

KNOWLEDGE – ECONOMY – SOCIETY

**REORIENTATION OF PARADIGMS AND CONCEPTS
OF MANAGEMENT IN THE CONTEMPORARY
ECONOMY**

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

KNOWLEDGE – ECONOMY – SOCIETY

REORIENTATION OF PARADIGMS AND CONCEPTS OF MANAGEMENT IN THE CONTEMPORARY ECONOMY

Edited by
Bogusz Miłkula, Tomasz Rojek

Cracow 2015

Reviewer

Beata Skowron-Grabowska

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 2015

ISBN 978-83-65173-30-0 (printed version)

ISBN 978-83-65173-31-7 (on-line pdf)

Publishing House

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

Table of contents

Introduction	11
--------------------	----

PART I

CHALLENGES AND PERSPECTIVES OF THE CONTEMPORARY MANAGEMENT. CONCEPTS – STRATEGIES – PROCESSES

Chapter 1

Arkadiusz Potocki, Renata Winkler, Paweł Łukasik

Communication in the Process of Cooperation	17
---	----

Chapter 2

Bogdan Gregor

Usefulness of Information in Decision-Making Processes in an Enterprise	25
---	----

Chapter 3

Angelika Wodecka-Hyjek

Conditions of Actions and Types of Entrepreneurial Attitudes in the Public Sector	35
---	----

Chapter 4

Anna Pietruszka-Ortyl

Evolution of Cooperation in Business	45
--	----

Chapter 5

Anatolii Mazaraki, Olena Korolova-Kazanska

Financial Potential as an Object of Strategic Management of the Company	55
---	----

Chapter 6

Justyna Mróz

Innovation Strategies in Management of Company	67
--	----

Chapter 7

Justyna Pawlak

Psychological Determinants of Creating Flexible Organizational Culture	75
--	----

Chapter 8

Elżbieta Kuchta

Social Capital as the Driving Force of Organisations	83
--	----

Chapter 9*Ewa Kozień*

Significance of Trust in Project Management 91

Chapter 10*Jolanta Wartini-Twardowska*Applying the Concept of a Business Model in Analysis of the Dynamics of Added Value
Generation within Capital Group 101**Chapter 11***Tomasz Kafel*Types of Co-operation Strategies of Non-governmental Organizations – Analysis
of Implementation Benefits 117**Chapter 12***Jarosław R. Ołowski*Audit and Corporate Governance in State-owned Companies in Poland. The Case
of State-owned Car Transport Companies 127**Chapter 13***Halina Smutek*

R. Simons' Levers of Control in the Strategy Implementation Process 135

Chapter 14*Dzmitry Ramancou*

Forms of Partnership in The Airline Industry 145

Chapter 15*Mirosław Henryk Filar*

Managing the Development of Tourism on the Example of the City of Toronto 153

PART II**METHODOLOGICAL ASPECTS OF THE PROCESS OF ENTERPRISE
MANAGEMENT****Chapter 16***Adam Stabryła*Selected Methods for Solving Multi-Criteria Decision-Making Problems Relating
to Design 163**Chapter 17***Monika Ziółko*

Environmental Management System in The Enterprises 173

Chapter 18*Maja Zychlewicz*

Business Corporate Social Responsibility as a Strategy of Contemporary Organizations 183

Chapter 19*Maciej Walczak*Changes in Organizational Capital as a Consequence of the Implementation of World
Class Manufacturing 191**Chapter 20***Mariusz Soltysik*

Methods of Evaluation of Projects 199

Chapter 21*Jan Jekielek*

Notes on Methods to Countermeasure the Escalation of Project Costs and Overruns 207

Chapter 22*Ewelina Pawłowska, Agnieszka Mazurek-Czarnecka, Andrzej Brożek*

Franchising as a Determinant of Competitive Advantage 217

Chapter 23*Małgorzata Tyrańska*

The Criteria for Assessing the Performance of Managers in Network Organizations 225

Chapter 24*Jadwiga Stobiecka*

Value Co-Creation in the Management of the Organization on the Example of a University . 235

Chapter 25*Marta Łętek, Gergő Barta*Non-financial Performance Indicators as a New Approach to Measure the Value
of Companies 247**Chapter 26***Jolanta Walas-Trębacz*

The Methodology in the Value Chain Analysis of an Enterprise 255

Chapter 27*Beata Barczak*Analysis of Network Relationships with the Use of the SNA – Case Study of Selected
Clusters in Poland 263

PART III

CONTEMPORARY CONCEPTS AND PROCESSES OF THE HUMAN RESOURCES MANAGEMENT DEVELOPMENT IN AN ORGANIZATION

Chapter 28	
<i>Olga Zavydivska</i>	
Training, Development and Competence in HR-Management	275
 Chapter 29	
<i>Piotr Zając</i>	
Human Capital Management in an International Dimension	285
 Chapter 30	
<i>Anna J. Piwowarczyk</i>	
The Development of Intercultural Competence of Managers in the Twenty-First Century	295
 Chapter 31	
<i>Anna Dolot</i>	
Organizational Sources of the Employer's Image Destruction	305
 Chapter 32	
<i>Robert Szydło</i>	
Implementation of Personnel Function Concept in Students Organizations	313
 Chapter 33	
<i>Grzegorz Łukasiewicz, Łukasz Sienkiewicz</i>	
Organizational Culture – Its Measurement and Relationships with Selected Areas of Human Capital Management on The Example of NKL Tool	323
 Chapter 34	
<i>Magdalena Gorzelany-Dziadkowiec</i>	
The Model of Leadership in Learning Organization	335
 Chapter 35	
<i>Anna Nowak</i>	
Aims and Directions of the Employment Restructuring in the Company	343
 Chapter 36	
<i>Julia Gorzelany-Plesińska</i>	
Learning Organization on The Example of Commune	351

Chapter 37*Agnieszka Leszczyńska*

Corporate Pro-Ecological Initiatives and Employee Identification with the Company 361

Chapter 38*Urszula Bukowska*

Internet Communication as a Method of Employer Branding 371

Chapter 39*Paweł Podolski*The Construction and Validation of a New Scale for Measuring Leader Behaviours
Stimulating Creativity and Intrapreneurship of Employees 381**Chapter 40***Wojciech Witkowski*Strategic Management and Human-Resource Management as the Establishment
of Innovative Entrepreneurship Features Cultural Institutions in Poland 393**Chapter 41***Piotr Bartkowiak, Marta Woźniak-Hoffmann*The Participation of Employees in Corporate Governance Process in Companies of Gas
and Oil Sector 401**PART IV****MARKETING APPROACH IN THE PROCESS OF CONTEMPORARY
ENTERPRISE MANAGING. TRENDS – TOOLS – INSTRUMENTS****Chapter 42***Grażyna Śmigielska, Karolina Orzel*

Innovations in the Process of Changing the Retail Structure. The case of Poland 413

Chapter 43*Paweł Kowalski*

Analysis of Entry Strategy of International Grocery Retail Chains in Poland 421

Chapter 44*Marek Rawski*Type of Activity Versus The Sources of Marketing Information Used by an Enterprise –
Results of a Survey 429**Chapter 45***Beata Tarczydło*

Trends in Marketing Activities for the Brand Image. Examples of Applications 439

Chapter 46*Dagmar Lesakova*

Customer Strategies as a Tool of Loyalty 449

Chapter 47*Michał Teczek*

C2C Networks as Part of Rationalizing Consumer's Behavior in the Market 457

Chapter 48*Grażyna Plichta*Trust and Predicting Consumer Behavior in the Health Market in the Light of CART
Regression Tree Method 465**Chapter 49***Izabela Konieczna*The Validity of the Features of the Offer to the Customer in the Area of Product
in the Assessment of the Dairy Cooperatives from the Świętokrzyskie Voivodeship 475**Chapter 50***Renata Seweryn, Agata Niemczyk*

3.0 Marketing in Museum Tourism? 485

Chapter 51*Tomasz Smoleń*

Marketing in Polish Art & Culture Institutions 2014 – Research Results 495

Chapter 52*Sebastian Brańka*

Web Sites of Big Cities in Poland as City Promotion Instruments 505

Authors 515