding the number of places available. It is necessary to guarantee conditions for students to remain in education, student assistance, teacher training, and continuous educational policies, recognizing students as historical and social subjects and valuing their experiences, trajectories, and knowledge. **CONCLUSION:** The analysis demonstrates that EJA-EPT is an important policy for the social, educational, and professional inclusion of subjects historically excluded from the education system. However, dropout and school abandonment rates reveal that access to education does not, by itself, guarantee students’ permanence. It is essential to develop strategies that strengthen student retention, such as expanding student assistance policies, providing transportation and meals, curricular flexibility, continuing teacher education, the use of inclusive methodologies, and valuing students’ life experiences.

Keywords: Youth and Adult Education, Professional and Technological Education, EJA-EPT, student retention, school dropout, educational policies.

