

KNOWLEDGE – ECONOMY – SOCIETY

**CHALLENGES OF THE CONTEMPORARY
MANAGEMENT**



CRACOW UNIVERSITY OF ECONOMICS
Faculty of Management
FOUNDATION OF THE CRACOW UNIVERSITY OF ECONOMICS

KNOWLEDGE – ECONOMY – SOCIETY

CHALLENGES OF THE CONTEMPORARY MANAGEMENT

Edited by

Anna Malina, Renata Oczkowska, Tomasz Rojek

Cracow 2013

Reviewer

Piotr Bartkowiak

All papers have been prepared in English by the Authors

Wydanie publikacji zostało sfinansowane z dotacji na utrzymanie potencjału badawczego przyznanej Uniwersytetowi Ekonomicznemu w Krakowie

The book was financed with subsidies for maintaining the research capacity granted to the Cracow University of Economics

© Copyright by the Cracow University of Economics, Cracow 2013

ISBN 978-83-62511-82-2

Publishing House

Foundation of the Cracow University of Economics
ul. Rakowicka 27, 31-510 Kraków, Poland

Table of contents

Introduction	13
--------------------	----

PART I

DETERMINANTS OF MANAGEMENT PROCESSES IN CONTEMPORARY ORGANIZATIONS

Chapter 1

Jadwiga Adameczyk

Social Responsibility in Enterprises Strategy	17
---	----

Chapter 2

Tomasz Rojek

Conditionings and Determinants of the Enterprise Development Process	25
--	----

Chapter 3

Maciej Walczak

Determinants of Mass Customization Strategy Implementation	39
--	----

Chapter 4

Slavko Arsovski, Zora Arsovski, Dragana Rejman Petrović,

Igor Milanović, Vladimir Ranković

ICT Leadership in Small and Medium Enterprises	53
--	----

Chapter 5

Agnieszka Szarek-Łoś

The Role Management Information Systems in Decision Making Process in Small and Medium Enterprises – Theoretical Framework and Research Assumptions	69
--	----

Chapter 6

Agnieszka Żbikowska

Motives for Corporate Internationalization: an Analysis of Pertinent Literature	79
---	----

Chapter 7*Elena A. Tkachenko*

Valuation of Efficiency of the Enterprise in the Conditions of its Modernization 89

Chapter 8*Jakub Janus*Recent Developments in the Theory of Collective Responsibility and their Implications
for Management 97**Chapter 9***Galina Piatnytska, Nataly Raksha*

Technology Development and Management of Modern Organizations, Transfer's Features 109

Chapter 10*Renata Lubas*

Corporate Governance in Family Business 117

Chapter 11*Elżbieta Kowalczyk*

Diversity Management as a Condition for the Success of a Business Organization 127

Chapter 12*Małgorzata Wypych*

Types of Fit in Organization 137

Chapter 13*Mariusz Wyróstek*

One-Dimensional Typologies of Organizational Cultures 147

Chapter 14*Monika Walicka*

Life Science Business Management – Financial Aspects 159

Chapter 15*Beata Olszewska-Łabędź*Modern Property Managements as a Determinant of the Development
of Real Estate Assets 171**Chapter 16***Monika Zasadnia*Benefits from the Implementation of Eco-Management and Audit Scheme (EMAS)
as an Example Energy Sector Companies in Poland 183

PART II**PRACTICAL ASPECTS OF THE MANAGEMENT PROCESS.
CONCEPTS – METHODS – MODELS****Chapter 17***Adam Stabryła*

The Feasibility Ratio Method as an Instrument for Risk Assessment in Corporate Process
Management Systems 195

Chapter 18*Jacek Pera*

Enterprise Strategic Risk Management Attempt at Assessment and Recommendations 205

Chapter 19*Anna Staszal*

Risk Management by Means of Application of Internal Control Mechanisms 219

Chapter 20*Michał Kwaśnik*

Stress Testing as a Method of Risk Management 227

Chapter 21*Joseph Yaw Abodakpi*

Corporate Governance and Resolution: A Snapshot at Institutional Failures
and Weaknesses during and after the Current Global Financial Meltdown.
Lessons from the Managerial Point of View 235

Chapter 22*Anna Czubała*

Corporate Social Responsibility – the Perspective of Polish Managers 253

Chapter 23*Beata Pater*

Corporate Social Responsibility and its Reflection in the RESPECT Index 261

Chapter 24*Halina Wojnarowska*

The Use of the Concept of Corporate Social Responsibility (CSR) in Building
the Reputation of the Company 269

Chapter 25*Joanna Chodór*

Public Relations and Corporate Social Responsibility – Clichés or Bottomless Pit?
Analysis of Theories and Good Practices 281

Chapter 26*Larisa A. Danchenok, Irina S. Agafonova*

Decision-Making Process Mechanism based on Integrative Trends in Marketing and Corporate Social Responsibility 293

Chapter 27*Michał Comporek*

Sport Corporate Responsibility of Football Clubs as a Form of CSR 299

Chapter 28*Małgorzata Dolińska*

Using the Balanced Scorecard (BSC) for IC Statement of the Innovative Company 311

Chapter 29*Izabela Jonek-Kowalska, Marian Turek*

Business Process Reengineering – An Opportunity for Development 325

Chapter 30*Andrzej Kozina*

Comprehensive Model of Business Negotiations 349

Chapter 31*Beata Barczak*

Contemporary Models of Complex Networks 363

Chapter 32*Hubert Obora*

CEDAC Method in Public Services Improvement 371

Chapter 33*Grażyna Plichta, Jarosław Plichta*

Application of Path Model to the Identification and Analysis of Transaction Costs in Retail Trade 389

Chapter 34*Joanna Świstak*

Methods of Transfer Prices Formation and Their Economic Effects 403

Chapter 35*Anna Nowak*

Auditing of Integrated Management System 421

Chapter 36*Ewa Koziń*

Concept of a Leader in the Management of International Scientific and Research Projects ... 435

Table of contents	9
-------------------	---

Chapter 37

Halina Smutek

The Impact of Cluster Initiatives on Business Competitiveness	451
---	-----

Chapter 38

Janusz Nesterak

Specific Character of Controlling in Hotel Trade on the Example of WAM Hotel Group	459
--	-----

Chapter 39

Adriana Paliwoda-Matiolańska

Sustainable Production as an Integral Part of Management Processes in Energy Sector	475
---	-----

PART III

**KNOWLEDGE AND HUMAN RESOURCES AS FACTORS
OF THE 21ST CENTURY ENTERPRISE SUCCESS**

Chapter 40

Mariusz Bratnicki, Monika Kulikowska-Pawlak

Entrepreneurial Growth of an Organization. A Model and its Empirical Testing	491
--	-----

Chapter 41

Jan D. Antoszkiewicz

Consulting and Management Training to Teach Entrepreneurial Attitude for Developing the Company	505
--	-----

Chapter 42

Bogusz Mikula

Talent Management in Knowledge-based Organizations	517
--	-----

Chapter 43

Kazimierz Jaremczuk

Stability and Instability of the Organization and the Talent of an Employee	533
---	-----

Chapter 44

Renata Oczkowska

Determinants of Human Resources Development	541
---	-----

Chapter 45

Michalina Szczepańska

Intellectual Capital Management versus Knowledge Management	551
---	-----

Chapter 46

Grzegorz Pamula

The Development of Human Capital Theory as a New Level of Economic Analysis	559
---	-----

Chapter 47*Justyna Pawlak*

Participative Management as a Subjective Approach to Employees 575

Chapter 48*Anna Nowak*

The Assessment of Employees in Human Resources Management 587

Chapter 49*Adrianna Lewandowska*Participative Creation of the Future – the Process of Strategic Management
with the Participation of Key Employees 601**Chapter 50***Małgorzata Wypych*

Consequences of Lack of Authenticity in Managing Human Resources 609

Chapter 51*Aneta Listwan*

Joining Methods to Improve Work Processes 623

Chapter 52*Jadwiga Ślawska*

Process of Managerial Decision Making 635

Chapter 53*Anna Dolot*Selected Techniques of Finding Solutions and Changing Attitudes in the Competence
Development 649**Chapter 54***Urszula Bukowska*

Communication Difficulties in Culturally Diverse Teams 661

Chapter 55*Paulina Kawala*

Effective Time Management as a Way for Daily Rest and Recreation 671

Chapter 56*Bartosz Gołębiowski*An Analysis of Work Time and Income Self-management Techniques: When You Earn
More if You Work Less 683**Chapter 57***Małgorzata Tyrańska*

Competency Management Process of the Hotel Staff 691

Table of contents	11
-------------------	----

Chapter 58

Agnieszka Witwicka

Motivation Systems in Insurance Agency	709
--	-----

PART IV

**APPLICATION OF MARKETING TOOLS
IN THE CONTEMPORARY MANAGEMENT**

Chapter 59

Pawel Chlipala

Standardization and Adaptation of Marketing Tools in International Markets – Results of the Research of Polish Companies	719
---	-----

Chapter 60

Jan W. Wiktor

The Marketing Strategies of Polish Company. The Concept and Results	729
---	-----

Chapter 61

Magdalena Dolhasz

Companies' Marketing Communication vs Consumer Attitudes – Selected Polish Consumer Surveys	737
--	-----

Chapter 62

Krzysztof Kapera

Consumer Perception of Mobile Marketing in Poland	747
---	-----

Chapter 63

Justyna Brzezińska

Some Visualization and Classification Methods in Multivariate Analysis	755
--	-----

Chapter 64

Grażyna Śmigielska, Tomasz Bober

E-Commerce in Achieving and Sustaining the Competitive Advantage of Retailers	763
---	-----

Chapter 65

Marek Rawski

The Process of Assessing the Company's Competitiveness Based on the Strategic Reflection Method	773
--	-----

Chapter 66

Magdalena Adamus

Game Theoretical Analysis of Bargaining Relations between Publishers and Bookstores – a Case Study	785
---	-----

Chapter 67*Tomasz Smoleń*

Internet in Communication of Cultural Institution with Their Consumers – A Case
of Warsaw Uprising Museum 793

Chapter 68*Izabela Konieczna*

Supply Chain Analysis of Selected Dairy Cooperatives of the Świętokrzyskie Voivodeship 803

PART V

**ACCOUNTING IN THE MANAGEMENT SYSTEM
OF AN ENTERPRISE**

Chapter 69*Mieczysław Dobija, Bartosz Kurek*

Scientific Provenance of Accounting 813

Chapter 70*Anna Biśta*

From Accounting and Controlling to Managing 831

Chapter 71*Eryk Głodziński*

Managerial Accounting System in Construction Enterprise – Changes in Times of Crisis 841

Chapter 72*Mehmet Eryigit*

The Contribution of Responsibility Accounting on Managers' Decision Process 851

Chapter 73*Magdalena Jajko*

Quality Cost Analysis in Organization Management 861

Chapter 74*Katarzyna Szymczyk-Madej, Jan Madej*

The Significance of Communication, Information and Analytical Tools
in the Functioning of Accounting Information Systems 871

Chapter 75*Marian Turek, Izabela Jonek-Kowalska*

Cost Account Adaptation to Needs of Sectorial Implementation 881