Book of Abstracts

2012 INTERNATIONAL CONFERENCE on Technology, Innovation, and Industrial Management

Building Competences, Synergy and Competitiveness for the Future
22-25 May 2012, Lublin, Poland
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Book of Abstracts

Building Competences, Synergy and Competitiveness for the Future

TIIM – Technology, Innovation, and Industrial Management 2012 Conference

22-25 May, 2012
Lublin, Poland
Book of Abstracts
Building Competences, Synergy and Competitiveness for the Future
TIIM – Technology, Innovation, and Industrial Management 2012 Conference
22-25 May, 2012, Lublin, Poland

Organized by:
Maria Curie-Sklodowska University, Faculty of Economics, Institute of Management, Lublin, Poland
Kasetsart University, Faculty of Business Administration, Bangkok, Thailand
Kasetsart University, Faculty of Industrial Engineering, Bangkok, Thailand

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Dr. Zbigniew Pastuszak, Dr. Kongkiti Phusavat, Dr. Agnieszka Sitko-Lutek, Dr. Binshan Lin

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1. Welcome address

It is a great honour and pleasure to welcome you to the Technology Innovation and Industrial Management 2012 Conference – TIIM 2012. The conference is a great opportunity to make your contribution to and share the most recent developments in the field of innovation, synergy and management with Asian, American and European experts.

Maria Curie-Sklodowska University (MCSU) is organising TIIM 2012 conference in cooperation with foreign partners, i.e. Faculties of Business Administration, and Industrial Engineering, Kasetsart University from Bangkok, Thailand. The conference deals with the nowadays management opportunities and challenges, especially focusing on building competences, synergy and competitiveness for the future.

We believe that synergy between academia and business, between different world regions, as well as the synergy between people, is making possible the economical development and sustainability.

We welcome all conference participants and authors of the papers. We would especially like to welcome our keynote speakers: Prof. Jerzy Woznicki, former rector of the Warsaw University of Technology and the President of Polish Universities Rectors’ Forum, as well as Dr. Jan Chadam, the CEO of one of the biggest Polish enterprises, gas-pipes network operator, responsible for the gas supply to Poland.

We would also like to thank everyone who helped organise TIIM 2012 conference, and wish you all a successful conference and a pleasant stay in Lublin.

Prof. Andrzej Dąbrowski, MCSU Rector
2. Conference Board

Conference Committee:
General Chair: Dr. Andrzej Dąbrowski, Rector, Maria Curie-Sklodowska University, Poland
Conference Chair: Dr. Agnieszka Sitko-Lutek, Vice-Dean, Maria Curie-Sklodowska University, Poland
Conference Director: Dr. Binshan Lin, Louisiana State University, USA
Program Chair: Dr. Zbigniew Pastuszak, Maria Curie-Sklodowska University, Poland
Program Director: Dr. Kongkiti Phusavat, Kasetsart University, Thailand
Conference Advisor: Dr. Bordin Rassameethes, Dean, Kasetsart University, Thailand
International Coordinator: Dr. Pornthep Anussornnitisarn, Kasetsart University, Thailand
Conference Coordinator: Dr. Urszula Skurzyńska-Sikora, Maria Curie-Sklodowska University, Poland

Scientific Committee:
Dr. John Anchor, University of Huddersfield, UK
Dr. Eddy Siong Choy Chong, Asian Institute of Finance, Malaysia
Dr. Reggie Davidrajuh, University of Stavanger, Norway
Dr. Valerij Dermol, International School for Social and Business Studies, Slovenia
Dr. Teodoro Gallucci, University of Bari, Italy
Dr. Susana de Juana Espinosa, University of Alicante, Spain
Dr. Pekka Kess, University of Oulu, Finland
Dr. Giovanni Lagioia, University of Bari, Italy
Dr. Tzong-Ru (Jiun-Shen) Lee, National Chung Hsing University, Taiwan
Dr. Dušan Lesjak, University of Primorska, Slovenia
Dr. Ru-Jen Lin, Lunghwa University of Science and Technology, Taiwan
Dr. Ewuuk Lomo-David, North Carolina Agricultural and Technical State University, USA
Dr. Young B. Moon, Syracuse University, USA
Dr. Srečko Natek, International School for Social and Business Studies, Slovenia
Dr. Daryl Nord, Oklahoma State University, USA
Dr. Jeretta Horn Nord, Oklahoma State University, USA
Dr. Haruthai Numpresertchai, Kasetsart University, Thailand
Dr. Keng Boon Ooi, Universiti Tunuk Abdul Rahman, Malaysia
Dr. Namkyu Park, Ohio University, USA
Dr. Cezar Scarlat, University Politehnica of Bucharest, Romania
Dr. Steve Kuang-Husn Shih, Chinese Culture University, Taiwan
Dr. H. Jenny Su, National Cheng Kung University, Taiwan
Dr. Viktorija Florjančič, University of Primorska, Slovenia
Dr. Nada Trunk Širca, University of Primorska, Slovenia
Dr. Josu Takala, University of Vaasa, Finland
Dr. Ali Türkyilmaz, Fatih University, Turkey
Dr. Art Whatley, Hawaii Pacific University, USA
Dr. Egon Žižmond, University of Primorska, Slovenia

Organizing board:
Dr. Mirosław Łoboda, Maria Curie-Sklodowska University, Poland, Head of Organizing Board
Dr. Anna Rakowska, Maria Curie-Sklodowska University, Poland, Coordinator
Dr. Bartłomiej Twarowski, Maria Curie-Sklodowska University, Poland, Coordinator
Dr. Grzegorz Grela, Dr. Małgorzata Kamieniecka, Dr. Agnieszka Leszczyńska, Dr. Bartłomiej Zinczuk,
Dorota Chmielewska-Mucieck, Aneta Karasek, Michał Szafranek, Maria Curie-Sklodowska University,
Organizing Board Members
Łukasz Wiechetek, Grzegorz Futa, Maria Curie-Sklodowska University, Poland, Webmasters
Agnieszka Flaga, Beata Kozłowska, Magdalena Wożakowska, Maria Curie-Sklodowska University, Conference Office
3. Conference aims and subjects

Conference aims:
The conference aims to promote exchanges, discussion, and dialogues on how to manage industrial operations and organizations in more innovative, effective, and productive manners. The roles of technology as well as integration and synergy of human capital and organizational cultures will be underlined so that possible adaptations, learning, and improvement of research, practical examples, and excellent practices can be made. The sustainable development and continuous improvement as a result of technological applications and organizational innovation (i.e. products/services, and processes management) will be focal point.

Focused subjects:

- Brand value and management
- Change management
- Corporate finance
- Corporate, operational, and manufacturing strategies
- Cultural diversity
- Customer psychology
- Customer relation management
- e-Commerce and e-Business
- e-Learning and human capital
- Electronic and mobile government
- Enterprise and operational risk
- Green technology and productivity
- Information management & Computer security
- Innovation management
- Internationalization of operations and markets
- Knowledge management
- Management & Enterprise development
- Management Information Systems
- Marketing strategies and management
- Mergers and acquisitions
- Motivation and emotional intelligence
- Networked government
- New product and service development
- One-stop services
- Organizational psychology
- Performance measurement and management
- Privacy and security issues in e-commerce
- Production technology
- Productivity management and improvement
- Promotional media
- Public value
- Quality improvement and management
- Social marketing
- Supplier partnership and supply chain management
- Sustainable economy
- Technologies in operational and industrial management
- Value-added management
- Intellectual capital synergy
- Corporate synergy
- Service quality synergy issues
4. Keynote Speakers

**Topic 1: Strategy as a tool for growth of competitiveness for higher education system**

*Wednesday, 23.05.2012*

*Place: LTN – Lublin Science Association hall (Plac Litewski 2)*

*Time: 10:00-10:25*

**Keynote Speaker:** Prof. Jerzy Woźniaki, President of the Conference of Rectors of Academic Schools in Poland

Jerzy Woźniaki is full professor at the Warsaw University of Technology (PW) and Rector of this University (1996-2002). President of the Conference of Rectors of Academic Schools in Poland (1999-2002) and Head of CRASP Legislative Committee (1997-1999, 2005-). Currently President of the leading HE think-tank in Poland: Polish Rectors Foundation and Institute of Knowledge Society. Leader of PFR training activity addressed to higher managerial staff of Polish universities, including the Summer Schools for rectors and chancellors. Chairman of the Team of Experts for Drafting the Bill on Higher Education appointed by the President of the Republic of Poland (2003-2005). Also leader of the group of experts working on *Draft Strategy of development of higher education 2010-20* and member of a number of the teams of experts appointed by Minister. He is the author about 100 publications regarding management and system conditions of activity of HEIs.

**Topic 2: Synergy effects in big infrastructure projects – case study of the Polish LNG terminal**

*Wednesday, 23.05.2012*

*Place: LTN – Lublin Science Association hall (Plac Litewski 2)*

*Time: 10:25-10:45*

**Keynote Speaker:** Dr. Jan Chadam, CEO of GAZ-SYSTEM S.A. Warsaw

Jan Chadam is a holder of a Ph.D. degree in economics and author of numerous local and foreign publications in the field of finance and management, as well as an academic teacher working, among other programs, at MBA studies. He has developed extensive experience in the management of commercial companies, specifically in corporate finance. During his professional career he has served as Financial Director, Vice President of the Management Board and President of the Management Board of Pro Futuro S.A. in Warsaw and Board Member of Elzab S.A. in Zabrze. He has also worked as Financial Director in the SIPMA Group, President of the Management Board of SIP-MOT S.A., as well as Director of the Internal Audit Department in Polkomtel S.A. (the operator of the PLUS GSM mobile network). Since February 2009 he has been a Board Member, and since July 2009 the President of the Management Board, of the Gas Transmission Operator GAZ-SYSTEM S.A. Warsaw. One of the most important projects of the company currently is the LNG terminal realization. The total project budget is over EUR 3 bln.
5. Rectors’ Forum

Topic: Higher education in the face of challenges of the future

Wednesday, 23.05.2012
Place: LTN – Lublin Science Association hall (Plac Litewski 2)
Time: 11:15-12:45
Chairperson: Prof. Andrzej Dąbrowski, Rector of the Maria Curie-Sklodowska University, Poland

Forum topics:
1. Science and Education Financing
2. Internationalization of Science and Education
3. Science-Business Synergy
4. Demographic and Social Challenges of Higher Education

Forum Members:

Dr. Roger C. Y. Chen  
National Kaohsiung First University of Science and Technology, Taiwan

Dr. Dušan Lesjak  
International School for Social and Business Studies, Slovenia

Dr. Ru-Jen Lin  
Lungwha University of Science and Technology, Taiwan

Dr. Joseph Mifsud  
EMUNI University, Slovenia

Dr. H. Jenny Su  
National Cheng Kung University, Taiwan

Dr. Kuang-Jung Tseng  
Hsuan Chuang University, Taiwan

Dr. Wann-Yih Wu  
Chinese Culture University, Taiwan
6. Editors’ Panel

Topic: Insights from Journal Editors

Thursday, 24.05.2012
Place: IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
Time: 9:00-10:00
Chairperson: Dr. Binshan Lin, Louisiana State University in Shreveport, USA

- Industrial Management & Data Systems
  http://www.emeraldinsight.com/imds.htm

The Editors’ Panel aims to bring top editors from leading international journals around the world to share their ideas about selection consideration and criteria for a potential publication. This discussion is expected to benefit and strengthen possible publications among doctoral students as well as junior faculties. The editors’ insights and viewpoints are important for a submission preparation.

Panel Members:

Dr. Stefan Bojnec
- Management
  http://www.fm-kp.si/zalozba/ISSN/1854-4231.htm
- Managing Global Transitions: International Research Journal
  http://www.fm-kp.si/zalozba/ISSN/1581-6311.htm
University of Primorska, Slovenia

Dr. Reggie Davidrajuh
- Electronic Government: An International Journal
  www.inderscience.com/eg
University of Stavanger, Norway

Dr. Lichung Jen
- Taiwan Journal of Marketing Science
  http://www.tims.org.tw
Chinese Culture University, Taiwan

Dr. Pekka Kess
- International Journal of Innovation and Learning
  www.inderscience.com/ijil
University of Oulu, Finland

Dr. Tzong-Ru (Jiun-Shen) Lee
- International Journal of Logistics Economics and Globalization
  www.inderscience.com/ijilleg
- International Journal of Electronic Customer Relationship Management
  www.inderscience.com/ijecrm
National Chung Hsing University, Taiwan

Dr. Dušan Lesjak
- International Journal of Management in Education
  www.inderscience.com/ijimie
International School for Social and Business Studies, Slovenia

Dr. Haruthai Numprasertchai
- International Journal of Business Development and Research
  http://www.bus.ku.ac.th/
Kasetsart University, Thailand
Dr. Daryl Nord
• Journal of Computer Information Systems
  http://iacis.org/jcis/jcis.php
Oklahoma State University, USA

Dr. Keng-Boon Ooi
• International Journal of Modelling in Operations Management
  www.inderscience.com/ijmom
University Tunku Abdul Rahman (UTAR), Malaysia

Dr. Joanna Paliszkiewicz
• Management and Production Engineering Review
  http://www.review.univtech.eu/
Warsaw University of Life Sciences, Poland

Dr. Zbigniew Pastuszak
• International Journal of Services and Standards
  www.inderscience.com/ijss
Maria Curie-Sklodowska University, Poland

Dr. Kongkiti Phusavat
• International Journal of Innovation and Learning
  www.inderscience.com/ijil
Kasetsart University, Thailand

Dr. Steve Steve Kuang-Husn Shih
• International Journal of Performance Measurement
  http://performancesforum.org/index.html
Chinese Culture University, Taiwan

Dr. Nada Trunk Sirca
• International Journal of Management, Knowledge and Learning
• The International Journal of Euro-Mediterranean Studies
  http://www.emuni.si/press/ISSN/1855-3362.html
International School for Social and Business Studies, Slovenia

Dr. Agnieszka Sítko-Lutek
• International Journal of Synergy and Research
  http://www.ijsr.umcs.lublin.pl
Maria Curie-Sklodowska University, Poland

Dr. Agata Stachowicz-Stanusch
• Organisation and Management
  www.wydawnictwopolitechniki.pl
Silesian University of Technology, Poland

Dr. H. Jenny Su
• Indoor Air: International Journal of Indoor Environment and Health (ISI-ranked)
National Cheng Kung University, Taiwan

Dr. Egon Žižmond
• International Journal of Sustainable Economy
  www.inderscience.com/ijsse
University of Primorska, Slovenia
7. Deans’ Panel

Topic: Managing Academic Leadership via Accountability and Responsibility

Thursday, 24.05.2012
Place: IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
Time: 10:00-11:00
Chairperson: Dr. Agnieszka Sitko-Lutek, Maria Curie-Sklodowska University, Lublin, Poland

The role of higher education institutions are changing and in many countries their relation to central government is also evolving. Institutions are becoming more responsible for the development of their own strategies and for the management of their operations. Accountability and responsibility are part of framework. During this panel, deans will address lessons from managing accountability and responsibility in higher education.

- Building Trust with Stakeholders
- Culture Diversity and Responsibility in the Global Context
- Financing and Management of Higher Education
- Higher Education Governance in a Global Base
- Joint Programs and Degrees
- Lessons from the Corporate World
- Roles and Responsibilities
- Synergy between College and Business Community
- Trust, Markets, and Accountability
- University Governance
- Vision for 2013 and Beyond

Panelists:

- Dr. Tom Shuenn-Ren Cheng, Cheng Shiu University, Taiwan
- Dr. Valerij Dermol, International School for Social and Business Studies, Slovenia
- Dr. Zhen He, School of Management, Tianjin University, China
- Dr. Spenser Ho, College of Law, Chinese Culture University, Taiwan
- Dr. Lichung Jen, College of Business, Chinese Culture University, Taiwan
- Dr. Teresa L. Ju, Lunghwa University of Science and Technology, Taiwan
- Dr. Pekka Kess, Faculty of Engineering, University of Oulu, Finland
- Dr. Jeretta Horn Nord, College of Business Administration, Oklahoma State University, USA
- Dr. Kongkit Phusavat, Faculty of Engineering, Kasetsart University, Thailand
- Dr. Bordin Rassameethes, Faculty of Business Administration, Kasetsart University, Thailand
- Dr. Cezar Scarlat, Universitalea Politehnica Bucuresti, Romania
- Dr. Steve Steve Kuang-Husn Shih, Academic Affairs, Chinese Culture University, Taiwan
- Dr. Josu Takala, Faculty of Engineering, University of Vaasa, Finland
- Dr. Sung-Shun Weng, College of Management, National Taipei University of Technology, Taiwan
8. Conference Program
8.1. Program-in-Brief

Tuesday, 22.05.2012
Place: Lublin City Hall (Plac Lokietka 1) – see the map on the page No. 31
17:00-18:00 – Registration and welcome reception
18:00 – Official photo session at the Lublin City Hall and evening guided sightseeing at Lublin old city
20:00-22:00 – Signing Ceremony for Sister University Status & Program board meeting, VIPs only, Kosciuszko Family Country Manor (at the university botanic garden)

Wednesday, 23.05.2012
Place: LTN – Lublin Science Association hall (Plac Litewski 2) – see the map on the page No. 31
9:00-10:00 – Welcome ceremony
Welcome address; Prof. Andrzej Dąbrowski, MCSU Rector
Welcome address; Mr. Krzysztof Hetman, Lublin Province Major
Welcome address; Dr. Grzegorz Czelej, Senator of the Republic of Poland, Deputy Chairman of the SMEs Commission
Welcome address; H.E. Bansarn Bunnag, The Royal Thai Government’s Ambassador to Poland
Welcome address; Dr. Krzysztof Żuk, Lublin City Major
Welcome address; Mr. Piotr Kowalczyk, Chairman of the Lublin City Council
Welcome to Phuket, Thailand for TIIM 2013 Conference; Prof. Thanya Kiatiwat, Dean of the Faculty of Engineering, KU
Organizing team: Prof. Binshan Lin, Conference Director, Prof. Agnieszka Sitko-Lutek, Conference Chair,
Prof. Kongkiti Phusavat, Program Director, Prof. Zbigniew Pastuszak, Program Chair;
10:00-10:45 – Keynote speakers
10:00-10:25 – Keynote Speaker; Prof. Jerzy Woźniacki, Topic: Strategy as a tool for growth of competitiveness for higher education system
10:25-10:45 – Keynote Speaker; Dr. Jan Chadam, Topic: Synergy effects in big infrastructure projects – case study of the Polish LNG terminal
10:45-11:15 – Coffee break, networking
11:15-12:45 – Rectors’ Forum; Topic: Higher education in the face of challenges of the future; Chair: Prof. Andrzej Dąbrowski, MCSU Rector
12:45-13:00 – Press conference
13:00-14:00 – Lunch

After lunch – conference sessions will be held in IBB Grand Hotel Lublinianka (Krakowskie Przedmiescie 56) – see the map on the page No. 31
14:15-15:15 – Parallel Sessions A
15:15-16:15 – Parallel Sessions B
16:15-16:45 – Coffee break, networking
16:45-17:45 – Parallel Sessions C
18:30 – Bus trip to Wierzchowiska Palace & Restaurant
19:00-22:00 – Dinner at Wierzchowiska Palace & Restaurant; Polish folklore dance and songs show

Thursday, 24.05.2012
Place: IBB Grand Hotel Lublinianka (Krakowskie Przedmiescie 56)
9:00-10:00 – Editors’ Panel; Topic: Insights from Journal Editors; Chair: Prof. Binshan Lin
10:00-11:00 – Deans’ Panel; Topic: Managing Academic Leadership via Accountability and Responsibility; Chair: Prof. Agnieszka Sitko-Lutek
11:15-11:45 – Coffee break
11:45-12:45 – Parallel Sessions D
12:45-13:45 – Parallel Sessions E
13:45-14:45 – Lunch
14:45-15:45 – Parallel Sessions F
15:45-16:45 – Parallel Sessions G
16:45-17:15 – Coffee break
17:15-18:15 – Parallel Sessions H
18:30 – Bus trip to ETIUDA Conference Center & Restaurant
19:00-23:00 – Gala Dinner and Closing ceremony; Best-Paper Award ceremony

Friday, 25.05.2012
Optional tours and social activities
### 8.2. Sessions Timetable

#### 8.2.1. Sessions and tracks location

<table>
<thead>
<tr>
<th>Session</th>
<th>Hours</th>
<th>Track 1</th>
<th>Track 2</th>
<th>Track 3</th>
<th>Track 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>14:15-15:15</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Restauracja” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
<tr>
<td>B</td>
<td>15:15-16:15</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Restauracja” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
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<tr>
<td></td>
<td></td>
<td>Coffee break</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>16:45-17:45</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Restauracja” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
</tbody>
</table>

**Place:** Conference Center; IBB Grand Hotel Lublinianka *(Krakowskie Przedmieście 56)*

**Time:** Wednesday, 23.05.2012

<table>
<thead>
<tr>
<th>Session</th>
<th>Hours</th>
<th>Track 1</th>
<th>Track 2</th>
<th>Track 3</th>
<th>Track 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>11:45-12:45</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Ambasadorska” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
<tr>
<td>E</td>
<td>12:45-13:45</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Ambasadorska” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lunch</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>F</td>
<td>14:45-15:45</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Ambasadorska” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
<tr>
<td>G</td>
<td>15:45-16:45</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Ambasadorska” Floor: 1</td>
<td>Conference Room “Lublinianka” Floor: Minus 1</td>
<td>Conference Room “Senatorska” Floor: 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coffee break</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>17:15-18:15</td>
<td>Conference Room “Biblioteka” Floor: 1</td>
<td>Conference Room “Ambasadorska” Floor: 1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8.2.2. Parallel Sessions Timetables

Parallel Sessions A

Place: Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
Time: Wednesday, 23.05.12; 14:15-15:15 (4 tracks, 4 papers per one, 15 minutes per paper)

Track A1. **Title: Methodology**
Room: Conference Room "Biblioteka", Floor: 1
Chair: **Dr. Kongkiti Phusavat, Kasetsart University, Thailand**

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Hsiang-Ju Chen</td>
<td>De Lin Institute of Technology</td>
<td>Taiwan</td>
<td>The Application of Weighted Simple Regression Model on Accounting Research</td>
<td>14:15-14:30</td>
</tr>
<tr>
<td>Dr. Juntao Fang</td>
<td>Tianjin University of Traditional Chinese Medicine</td>
<td>China</td>
<td>Comparison study of robust regression techniques in RSM</td>
<td>14:30-14:45</td>
</tr>
<tr>
<td>Prof. Satien Janpla</td>
<td>Suan Sunandha Rajabhat University</td>
<td>Thailand</td>
<td>The research evaluation in Education with h-index in Research University (in Thailand)</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Dr. Tomasz Kawka</td>
<td>University of Economics in Wroclaw</td>
<td>Poland</td>
<td>The typology of the new economy’s organizations</td>
<td>15:00-15:15</td>
</tr>
</tbody>
</table>

Track A2. **Title: Industrial Engineering and Operation Management**
Room: Conference Room "Restauracja", Floor: 1
Chair: **Dr. Pornthep Anussornnisarn, Kasetsart University, Thailand**

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D. Student Ivan Golovko</td>
<td>University of Vaasa</td>
<td>Finland</td>
<td>Validation of Sense &amp; Respond Methodology Through the Prism of Technologies Implementation.</td>
<td>14:15-14:30</td>
</tr>
<tr>
<td>Ph.D. Student Danut Iorga</td>
<td>University “Politehnica” of Bucharest</td>
<td>Romania</td>
<td>The Transfer Function, a valuable tool towards the ‘Process-Focused Organization’</td>
<td>14:30-14:45</td>
</tr>
<tr>
<td>Ph.D. Student Charcrit Sritong</td>
<td>Technopreneurship and Innovation Management Program, Graduate School of Chulalongkorn University</td>
<td>Thailand</td>
<td>Management Innovation of Bamboo as Raw Material for Small Power Plants in Thailand</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Ph.D. Student Kai Hänninen</td>
<td>University of Oulu</td>
<td>Finland</td>
<td>Rapid Productisation in Health Care Service SME</td>
<td>15:00-15:15</td>
</tr>
</tbody>
</table>
Track A3. **Title: Social Capital & Trust**
Room: Conference Room “Lublinianka”, Floor: Minus 1
Chair: **Prof. Nada Trunk Širca, University of Primorska, Slovenia**

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Ph.D. Student Helena Bulińska-Stangrecka</td>
<td>Warsaw University of Technology</td>
<td>Poland</td>
<td>Leader competencies in virtual organization</td>
<td>14:15-14:30</td>
</tr>
<tr>
<td>Prof. Dagmara Lewicka</td>
<td>AGH University of Science and Technology</td>
<td>Poland</td>
<td>The impact of vertical trust on the pro-innovation attitude of employees</td>
<td>14:30-14:45</td>
</tr>
<tr>
<td>Ph.D. Student Michał Szafranek</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
<td>Para-economic Aspects of Construing Investment Portfolios by Men and Women</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Prof. Nada Trunk Širca</td>
<td>University of Primorska</td>
<td>Slovenia</td>
<td>Gaining synergies through HRM practices: aging workforce and lifelong learning</td>
<td>15:00-15:15</td>
</tr>
</tbody>
</table>

Track A4. **Title: Sustainable Development I**
Room: Conference Room “Senatorska”, Floor: 1
Chair: **Prof. Irena K. Hejduk, Institute of Organization and Management in Industry ORGMASZ, Poland**

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Prof. Ru-jen Lin</td>
<td>Lunghwa University of Science and Technology</td>
<td>Taiwan</td>
<td>Moderating impact of organizational culture on green innovation and environmental performance</td>
<td>14:15-14:30</td>
</tr>
<tr>
<td>Ph.D. Student Teppo Oskari Forss</td>
<td>University of Vaasa</td>
<td>Finland</td>
<td>Sustainable Operative Housing by Dynamic Renting</td>
<td>14:30-14:45</td>
</tr>
<tr>
<td>Dr. Małgorzata Gajowiak</td>
<td>Poznan University of Technology</td>
<td>Poland</td>
<td>The role of informal institutions in Sustainable Economy</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Prof. Irena K. Hejduk</td>
<td>Institute of Organization and Management in Industry ORGMASZ</td>
<td>Poland</td>
<td>Trust in Integrated Model of Sustainable Enterprise</td>
<td>15:00-15:15</td>
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</tbody>
</table>
Parallel Sessions B

Place: Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
Time: Wednesday, 23.05.12; 15:15-16:15 (4 tracks, 4 papers per one, 15 minutes per paper)

Track B1. Title: Macroeconomic and Microeconomic Business Dilemmas
Room: Conference Room "Biblioteka", Floor: 1
Chair: Prof. Anna Rakowska, Maria Curie-Sklodowska University, Poland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Dr. Izabela Jonek-Kowalska</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
<td>Restructuring in mature industries. Is it currently possible?</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Prof. Roger C. Y. Chen</td>
<td>National Kaohsiung First University of Science and Technology</td>
<td>Taiwan</td>
<td>An Examination of Illegal Insider Trading Activity with Moving-Window Framework</td>
<td>15:30-15:45</td>
</tr>
<tr>
<td>Prof. Chun-Kuang Wu</td>
<td>Fu-Jen Catholic University</td>
<td>Taiwan</td>
<td>Prospects and Problems in the China Development Model</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Prof. Kuang-Jung Tseng</td>
<td>Hsuan Chuang University</td>
<td>Taiwan</td>
<td>International Transfer of Technology: A Transaction Cost Approach</td>
<td>16:00-16:15</td>
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Track B2. Title: Innovations
Room: Conference Room "Restauracja", Floor: 1
Chair: Prof. Ali Türkyilmaz, Fatih University, Turkey

<table>
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<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Prof. Yasuo Kadono</td>
<td>Tokyo University of Technology</td>
<td>Japan</td>
<td>Social Research on IT Management Innovation towards Science for Society</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Ph.D. Student Anna Matras-Bolibok</td>
<td>Lublin University of Life Sciences</td>
<td>Poland</td>
<td>Does firm's size impact innovative performance?</td>
<td>15:30-15:45</td>
</tr>
<tr>
<td>Dr. Tomasz Kijek</td>
<td>Lublin University of Life Sciences</td>
<td>Poland</td>
<td>Innovation capital and its measurement</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Prof. Ali Türkyilmaz</td>
<td>Fatih University</td>
<td>Turkey</td>
<td>An Assessment of Innovation Practices in Turkish SMEs</td>
<td>16:00-16:15</td>
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</tbody>
</table>
### Track B3: Title: Human Resources Management
Room: Conference Room “Lublinianka”, Floor: Minus 1  
Chair: **Dr. Hsiao-Chen Chang, Chungyu Institute of Technology, Taiwan**

<table>
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<tr>
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<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Dr. Les Tien-Shang Lee</td>
<td>Kun Shan University</td>
<td>Taiwan</td>
<td>The Antecedents and Consequences of Team Reflexivity and Innovative Work Behaviors of NPD Teams</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Prof. Dušan Lesjak</td>
<td>University of Primorska</td>
<td>Slovenia</td>
<td>Social Dimension of Higher Education in Slovenia</td>
<td>15:30-15:45</td>
</tr>
<tr>
<td>Prof. Joanna Olga Paliszkiewicz</td>
<td>Warsaw University of Life Sciences</td>
<td>Poland</td>
<td>The Dynamics of Interpersonal Trust Building</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Dr. Hsiao-Chen Chang</td>
<td>Chungyu Institute of Technology</td>
<td>Taiwan</td>
<td>Improving the Relationship between Trainer and Trainee for the Promotion of Employee Training Effectiveness</td>
<td>16:00-16:15</td>
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</table>

### Track B4: Title: Sustainable Development II
Room: Conference Room “Senatorska”, Floor: 1  
Chair: **Prof. Wiesław M. Grudzewski, Institute of Organization and Management in Industry ORGMASZ**

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<tr>
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<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Dr. Teodoro Gallucci</td>
<td>University of Bari Aldo Moro</td>
<td>Italy</td>
<td>Guidelines for environmental public management in Bulgaria- perceptivity of the citizens</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Ph.D. Student Alperen Bal</td>
<td>Istanbul Technical University</td>
<td>Turkey</td>
<td>A Feasibility Analysis of Photovoltaic and Concentrated Solar Power System</td>
<td>15:30-15:45</td>
</tr>
<tr>
<td>Prof. Piotr Bartkowiak</td>
<td>Poznan University of Economics</td>
<td>Poland</td>
<td>Sustainable development indicators for real estate development companies</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Dr. Agnieszka Leszczyńska</td>
<td>Maria Curie-Sklodowska University</td>
<td>Poland</td>
<td>Organizations’ Sustainable Development Assessment by Fuzzy Logic</td>
<td>16:00-16:15</td>
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</tbody>
</table>
Parallel Sessions C

Place: Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
Time: Wednesday, 23.05.12; 16:45-17:45 (4 tracks, 4 papers per one, 15 minutes per paper)

Track C1. Title: Macroeconomics
Room: Conference Room "Biblioteka", Floor: 1
Chair: Prof. Štefan Bojnec, University of Primorska, Faculty of Management Koper, Slovenia

<table>
<thead>
<tr>
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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>Dr. Aneta Michalak</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
<td>Dilemmas of equity cost calculation in Polish mining enterprises</td>
<td>16:45-17:00</td>
</tr>
<tr>
<td>Ph.D. Student Rafał Balina</td>
<td>Warsaw University of Life Sciences</td>
<td>Poland</td>
<td>Differences in volatility of rates of return on the example of wheat futures</td>
<td>17:00-17:15</td>
</tr>
<tr>
<td>Ph.D. Student Aleksandra Dyba</td>
<td>University of Economics</td>
<td>Poland</td>
<td>Research and development expenditure in the Union (chances and challenges)</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Prof. Štefan Bojnec</td>
<td>University of Primorska, Faculty of Management Koper</td>
<td>Slovenia</td>
<td>Information and Communication Technology and Economic Growth in Developed Countries</td>
<td>17:30-17:30</td>
</tr>
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</table>

Track C2. Title: Marketing I
Room: Conference Room "Restauracja", Floor: 1
Chair: Dr. Radosław Mącik, Maria Curie-Sklodowska University, Poland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Iwona Dorota Czechowska</td>
<td>University of Lodz</td>
<td>Poland</td>
<td>Consumer protection as an element of social banking</td>
<td>16:45-17:00</td>
</tr>
<tr>
<td>Prof. Wann-Yih Wu</td>
<td>National Cheng Kung University/Chinese Culture University</td>
<td>Taiwan</td>
<td>Exploring the Magnitudes of Brand Community’s Influences</td>
<td>17:00-17:15</td>
</tr>
<tr>
<td>Dr. Ying-Yueh Su</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>Exploring the Moderating Effect of Brand Loyalty to Brain Extension – An Event-related Potential Study</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Dr. Radosław Mącik</td>
<td>Maria Curie-Sklodowska University</td>
<td>Poland</td>
<td>Influence of internationalization level on ICT usage in communication and marketing activities by enterprises from Lubelskie region</td>
<td>17:30-17:45</td>
</tr>
</tbody>
</table>
### Track C3. **Title: Knowledge Management**
**Room:** Conference Room “Lublinianka”, Floor: Minus 1  
**Chair:** Prof. Haruthai Numprasertchai, Kasetsart University, Thailand

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>Prof. Narasimha Rao Vajjhala</td>
<td>University of New York Tirana</td>
<td>Albania</td>
<td>Alternative Approaches to Knowledge Sharing within Small and Medium-sized Enterprises</td>
<td>16:45-17:00</td>
</tr>
<tr>
<td>Ph.D. Student Anyanitha Distanont</td>
<td>Oulun yliopisto, INSCO project, Industrial Engineering and Management</td>
<td>Finland</td>
<td>Managing knowledge transfer in RE process over the organizational interface</td>
<td>17:00-17:15</td>
</tr>
<tr>
<td>Dr. Barbara Siuta-Tokarska</td>
<td>University of Economics in Cracow</td>
<td>Poland</td>
<td>Challenges and Problems of Knowledge Based Management in Enterprises in Poland</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Dr. Agnieszka Bitkowska</td>
<td>University of Finance and Management</td>
<td>Poland</td>
<td>Knowledge management in Polish enterprises. Theory and practice</td>
<td>17:30-17:45</td>
</tr>
</tbody>
</table>

### Track C4. **Title: Supply Chain Management I**
**Room:** Conference Room “Senatorska”, Floor: 1  
**Chair:** Prof. Sasivimol Meeampol, Kasetsart University, Bangkok, Thailand

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Dr. Peter Meža</td>
<td>International School for Social and Business Studies</td>
<td>Slovenia</td>
<td>Developing product management competency: perspectives from/the domestic appliance industry</td>
<td>16:45-17:00</td>
</tr>
<tr>
<td>Dr. Suparerk Sooksmarn</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Paint Shop Sequencing Development using Simulation: Case Study in Automotive Industry</td>
<td>17:00-17:15</td>
</tr>
<tr>
<td>Prof. Shu Shian Lin</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>An Analysis of Relationship among Business Cycle, Derivatives Selection and Hedge Effectively in the Information Industry Chain</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Prof. Sasivimol Meeampol</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Workflow Improvement using CPFR Concept: Case Study of Supplier Coordination</td>
<td>17:30-17:45</td>
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</table>
## Parallel Sessions D

**Place:** Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)
**Time:** Thursday, 24.05.12; 11:45-12:45 (4 tracks, 4 papers per one, 15 minutes per paper)

### Track D1. **Title: Clusters**
**Room:** Conference Room "Biblioteka", Floor: 1
**Chair:** Prof. Eulalia Skawinska, Poznan University of Technology, Poland

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<tr>
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<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Ph.D. Student Jukka Anteroinen</td>
<td>National Defence University</td>
<td>Finland</td>
<td>Cross-sector Collaboration by a Centre of Excellence (An evaluation by case study)</td>
<td>11:45-12:00</td>
</tr>
<tr>
<td>Ph.D. Student Kristijan Breznik</td>
<td>International School for Social and Business Studies</td>
<td>Slovenia</td>
<td>Identifying the mission statement’s clusters in Slovenian economy</td>
<td>12:00-12:15</td>
</tr>
<tr>
<td>Prof. Marian Turek</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
<td>Key aspects of building financing models in Polish mining</td>
<td>12:15-12:30</td>
</tr>
<tr>
<td>Prof. Eulalia Skawinska</td>
<td>Poznan University of Technology</td>
<td>Poland</td>
<td>Status and prospects for development of infrastructure for technology transfer in Greater Poland</td>
<td>12:30-12:45</td>
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### Track D2. **Title: Marketing II**
**Room:** Conference Room "Ambasadorska", Floor: 1
**Chair:** Prof. Tai-Ning Yang, Chinese Culture University, Taiwan

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<tr>
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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Prof. Chinho Lin</td>
<td>National Cheng Kung University</td>
<td>Taiwan</td>
<td>What is better way for analysis relationship of disconfirmation and satisfaction? Direct or indirect measure disconfirmation</td>
<td>11:45-12:00</td>
</tr>
<tr>
<td>Ph.D. Student Anastasia Tsvetkova</td>
<td>Åbo Akademi Universtiy</td>
<td>Finland</td>
<td>Comprehending buyer-supplier relationships: a mutual effort towards alignment</td>
<td>12:00-12:15</td>
</tr>
<tr>
<td>Dr. Magdalena Grębosz</td>
<td>Technical University of Lodz</td>
<td>Poland</td>
<td>The outcomes of the co-branding strategy</td>
<td>12:15-12:30</td>
</tr>
<tr>
<td>Prof. Tai-Ning Yang</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>An Examination of the Decision-Making Behavior of Impulse Buying</td>
<td>12:30-12:45</td>
</tr>
</tbody>
</table>
**Track D3. Title: Social Capital I**
**Room:** Conference Room “Lublinianka”, Floor: Minus 1
**Chair:** Prof. Agata Stachowicz-Stanusch, Silesian University of Technology, Poland

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<tr>
<th>Title / Name / Surname</th>
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<th>Timing</th>
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<tbody>
<tr>
<td>Dr. Teresa Kupczyk</td>
<td>University of Business in Wroclaw</td>
<td>Poland</td>
<td>Relations between management competences and organizational success considering gender issues - research results</td>
<td>11:45-12:00</td>
</tr>
<tr>
<td>Dr. Agnieszka Maria Wojtczuk-Turek</td>
<td>Warsaw School of Economics</td>
<td>Poland</td>
<td>Innovative Work Behavior and Psychological Capital - Analysis of Relationships</td>
<td>12:00-12:15</td>
</tr>
<tr>
<td>Ph.D. Student Kamonsak Suradom</td>
<td>King Mongkut’s University of Technology North Bangkok</td>
<td>Thailand</td>
<td>Developing Entrepreneur to Fairtrade System for Food Industry Group in Thailand</td>
<td>12:15-12:30</td>
</tr>
<tr>
<td>Prof. Agata Stachowicz-Stanusch</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
<td>Corporate Brand Reputation Rebuilding After The Company’s Crisis</td>
<td>12:30-12:45</td>
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**Track D4. Title: Business Sustainability**
**Room:** Conference Room “Senatorska”, Floor: 1
**Chair:** Prof. Tzong-Ru (Jiun-Shen) Lee, National Chung Hsing University, Taiwan

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<tr>
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<th>Paper title</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Ph.D. Student Pavlína Dalíková</td>
<td>University of South Bohemia in České Budějovice</td>
<td>Czech Republic</td>
<td>SMEs more successful with or without CSR</td>
<td>11:45-12:00</td>
</tr>
<tr>
<td>Prof. Ewa Bojar</td>
<td>Lublin University of Technology</td>
<td>Poland</td>
<td>Corporate Social Responsibility of Small and Medium-Sized Enterprises in the Lublin Voivodeship</td>
<td>12:00-12:15</td>
</tr>
<tr>
<td>Ph.D. Student Edyta Kofnyt-Wielgus</td>
<td>Opole University</td>
<td>Poland</td>
<td>Spin-off enterprises as the example of academic entrepreneurship in Poland</td>
<td>12:15-12:30</td>
</tr>
<tr>
<td>Prof. Tzong-Ru (Jiun-Shen) Lee</td>
<td>National Chung Hsing University</td>
<td>Taiwan</td>
<td>Establish the Systemic Step-by-step Processes to Startups the Micro-business entrepreneurs in Pre-start-up Stage</td>
<td>12:30-12:45</td>
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</tbody>
</table>
# Parallel Sessions E

**Place:** Conference Center; IBB Grand Hotel Lublinianka (*Krakowskie Przedmieście 56*)

**Time:** Thursday, 24.05.12; 12:45-13:45 (4 tracks, 4 papers per one, 15 minutes per paper)

**Track E1. Title: Investment and Capital Markets**  
**Room:** Conference Room “Biblioteka”, Floor: 1  
**Chair:** Prof. Hung-Shu Fan, Fu Jen Catholic University, Taiwan

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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Lichung Jen</td>
<td>National Taiwan University</td>
<td>Taiwan</td>
<td>Accounting for Deviations from Routine Timing Behavior: An Individual-Level Approach</td>
<td>12:45-13:00</td>
</tr>
<tr>
<td>Prof. Sasivimol Meeampol</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Incremental Effects of Ownership Structure on Corporate Value: Evidence from Thai Listed Companies in SET100</td>
<td>13:00-13:15</td>
</tr>
<tr>
<td>Prof. Hung-Shu Fan</td>
<td>Fu Jen Catholic University</td>
<td>Taiwan</td>
<td>The Effects of Corporate Governance and Accounting Rule Changes on Derivatives Usage</td>
<td>13:15-13:30</td>
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</tbody>
</table>

**Track E2. Title: Information Systems/Information Technology**  
**Room:** Conference Room “Ambasadorska”, Floor: 1  
**Chair:** Prof. Thanakorn Uiphanit, Suan sunandha Rajabhat University, Thailand

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<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Hsi-Yin Yeh</td>
<td>National Taiwan University</td>
<td>Taiwan, ROC</td>
<td>The Longitudinal Study of Highly Technology Impact Enterprises in the ICT Industry</td>
<td>12:45-13:00</td>
</tr>
<tr>
<td>Prof. Alireza Rezaei</td>
<td>Eastern Mediterranean University</td>
<td>Turkey</td>
<td>Building Information Modeling as a new business trend in construction industry</td>
<td>13:00-13:15</td>
</tr>
<tr>
<td>Ph.D. Student Łukasz Wiechetek</td>
<td>Maria Curie-Sklodowska University</td>
<td>Poland</td>
<td>Conception of information systems implementation time break even point in SMEs</td>
<td>13:15-13:30</td>
</tr>
<tr>
<td>Prof. Thanakorn Uiphanit</td>
<td>Suan sunandha Rajabhat University</td>
<td>Thailand</td>
<td>The Development of Suan sunandha Rajabhat University Electronic Journal System</td>
<td>13:30-13:45</td>
</tr>
</tbody>
</table>
**Track E3. Title: Social Capital II**  
**Room:** Conference Room “Lublinianka”, Floor: Minus 1  
**Chair:** Dr. Kris M.Y. Law, The Hong Kong Polytechnic University, Hong Kong

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Yie-Fang Kao</td>
<td>FuJen Catholic University</td>
<td>Taiwan</td>
<td>A study of the factors which influence social games users’ immersion experience: using Facebook as an example</td>
<td>12:45-13:00</td>
</tr>
<tr>
<td>Prof. Agnieszka Sitko-Lutek</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
<td>Social capital and the efficiency of public organizations</td>
<td>13:00-13:15</td>
</tr>
<tr>
<td>Prof. Anna Agnieszka Rakowska</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
<td>Quality of Information and Managerial Competencies versus Decision Making Process by the Management Personnel in the Local Government Administration Offices</td>
<td>13:15-13:30</td>
</tr>
<tr>
<td>Ph.D. Kris M.Y. Law</td>
<td>The Hong Kong Polytechnic University</td>
<td>Hong Kong</td>
<td>Group harmony in organizational learning teams</td>
<td>13:30-13:45</td>
</tr>
</tbody>
</table>

**Track E4. Title: Small and Medium Enterprises**  
**Room:** Conference Room “Senatorska”, Floor: 1  
**Chair:** Prof. Bordin Rassameethes, Kasetsart University, Thailand

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D. Student Jyrki Poikkimäki</td>
<td>VTT Technical Research Center of Finland</td>
<td>Finland</td>
<td>Factors Affecting SMEs Strategic Choices (Case of Finnish machine industry SMEs)</td>
<td>12:45-13:00</td>
</tr>
<tr>
<td>Dr. Renata Lisowska</td>
<td>University of Lodz</td>
<td>Poland</td>
<td>Institutional Support System for the Development of SME Innovation (the authors’ own research)</td>
<td>13:00-13:15</td>
</tr>
<tr>
<td>Ph.D. Student Huei-Ru Dong</td>
<td>National Taiwan University</td>
<td>Taiwan</td>
<td>The Industrial Clusters and Internationalization of Highly Innovative Small and Medium Firms</td>
<td>13:15-13:30</td>
</tr>
<tr>
<td>Dr. Robert Stanisławski</td>
<td>Lodz University of Technology</td>
<td>Poland</td>
<td>The SME Needs in the Area of Innovation Progress</td>
<td>13:30-13:45</td>
</tr>
</tbody>
</table>
Parallel Sessions F

**Track F1. Title: Financial Management**

**Room:** Conference Room "Biblioteka", Floor: 1  
**Chair:** Dr. Małgorzata Porada-Rochoń, University of Szczecin, Poland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Yi-Hsien Wang</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>The Effectiveness of Reinstatement of Top Executives to the Stock Market</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Dr. Bogna Janik</td>
<td>Poznan School of Banking</td>
<td>Poland</td>
<td>Efficiency of Sustainable Investment in Polish Regulated Market</td>
<td>15:00-15:15</td>
</tr>
<tr>
<td>Prof. Teresa L. Ju</td>
<td>Lunghwa University of Science and Technology</td>
<td>Taiwan</td>
<td>An Empirical Test on the Relationship between Learning Strategy and Financial Performance</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Dr. Małgorzata Porada-Rochoń</td>
<td>University of Szczecin</td>
<td>Poland</td>
<td>Early warning system in time of crisis - an empirical analysis</td>
<td>15:30-15:45</td>
</tr>
</tbody>
</table>

**Track F2. Title: Supply Chain Management II**

**Room:** Conference Room "Ambasadorska", Floor: 1  
**Chair:** Prof. Ya Ling Tsai, Southern Taiwan University, Taiwan

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Ilkka Sillanpää</td>
<td>University of Vaasa, Finland</td>
<td>Finland</td>
<td>Supply Chain Performance Measurement in the Manufacturing Industry</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Dr. Haruthai Numprasertchai</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Linking RosettaNet Standard to SCOR planning practices: exploratory study</td>
<td>15:00-15:15</td>
</tr>
<tr>
<td>Prof. Ya Ling Tsai</td>
<td>Southern Taiwan University</td>
<td>Taiwan</td>
<td>The effort of buyer-supplier relationships from cross-generation management</td>
<td>15:15-15:30</td>
</tr>
</tbody>
</table>
Track F3. **Title: Decision Support Systems and HRM Based Decision**  
Room: Conference Room “Lublinianka”, Floor: Minus 1  
Chair: Prof. Po-Wei Pan, Hsuan Chuang University, Taiwan

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Timing</th>
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<tbody>
<tr>
<td>Ph.D. Student</td>
<td>TVT Asunnot Oy</td>
<td>Finland</td>
<td>Comparative Study of Social Housing Policies in Finland, China and Thailand</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Teppo Oskari Forss</td>
<td></td>
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</tr>
<tr>
<td>Ph.D. Student Yu-jen Chen</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>Study on the Relationship among Ethics, Trust, and Effectiveness of Knowledge Sharing in Organizations</td>
<td>15:00-15:15</td>
</tr>
<tr>
<td>Prof. Bordin Rassameethes</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Decision Support Capacity Planning System for Assembly line in Electronic Industry</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Prof. Po-Wei Pan</td>
<td>Hsuan Chuang University</td>
<td>Taiwan</td>
<td>Commitment-based Human Resource Management Practices and Organizational Innovation: the Mediating Role of Knowledge</td>
<td>15:30-15:45</td>
</tr>
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</table>

Track F4. **Title: Business Process Reengineering and Outsourcing**  
Room: Conference Room “Senatorska”, Floor: 1  
Chair: Prof. Shaio Yan Huang, National Chung Cheng University, Taiwan

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>Ph.D. Student</td>
<td>Lublin University of Life Sciences</td>
<td>Poland</td>
<td>Outsourcing vs insourcing. Comparative analysis of selected organizational and economic aspects</td>
<td>14:45-15:00</td>
</tr>
<tr>
<td>Katarzyna Budzyńska</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Ph.D. Student Terho Uusitalo</td>
<td>Vaasa University</td>
<td>Finland</td>
<td>Business process reengineering in the electronic manufacturing business</td>
<td>15:00-15:15</td>
</tr>
<tr>
<td>Dr. Katarzyna Krot</td>
<td>Bialystok University of Technology</td>
<td>Poland</td>
<td>Trust in the relationship between social network users - study on the construction and interior design portals</td>
<td>15:15-15:30</td>
</tr>
<tr>
<td>Prof. Shaio Yan Huang</td>
<td>National Chung Cheng University</td>
<td>Taiwan</td>
<td>The Relationship between Information Technology, Business Process Reengineering, and Employee Performance Evaluation</td>
<td>15:30-15:45</td>
</tr>
</tbody>
</table>
Parallel Sessions G

**Place:** Conference Center; IBB Grand Hotel Lublinianka *(Krakowskie Przedmieście 56)*

**Time:** Thursday, 24.05.12; 15:45-16:45 (4 tracks, 4 papers per one, 15 minutes per paper)

**Track G1. Title:** Financial Management

**Room:** Conference Room "Biblioteka", Floor: 1

**Chair:** Dr. Adam Śliwiński, Warsaw School of Economics, Poland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D. Student Aki Aapaoja</td>
<td>University of Oulu</td>
<td>Finland</td>
<td>Assessing stakeholder salience in a Finnish construction project</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Dr. Hsu-Che Wu</td>
<td>Department of Accounting and Information Technology, National Chung Cheng University,</td>
<td>Taiwan</td>
<td>A comparison of hybrid neuron network models for credit risk prediction</td>
<td>16:00-16:15</td>
</tr>
<tr>
<td>Dr. Mieczysław Stanisław Kowerski</td>
<td>Zamość University of Management and Administration</td>
<td>Poland</td>
<td>Dividends and the earnings quality in Poland</td>
<td>16:15-16:30</td>
</tr>
<tr>
<td>Dr. Adam Śliwiński</td>
<td>Warsaw School of Economics</td>
<td>Poland</td>
<td>Leasing in Emerging Markets: case of Poland vs. China</td>
<td>16:30-16:45</td>
</tr>
</tbody>
</table>

**Track G2. Title:** E-business & M-business

**Room:** Conference Room “Ambasadorska”, Floor: 1

**Chair:** Prof. Shang-Chia Liu, FuJen Catholic University, Taiwan

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Zbigniew Pastuszak</td>
<td>Maria Curie-Sklodowska University</td>
<td>Poland</td>
<td>Business School Students ICT Attitude. An International Comparison</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Prof. Wan-Rung Lin</td>
<td>Chinese Culture University</td>
<td>Taiwan</td>
<td>Selecting Consumers’ Use Inclination Decisions in Mobile Banking: Application of DEMATEL and ANP approach</td>
<td>16:00-16:15</td>
</tr>
<tr>
<td>Dr. Uchenna Cyril Eze</td>
<td>Monash University</td>
<td>Malaysia</td>
<td>E-payment System in Malaysia: Consumers’ Perspectives</td>
<td>16:15-16:30</td>
</tr>
<tr>
<td>Prof. Shang-Chia Liu</td>
<td>FuJen Catholic University</td>
<td>Taiwan</td>
<td>Application RFID Technology for Tourism Mobile Service System</td>
<td>16:30-16:45</td>
</tr>
</tbody>
</table>
### Track G3: Title: Customer Relationship Management
Room: Conference Room “Lublinianka”, Floor: Minus 1
Chair: Prof. Pekka Kess, University of Oulu, Finland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
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<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Ming-Hsien Yang</td>
<td>Fu Jen Catholic University</td>
<td>Taiwan</td>
<td>Developing a System for Managing Collaborative Relationship</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Ph.D. Student Jari Sakari Koskinen</td>
<td>University of Vaasa</td>
<td>Finland</td>
<td>Dynamic capability as a source of operational excellence - how to use mini factory concept to get fast market access</td>
<td>16:00-16:15</td>
</tr>
<tr>
<td>Prof. Agnieszka Izabela Baruk</td>
<td>Technical University of Lodz</td>
<td>Poland</td>
<td>Customer knowledge management as a catalyst for success on the niche market</td>
<td>16:15-16:30</td>
</tr>
<tr>
<td>Prof. Pekka Kess</td>
<td>University of Oulu</td>
<td>Finland</td>
<td>Strategy-focused capability management model</td>
<td>16:30-16:45</td>
</tr>
</tbody>
</table>

### Track G4: Title: Quality Management, Innovation, and Creativity
Room: Conference Room “Senatorska”, Floor: 1
Chair: Dr. Liliana Hawrysz, Opole University of Technology, Poland

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Agata Borowska-Pietrzak</td>
<td>University of Gdansk</td>
<td>Poland</td>
<td>Audit of periodic employee appraisal system in University of Gdansk</td>
<td>15:45-16:00</td>
</tr>
<tr>
<td>Ph.D. Student Ching-Yi Lin</td>
<td>National I-Lan University</td>
<td>Taiwan</td>
<td>A Study of M-banking Service Quality</td>
<td>16:00-16:15</td>
</tr>
<tr>
<td>Ph.D. Student Narongsak Comepa</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Impact of Intellectual capital on the growth of productivity: Why Intellectual capital should be measured?</td>
<td>16:15-16:30</td>
</tr>
<tr>
<td>Dr. Liliana Hawrysz</td>
<td>Opole University of Technology</td>
<td>Poland</td>
<td>The effects of the implementation of quality management tools in the public sector</td>
<td>16:30-16:45</td>
</tr>
</tbody>
</table>
Parallel Sessions H

**Place:** Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmieście 56)  
**Time:** Thursday, 24.05.12; 17:15-18:15 (4 tracks, 4 papers per one, 15 minutes per paper)

**Track H1. Title:** Sustainable Development III  
**Room:** Conference Room “Senatorska”, Floor: 1  
**Chair:** Prof. Per Hilletofth, Jönköping University, Sweden

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
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<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Grzegorz Chałupczak</td>
<td>Maria Curie-Sklodowska University</td>
<td>Poland</td>
<td>eGovernment in Poland – the Present State and Development Perspectives</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Prof. Namkyu Park</td>
<td>Ohio University</td>
<td>USA</td>
<td>Economic analysis of purchasing either green electricity or carbon tax credits</td>
<td>17:30-17:45</td>
</tr>
<tr>
<td>Prof. Marian Turek</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
<td>Investments financing and company value in capital-consuming industries</td>
<td>17:45-18:00</td>
</tr>
<tr>
<td>Prof. Per Hilletofth</td>
<td>Jönköping University</td>
<td>Sweden</td>
<td>Supply chain design and differentiation</td>
<td>18:00-18:15</td>
</tr>
</tbody>
</table>

**Track H2. Title:** Competitiveness & Industrial Innovation  
**Room:** Conference Room “Ambasadorska”, Floor: 1  
**Chair:** Prof. Daryl Nord, Oklahoma State University, USA

<table>
<thead>
<tr>
<th>Title / Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
<th>Paper title</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Petrina Faustine</td>
<td>Universitas Mercu Buana Jakarta</td>
<td>Indonesia</td>
<td>Manufacturing strategy and its impact on sustaining business prosperity (A case study of PT INDO EXTRUSION in Bandung)</td>
<td>17:15-17:30</td>
</tr>
<tr>
<td>Ph.D. Student Kridsada Funkumai</td>
<td>Kasetsart University</td>
<td>Thailand</td>
<td>Applied Linear Programming for Solar Power Plant for Power Inverter Selection</td>
<td>17:30-17:45</td>
</tr>
<tr>
<td>Ph.D. Student Harri Jokela</td>
<td>Oulu Southern Institute, University of Oulu</td>
<td>Finland</td>
<td>Knowledge dynamics in innovation - from idea to product</td>
<td>17:45-18:00</td>
</tr>
<tr>
<td>Prof. Tomasz Bernat</td>
<td>University of Szczecin</td>
<td>Poland</td>
<td>Green Jobs vs. Innovations. The Way to Improve Company Competiveness?</td>
<td>18:00-18:15</td>
</tr>
</tbody>
</table>
9. Map and location

Legend:

1. Conference Center; IBB Grand Hotel Lublinianka (Krakowskie Przedmiescie 56)
2. Registration, Tuesday, 5-6 p.m.; Lublin City Hall (Plac Lokietka 1)
3. Opening Ceremony, Wednesday, 9 a.m.; LTN – Lublin Science Association hall (Plac Litewski 2)
4. Europa Hotel
5. To Unia Mercure Hotel and way to the Maria Sklodowska-Curie University (approx. 10 minutes walk)
6. To Victoria Hotel (approx. 10 minutes walk)
7. To the Lublin Old Town and the Castle (approx. 15 minutes walk)
10. Conference statistics

2. Previous TIIM conferences:
   • No. 1 – TIIM 2009, Bangkok, Thailand
   • No. 2 – TIIM 2010, Pattaya, Thailand
   • No. 3 – TIIM 2011, Oulu, Finland
3. Total registered participants number: 303
4. Active registered participants number: 242, including:
   • 77 participants from Poland,
   • 60 participants from Taiwan,
   • 45 participants from Thailand,
   • 23 participants from Finland,
   • 10 participants from Slovenia,
   • 4 participants from Turkey,
   • Others countries/regions include USA, Japan, Hong Kong, Malaysia, Sweden, Italy, Hungary, Indonesia, Denmark, China, Romania, UK, Albania, Ukraine, Czech Republic, Norway, South Africa.
5. Number of participants’ origin countries: 23.
6. Number of papers’ authors and co-authors: 218.
8. Papers under review number: 164.
11. Acceptance rate: 74%.
## 11. Participants list

(Alphabetical order)

<table>
<thead>
<tr>
<th>Name / Surname</th>
<th>Affiliation</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aki Aapaoja</td>
<td>University of Oulu</td>
<td>Finland</td>
</tr>
<tr>
<td>Ashraf Omer Abdelmageed</td>
<td>Ohio University</td>
<td>USA</td>
</tr>
<tr>
<td>Hanna Gabriela Adamkiewicz-Drwiłło</td>
<td>Gdańsk University of Technology</td>
<td>Poland</td>
</tr>
<tr>
<td>Cosmina Aldea</td>
<td>Politehnica University of Timisoara</td>
<td>Romania</td>
</tr>
<tr>
<td>Aneta Aleksander</td>
<td>Silesian University of Technology</td>
<td>Poland</td>
</tr>
<tr>
<td>Jukka Anteroinen</td>
<td>National Defence University</td>
<td>Finland</td>
</tr>
<tr>
<td>Katarina Babnik</td>
<td>University of Primorska, Koper</td>
<td>Slovenia</td>
</tr>
<tr>
<td>Katarzyna Anna Bachnik</td>
<td>Warsaw School of Economics</td>
<td>Poland</td>
</tr>
<tr>
<td>Sebastian Bakalarczyk</td>
<td>Technical University of Łódź</td>
<td>Poland</td>
</tr>
<tr>
<td>Yasemin Bal</td>
<td>Yıldız Technical University, Istanbul</td>
<td>Turkey</td>
</tr>
<tr>
<td>Alperen Bal</td>
<td>Istanbul Technical University</td>
<td>Turkey</td>
</tr>
<tr>
<td>Rafał Balina</td>
<td>Warsaw University Of Life Sciences</td>
<td>Poland</td>
</tr>
<tr>
<td>Marcin Bartkowiak</td>
<td>Poznan University of Economy</td>
<td>Poland</td>
</tr>
<tr>
<td>Justyna Bartnik</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
</tr>
<tr>
<td>Agnieszka Izabela Baruk</td>
<td>Technical University of Łódź</td>
<td>Poland</td>
</tr>
<tr>
<td>Jerzy Baruk</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
</tr>
<tr>
<td>Ewelina Berlińska</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
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<tr>
<td>Tomasz Bernat</td>
<td>University of Szczecin</td>
<td>Poland</td>
</tr>
<tr>
<td>Agnieszka Bitkowska</td>
<td>University of Finance and Management</td>
<td>Poland</td>
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<tr>
<td>Ewa Bojar</td>
<td>Lublin University of Technology</td>
<td>Poland</td>
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<tr>
<td>Štefan Bojnec</td>
<td>University of Primorska, Koper</td>
<td>Slovenia</td>
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<tr>
<td>Taras Bondarenko</td>
<td>Maria Curie-Skłodowska University</td>
<td>Poland</td>
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<tr>
<td>Warong Boonchareon</td>
<td>Kasetsart University</td>
<td>Thailand</td>
</tr>
<tr>
<td>Ryszard Borowiecki</td>
<td>University of Economics in Cracow</td>
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12. Abstracts
ASSESSING STAKEHOLDER SALIENCE IN A FINNISH CONSTRUCTION PROJECT

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Abstract
Purpose: In construction projects, stakeholder management has been seen extremely difficult issue due to lack of practical tools for managing the stakeholders and understand their salience in projects. The objective of this study is to create a framework to facilitate stakeholder salience assessment and analysis in construction projects.

Methodology: This study seeks the answer to the following research questions: How to analyze stakeholder salience in a construction project, and what is the salience of the stakeholders in the Finnish construction project? The research questions are answered by studying the national building code of Finland (NBCF) and a case of Finnish construction project.

Findings: The study finds out that the NBCF sets restrictions for the effective execution of project and stakeholder management. The NBCF recognizes only five internal stakeholders while there are plenty of other stakeholders which can have huge impact on a construction project.

Limitations: The results of this study are mainly applicable to the construction projects in the Finnish context.

Practical implications: The major implication of this study prefers that the concept of stakeholders and their roles in construction projects need to be expanded in order to enhance stakeholder management in the Finnish construction project and industry. Assessment of stakeholders’ salience, requirements and contribution is an essential element to improve stakeholder management and project success.

Originality: Based on the findings, it is suggested that more interactive and wider stakeholder management and assessment might enhance the value creation of the construction projects and the integration of the supply chain.

Keywords: Construction, stakeholder, salience, stakeholder management, assessment

CROSS-SECTOR COLLABORATION BY A CENTRE OF EXCELLENCE – AN EVALUATION BY CASE STUDY

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Abstract
Purpose: The purpose of this paper is to empirically evaluate the performance of a Centre of Excellence (CoE) as a manifestation of cross-sector collaboration and to identify the factors that are critical to or pose risks for the success of a CoE.

Design/methodology/approach: The research method of the paper is a case study about a CoE for protection in the field of defence. The longitudinal data for the case were collected in two phases through Internet surveys. The data were analysed with the Critical Factor Index (CFI) method, which enables researchers to find critical and risk factors for performance.

Findings: The CoE has brought at least some benefits regarding all the objectives originally set for the CoE. However, the actual performance does not meet the original expectations. The CFI method identified the six most important development and risk factors for the CoE, the validity of which were demonstrated by feedback from the key informants regarding the CoE.

Research limitations/implications: The results are based on a single cross-sector collaboration project in which the number of participants was rather limited. Furthermore, the relatively short time interval (nine months) between the survey phases could have had an impact on the answers regarding some of the factors.

Practical implications: The findings lay the groundwork for the decision makers to focus efforts and readjust the operations of the NEPRO in order to maximise the possibilities for collaboration success.

Originality/value: The paper provides an innovative empirical study of challenging cross-sector collaboration in a new context.

Keywords: Collaboration, Centre of Excellence, Cross Sector, Evaluation, Critical Factor Index, CFI
Classification of the paper: Case study
Abstract

Purpose: The aim of the article is to describe and explain how the guidelines given by the European Commission in the set of policies concerning the retention and employment of older workers, can be utilised to achieve intergenerational synergies in the organisations.

Approach: The concept of intergenerational synergies (in organisations) is discussed from the perspective of human resource management function (age management), from the perspective of the current higher education system in EU, especially from the perspective of the lifelong learning system, and from the well-established concept in gerontology - intergenerational approaches.

Findings: The conceptual model of determinants of effective age management practices is developed and discussed.

Value: Today, the ageing population and a low rate of active older adults on the labour market are among the key issues to which the EU countries respond by a single objective: extending the active working life period. The inclusion of older adults and elderly persons into various work forms has not merely brought about direct economic effects on individuals, organisations and societies. Some more recent research shows that the attitudes toward older workers have been changing; Nevertheless, this age group of workers still feels discriminated, which implies that a change in attitudes is not accompanied by a change in the HRM practices in the organisations. The conceptual definition of intergenerational synergies in organisations and practical guidelines for the implementation of age management practices that support synergic effects, have therefore theoretical and practical value.

Keywords: aging workforce, age management, intergenerational synergies, human resource management, lifelong learning

Abstract

Turkey has a large economy and, thus, it expects a very large growth in energy demand. Today, Turkey’s economy is mainly dependent on oil, natural gas, and electricity. On the other hand, Turkey’s energy production meets nearly 35% of its total primary energy consumption. Turkey is an energy importing country. Turkey presently has considerable renewable energy sources. The most important renewable sources are hydropower, wind, solar, geothermal, and biomass. Most of Turkey is suitable for the utilization of solar energy. The solar energy potential of Turkey is the equivalent of 1.3 billion tons of oil per year. The total solar potential of Turkey is 8.8 Mtoe/year for electric and 26.4 Mtoe/year heat applications (R. Tuğrul Oğulata)

The main objective of this study is to investigate such economical, legal, operational feasibility, technology and system feasibility of solar power plant to supply the entire energy demands to a SME in Adana region. It is aimed to make in this study to make a comparison of two types of solar power plants: Photovoltaic System and Concentrated Solar Power System as well. There are too many implementations of photovoltaic power plants all over the world. Despite photovoltaic systems are pollution free during use, they still have some production and end-of use recycling problems. On the other hand Concentrated Solar Power systems are appropriate to be used in arid regions to produce electricity by using mirrors to focus sunlight on a central point to heat water or another heat-carrying fluid. According to a study done by Greenpeace International, the European Solar Thermal Electricity Association, and the International Energy Agency’s SolarPACES group investigated the potential and future of concentrated solar power. The study found that concentrated solar power could account for up to 25% of the world’s energy needs by 2050. (en.wikipedia.org) In this context both Photovoltaic and CSP power plants evaluated with a hope of giving some reference to the construction of solar power plants.
EFFICIENCY OF SUSTAINABLE INVESTMENT IN POLISH REGULATED MARKET

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Abstract
The objective of this paper is the analysis of sustainable investment in terms of effectiveness. What was analyzed were the companies present in RESPECT index as well as assets of Investment Fund SKOK which is sustainable. Sharpe ratio was calculated from daily and weekly returns in the period from December 2009 when RESPECT index was created. The benchmark applied was WIG20 which is the index of 20 major companies in terms of capitalization and free flow. The same research was conducted for the portfolio of banks, present in RESPECT index from the beginning, which was compared to WIG Banks index. Investment Fund SKOK was compared with broad market index WIG and index WIG20. Logarithmic rates of return were applied. WIBOR ON and WIBOR SW were treated as interest rate risk-free. Moreover, the results of RESPECT index were researched with the application of linear regression. The purpose was specification of Jansen’s alpha.

JEL: Q01, Q56, G11, G23

Keywords: sustainable development, social responsibility investment, investment funds, sustainability stock indexes.

CUSTOMER KNOWLEDGE MANAGEMENT AS A CATALYST FOR SUCCESS ON THE NICHE MARKET

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Abstract
Purpose: The main cognitive objective of this article is to define the concept of customer knowledge management and knowledge management about a customer. Furthermore, the aim is to determine the role of customer knowledge management and knowledge management about a customer in the company functioning on the niche market. However, the main empirical aim is to define and analyse individual customers’ knowledge on the selected food products and to identify and analyse their expectations regarding the availability of this knowledge. The aim is also to develop a model of customer knowledge management whose implementation would increase the chances of a company to achieve success on the market.

Design/methodology/approach: In order to achieve the cognitive aim, the critical-cognitive method was used to study literature in management, marketing, psychology and sociology. However, to achieve the practical aim, the following methods were used: primary survey conducted among the respondents representing the final buyers (for primary data), statistical analysis (including structural analysis and factor analysis) providing interpretation of results, comparative analysis to compare the theoretical assumptions with the facts existing on the niche market. The geographical scope of primary studies included the entire Polish territory and the time range for 2011. The study involved over 2,000 respondents from all 16 provinces (in proportion to their population). Finally, 1969 survey questionnaires were used for the analysis.

Findings: Among the main conclusions there are the following: Respondents’ information expectations were not met by the sellers, resulting in a low level of knowledge about the analysed niche products; the consequence of negligence in meeting the information expectations of customers is virtually no chance to prepare and implement a program of customer knowledge management let alone customer knowledge management.

Originality/value: The originality of the article is determined by the choice of the customer knowledge management issues, which were shown for the first time to the companies operating on the niche market, which the lamb market in Poland is. The factual value is also apparent from the analysis of the results of primary research, which in relation to the market, covered the entire country for the first time. What is also valuable is the creation of customer knowledge management model that could be implemented not only on this market, but also on other markets of other consumer goods, including niche markets.

Keywords: customer knowledge management, niche market
GREEN JOBS VS. INNOVATIONS. THE WAY TO IMPROVE COMPANY COMPETIVENESS?

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Abstract  
Green jobs are inseparably connected with the concept of sustainable economic development. The paper attempts to state how green jobs – jobs established in the term of ecologization of enterprise, are related to innovations. Today’s pressure of “greening” economy stress companies management to make decisions that implemented sustainable development. There are relatively lot of advantages of such an activities for enterprise. But also lot of obstacles is born in the process of implementation. The paper shell deal with this double mind way. One of the positive outcome is improving company’s competitiveness.  

Keywords: sustainable development, green jobs, factors determining the creation of green jobs, innovation

KNOWLEDGE MANAGEMENT IN POLISH ENTERPRISES

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Abstract  
Purpose: Knowledge is now treated as a strategic resource of the enterprise. Their functioning in conditions of constant changes caused the challenges connected with the need of continuous learning. Managers increasingly recognize the role and importance of this concept in shaping the enterprises competitiveness. One of the reason of the low competitiveness of Polish enterprises is the unsatisfactory level of involvement of Polish enterprises in the implementation of knowledge management concepts. This article aims to diagnose the state of knowledge management in Polish enterprises.

Design/methodology: The article presents the results of empirical research conducted among 608 enterprises operating in Poland in 2009 and a sample of 626 firms in 2011. The authors introduce a comparative analysis of the research.

Findings: The analysis of the study results indicates a low degree of advancement of Polish enterprises towards current challenges of the knowledge economy. A small number of Polish enterprises uses the concept of knowledge management. One of the main reasons is the lack of knowledge and awareness of managers connected with the importance of using this concept in enterprises. Definitely big enterprises prefer using knowledge management as well as its elements. Recently has been observed the increase of interest in the implementation of this concept among managers in Polish enterprises.

Research limitations/implications: The researches concerned the state of knowledge management in Polish enterprises. This theme of research is worth of continuing in aim to make comparisons between Polish and European enterprises.

Social implications: Targeting managers and employees on the role of knowledge in the operation of their enterprises, opening into knowledge sharing, stimulation, motivation, knowledge, and also development of knowledge workers.

Originality/value – Despite of the growing interest among researchers and practitioners of the concept of the knowledge management there is a narrow range of current researches in this area in Poland. The issue of exploitation of innovation in other areas of business management and its influence on the processes of competition in the market or shaping the competitiveness of enterprises operating in Poland is almost too poorly resolved from the empirical point of view.

Keywords: knowledge, knowledge management, Poland  
Paper type: Research paper
CORPORATE SOCIAL RESPONSIBILITY OF COMPANIES OPERATING IN LUBLIN VOIVODESHIP

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Abstract

Purpose: In the globalized era, the world economy is facing many challenges resulting from deterioration of the environment, financial crises, and deepening of social inequalities. Human activities, including business activity, lead the world to the limits of growth. In the past, missions of many companies were focused on generating profits for their owners rather than on other issues, such as social and environmental matters. Today, more and more often the questions associated with responsibilities of businesses and sustainable development are raised and discussed in the context of national economies as a whole, rather than individual enterprises exclusively. Corporate social responsibility is voluntary. For marketing reasons many companies regard CSR as part of their PR strategies exclusively. Emerging challenges raise the need for in-depth research on how businesses follow and incorporate the CSR principles into their day-to-day operations, both globally and locally. The purpose of this paper is to present a study of awareness and applications of corporate social responsibility principles in companies operating in Lublin Voivodeship.

Design/methodology/approach: The questionnaire survey was carried out between May and September 2011, on a group of 500 employees of enterprises operating in major sectors in the Lublin region.

Findings: The survey revealed very low awareness and weak knowledge of the CSR concept. The study has proved that generally employees did not identify activities undertaken by their companies with universally recognized principles of corporate social responsibility.

Research limitations/implications: Companies based in Lublin Voivodeship are largely dispersed. This dispersal was a major hindrance of the study which made impossible to survey all the enterprises operating in the region.

Practical implications: Recommendations formulated based on the research findings may contribute to increasing knowledge and awareness of corporate social responsibility among regional entrepreneurs and employees and potential benefits for enterprises and local communities resulting from effective implementation of CSR principles.

Originality/value: To date, presented work is the first study of corporate social responsibility of companies run in the Lublin region.

Keywords: Corporate Social Responsibility, CSR, social responsibility awareness, CSR awareness, business ethics, sustainable regional development.

INFORMATION AND COMMUNICATION TECHNOLOGY AND ECONOMIC GROWTH IN DEVELOPED COUNTRIES

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Abstract

Purpose: This paper provides a model to measure the effect of the information and communication technology (ICT) on economic growth in developed OECD countries.

Design/methodology/approach: The effect of the ICT related variables on economic growth is analyzed by using cross-country panel data for 34 OECD countries over the years 1998-2009. The robustness of the results of the five econometric estimation approaches are compared for pooled ordinary least square model, random and fixed effects models, two-way fixed effect model, and the system of Generalized Method of Moments.

Findings: The standard ICT access lines per inhabitants, access channels per inhabitants, and total broadband per inhabitants have improved over time, but vary across the analysed OECD countries. The improved access channels per inhabitants and gross capital growth (investment) play a positive and significant role in the per-capita gross domestic product (GDP) growth. Labour productivity growth has encouraged economic growth positively. These results are robust independently on the estimation procedure.

Research limitations/implications: We do not find a positive and significant role of the standard ICT access line per inhabitants and total broadband per inhabitants on the per-capita GDP growth. These results and the results for control variables pertaining to government expenditure, inflation, trade openness, and inward foreign direct investment (FDI) in the growth equation are biased to the estimation procedure.

Originality/value: The conceptual-empirical value to the research of new connections made with the key elements of economic growth theory with focus on the effect of the ICT, main macroeconomic and economic openness variables on economic growth. This is the first study that in the growth equation uses different ICT related variables, which in addition to gross capital growth, government consumption, and inflation in the adjusted augmented growth model are controlled for labour productivity growth, trade openness, and inward FDI. The robustness of the results is tested by five different econometric approaches.

Keywords: Information and communication technology, Economic growth, Data management, Panel data analysis, OECD countries

Paper type: Research paper
Abstract

**Purpose:** The aim of the publication is to show practical implications concerning knowledge management in enterprises on the grounds of the presented theoretical bases. The empirical part of the publication is to show relevant research concerning enterprises functioning in Poland, both in the small and medium-sized enterprises and the large enterprises.

**Design/methodology/approach:** The first, theoretical part of the article systemizes the basic notions concerning the subject of the publication and referring to the question of knowledge and knowledge based management in an organization on the basis of Polish and foreign literature. In the second part, theoretical frames presented before are referred to the factual state, assessed on the basis of the research findings from the selected research centres. They concerned the problems and the level of progress of Polish enterprises in knowledge management. Here, the analytical and synthetic approach was applied, followed by appropriate conclusions.

**Findings:** By presenting the desired state of knowledge management in an organization and the current state, based on the research findings of the selected research centres with reference to Polish enterprises, a low level of progress of these enterprises in knowledge management was shown. In order to do that, the Knowledge Management Journey methodology was applied, among others. In the context of the presented results, the reasons for such a situation were also indicated.

**Practical implications:** The empirical part of the publication presents the main areas constituting the source of problems in the knowledge management process in Polish enterprises, as well as appropriate suggestions to counteract the low level of knowledge management in these entities.

**Originality/value:** The paper takes into consideration the findings of empirical research in the selected research centres. On their basis, the condition of knowledge management in Polish enterprises was assessed. Moreover, appropriate conclusions and suggested solutions are presented.

**Keywords:** knowledge, knowledge management, knowledge based economy, enterprises in Poland, large enterprise sector, small and medium-sized enterprise sector (SMEs).

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**Audit of Periodical Employee Appraisal System in University of Gdansk**

**Abstract**

The main purpose of this article is to show and interpret a results of the research related to implementation stage of periodical appraisal system for non-teacher employees at University of Gdańsk. Presented results in a text are the background for applications and findings in a context of audit of this system. Obtained feedback from receivers after the first implementation represent an important source for development and improvements to the system in the subsequent periods of operation. Presented below text is a continuation of the raised the issue in earlier publications dedicated to the process of design, implementation and operation of periodic assessments of non-academic staff at the University of Gdansk.

The aim of the first part of the article was to show the process of designing a system of periodic evaluations of employees and to present results of the work as a tool for periodic evaluation of employees. The next part shows the importance of the implementation stage in the process of implementing a systematic approach to employee evaluation system. Well-designed appraisal systems can strengthen good relationships between supervisors and employees. It is essential for final success in evaluation, to have a proper source feedback information from the evaluated employees and evaluators (managers). One of the most critical moment in management of periodical employee appraisal system is the first impact into “real life”. The organization is not convinced by the end of the validity of their solutions. That's why it is hard to overstate the moment when the organization receives the first feedback on the quality and effectiveness of the assessment of implemented system. Both supervisors and employees help develop the appraisal system, they are likely to endorse it. And the presented in this text research findings related to employee's answers are designed to provide knowledge about the opinions of them, on the one hand. On the second hand, this knowledge is necessary to make some practical improvement for further. To analyze and to interpret received data in tables located below in article, it is the initial step in process of audit of implemented a year ago periodical employee appraisal system in UG for non-academic staff. The authors of this paper are also the authors of this evaluation system, and just by this audit they want to give the weight to stage of improvement of this appraisal system. This audit is also a next step to make more effective and high-quality tools of HRM in UG.

**Keywords:** appraisal system, employee evaluation, personnel audit, human resource management, evaluation interview, criteria of appraisal
OUTSOURCING VS INSOURCING. A COMPARATIVE ANALYSIS OF SELECTED ASPECTS

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Abstract
Purpose: The scope of this paper is to provide a review of the basic definitions of outsourcing. This work provides a comparison of outsourcing and insourcing in their organisational and economic aspects. Design/methodology/approach: This paper has been based on a detailed analysis of literary works concerning outsourcing and insourcing. It includes a case study of the costs of transportation in an enterprise which sells mazut and anthracite. Findings: In the paper it has been determined that the strategy of insourcing is still little known among managers. Outsourcing, on the other hand, is used as the main ‘safety belt’ which allows to decrease the costs of an enterprise and to focus on the company’s core activities. Enterprises ought to consider simultaneous use of the outsourcing and insourcing strategies. In order to do this one ought to choose such elements from both these strategies which will allow an enterprise to obtain even greater profits. Practical implications: This document will constitute a useful management tool for selecting the right strategy, which will allow to maximise the efficiency and profits while minimising costs. Originality/value: Reference literature includes only a small number of works on insourcing. The paper presents the most important differences between outsourcing and insourcing in their organisational and economic aspects as well as their advantages and disadvantages. Managers often make decisions without having analysed the factors which have impact upon the choice of an appropriate strategy. As a result, an enterprise might have to incur unnecessary expenses. It is certain that the use of outsourcing will be increasing in the coming years. Keywords: Outsourcing, Insourcing, Strategy

LEADER COMPETENCIES IN VIRTUAL ORGANIZATION

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Abstract
This paper discusses the competence required in the leadership of virtual organization. The specifics of virtual organization presents a challenge to traditional managerial styles. In order to achieve success in virtual environment, a leader must develop specific abilities. This analysis examines the uniqueness of the virtual organization, including team work and management. The last part presents findings and summaries regarding effective e-leadership requirement. A virtual leader managing a virtual organization should possess several social competencies, as well as technological knowledge and managerial abilities. Virtual leadership is still evolving, therefore the diagnosis of its crucial elements is very important. The basic listing of e-leaders’ competence has a great impact on our understanding of virtual organizations. The findings indicate the main competencies that each e-leader should be focusing on. Keywords: e-leadership, virtual leadership, core competencies, virtual organization,
eGOVERNMENT IN POLAND – THE PRESENT STATE AND DEVELOPMENT PERSPECTIVES

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Abstract
The divagations contained in this paper come down to the analysis of normative actions undertaken by polish legislator in the area of eGovernment and presenting the results of comparative studies concerning the development of e-administration in Poland, compared to other European Union Countries. An attempt was also made at assessing the state of eGovernment in Poland and at specifying the main determinants and directions of its development.

Keywords: eGovernment, Digitizing Public Services, Public eServices.

IMPROVING THE RELATIONSHIP BETWEEN TRAINER AND TRAINEE FOR THE PROMOTION OF EMPLOYEE TRAINING EFFECTIVENESS

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Abstract
Focused on the relativity of the trainer and trainee fits and training efficiency, and on the influence of trainer and trainee relationship on the training efficiency, this research, making use of SPSS 17.0, analyzes the trainer and trainee fits as the influences on training effectiveness. The results, under the securitization of Regression Analysis and Independent Sample T Test, and One Way Analysis of Variance, show that supplementary fit has positive relation with training effectiveness, because their similar backgrounds and values will make them identify each other as insiders rather than outsiders and thus will enable them to have more subjects to talk about even outside the workplace. Therefore, the trainer and trainee communication grows with their good interactions that would further promote the knowledge transferring and meet the expected training efficiency.

Keywords: Trainer and trainee Relationship, Training Effectiveness
THE APPLICATION OF WEIGHTED SIMPLE REGRESSION MODEL ON ACCOUNTING RESEARCH

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Abstract
Discussion of the relationship between independent variable and dependent variable has been usually fulfilled by regression model in the line of accounting research. However, due to the assumption of equally weighted characteristic of individual sample in traditional model, researcher works on reducing the differences among sample by way of nature logarithm or scaled treatment to meet the requirement. In fact, these alternatives don't even solve the problem, but lead to the absence of some other important characteristics inherent in sample. In this study, weighting method is utilized to help coming up with a new regression model. Evidence has been provided that one can reset the parameter of simple weighted regression first, then get back to the practice of traditional regression method since traditional regression model is just one special case of simple weighted regression.

Keywords: sample weighted regression model, joint probability density function, statistical consensus, representativeness, expected value

THE EFFECTS OF CORPORATE GOVERNANCE AND ACCOUNTING RULE CHANGES ON DERIVATIVES USAGE

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Abstract
The ongoing growth in use of financial instruments together with the accompanying disclosing requirements debate has motivated this study to examine the role of internal corporate governance and accounting rule changes in firms' derivatives usage using derision. The results reveal that firms with better internal corporate governance have higher demand on hedging-purpose derivatives usage in Taiwan. Moreover, the magnitude of hedging-purpose derivatives usage significantly decreases following the enforcement of SFAS No.34. It is also found that firms with better internal corporate governance are moderate negatively associated with the non-hedging-purpose derivatives usage and the effect of SFAS No.34 is statistically insignificant in this testing. This study implements several diagnostic checks and demonstrates the results are robust to various specifications.

Keywords: corporate governance, derivatives, accounting rule, hedging, financial instruments
AN EXAMINATION OF ILLEGAL INSIDER TRADING ACTIVITY WITH MOVING-WINDOW FRAMEWORK

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Abstract

Previous literatures revealed the fact that illegal insider trading can be harmful to the market. It also highlighted the difficulty for authorities to track insider trading activity in short time and to collect relevant evidence for the opacity of transaction. We emphasize the significance of insider trading detection to investigate the changes on price and trading volume during insider trading period and further adopt an assisting mechanism, moving window framework, to measure insider trading. Our empirical results reveal that the price-volume reaction manifests discriminative effect after being grouped into three stages by the beginning and the ending day of insider trading. The abnormal trading volume ratio of the event security apparently shows drastic jumping movement when moving-window entering the stage of insider trading. The modification of event study in this paper provides new estimation design that avoids measure bias during period of insider trading.

Keywords: Insider Trading; Event Study; Moving-Window

IMPACT OF INTELLECTUAL CAPITAL ON THE GROWTH OF PRODUCTIVITY: WHY INTELLECTUAL CAPITAL SHOULD BE MEASURED?

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Abstract

Purpose: The question based on “Is current economy a knowledge economy?” and if it is true, what is a main factor which is driving the productivity in knowledge economy? Currently researchers and practitioners indicate intangible asset (Intellectual capital, IC) is a main factor of driving productivity in current economy. To answer all questions, the purpose of this study as following: To prove an economy shift from labor productivity to knowledge productivity. Defined type of worker which is a main driving of industrial and service productivity. Verified an IC measurement tool which suitable for a manufacturing firm.

Design/methodology/approach: 1. A regression analysis is used to study a relationship between knowledge worker and national productivity. Two developed regions (OECD and North America) and data year 1997 – 2007 are used. Then a correlation test between knowledge worker and each sector of national productivity are defined. 2. A correlation test between IC and firm’s productivity. VAIC is selected to measure IC of firm. Manufacturing firm samples are top ten high market value of Thailand Stock Index. The year 2006 – 2009 data are applied.

Findings: Current economy in developed region is knowledge economy. Knowledge worker is high positive correlate with industry and service value added productivity. IC is a high positive relate on firm and national productivity. Manufacturing firm, VAIC is a key financial indicator which is suitable for application on firm. Practical implications: National and firm can enhance productivity by manage IC. IC is the key driving the growth of productivity. National and firm should be measure IC for better wealth. For firm, VAIC should be applied in firm for monitor the investment efficiency on IC (Monetary term). Future research: Find the key nonmonetary indicator for measure on IC. This nonmonetary key indicator term can be used for establish strategic development of firm’s IC.

Keywords: Intellectual capital, industrial development, productivity, knowledge worker

Paper type: Research paper
Abstract
The consumer is a weaker party of the financial agreement. There are conflicts of interest between the consumers and financial institutions. On the financial market the consumer is protected by some legal regulations as well as by the financial dispute resolution institutions. The aim of this work is to present the system of consumer protection as an element of social banking based on the example of Polish banking system. The second objective is to prove that strengthening the economic interest of consumer can be treated as social banking. This article consists of three parts. The first part defines various aspects of social banking, which generally focus on investing in endeavors that promote the greater good for the society as opposed to those which focus mainly on generating private profit. Social banking is often used interchangeably with sustainable, ethical or alternative banking. The second part presents the definition of the consumer of banking services, it also analyses its importance to the financial services market and defines the mass and the average consumer. The third part enumerates reasons why the consumer needs protection, and presents the essential elements of the existing system of consumer protection on the banking market eight years after Poland’s entering the EU.
Keywords: Social banking, customer protection

SMEs MORE SUCCESSFUL WITH OR WITHOUT CSR
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Abstract
Corporate social responsibility is a term which acquired stable place in the modern strategies and management. It is area not only for large enterprises anymore. Small and medium sized enterprises have natural assumptions to fulfil ideas of corporate social responsibility. The paper deals with relation between financial health of examined small and medium sized enterprises and their involvement in the corporate social responsibility. There was used graphical analysis of chosen financial indicators in longitudinal comparison and statistical methods ANOVA1 and Kruskal-Wallis test with the aim to clarify if involvement in corporate social responsibility has effect on financial health of examined enterprises. Research represented in the paper is built on previous one within grant project funded by Grant agency of University of South Bohemia No. 047/2011/S-Dalíková.
Keywords: corporate social responsibility, small and medium sized enterprises, comparative analyses, financial health, bankruptcy risk
IDENTIFYING THE MISSION STATEMENT’S CLUSTERS IN SLOVENIAN ECONOMY

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Abstract
Purpose: This paper aims to explore the contents of mission statements and to identify the most common dimensions or types of mission statements in Slovenian companies. Our study is line with research found in literature (e.g. Sufi and Lyons, 2003; Stallworth Williams, 2008), which is focused on indentifying components in the sense of typical expressions or individual words included in mission statements. Key components of mission statements usually define the scope of company’s operations, try to distinguish the company from similar ones, but also address some other issues like company philosophy, concern for customers, identity or image, corporate values, markets, concern for survival, growth, profitability, employees, and social concern.

Design/methodology/approach: Mission statements used in the study were collected from the official companies’ internet web sites. Content analysis was performed on the gathered mission statements and typical words determined. Besides standard descriptive and inferential statistical approaches, several network analytic methods and techniques were used. Principal component analysis was applied to find factors which were used as dimensions of mission statements. Intriguing visualization methods were provided in order to find a deeper insight into the research problem.

Findings: In compliance with previous research the diversity of mission statements was confirmed. Five mission statements’ dimensions were identified containing the most typical and frequent words. Besides, the most important links between the words were determined.

Research limitations/implications: The study is focused on Slovenian companies only. However, it could serve as the basis for conducting similar future studies in other countries and/or regions, particularly in the EU.

Originality/value: The study represents one of the first attempts to analyse the contents of mission statements in Slovenia. In addition, it could serve as the milestone for future research of the relationship between the determined mission statements dimensions and companies’ performance.

Keywords: mission statement, clustering, visualization

GUIDELINES FOR ENVIRONMENTAL PUBLIC MANAGEMENT IN BULGARIA – PERCEPTIVITY OF THE CITIZENS

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Abstract
The public sector has realized the importance of successful internal changes in the means of environmental management of public administrations for improving its specific policies, targets, products and services. To embed in the public sector environmental indicators can help to provide, as for the private sector, useful information concerning Earth modifications by human actions for the top decision-makers.

The aim of this study is to examine the citizen concerns and expectations by implementation of environmental public management (EPM) carried out by local authorities in Bulgaria. Based on the perceptivity of the Bulgarian citizens, also illustrated by relevant questionnaire, the authors of the present paper give some proposals about the creation of appropriate communication channels for environmental public management between institutions and citizens.

Keywords: Environmental Public Management, Environmental control, citizen’s perceptivity, communication, Municipalities, Bulgaria

Classification: Research paper
Managing Knowledge Transfer in RE Process over the Organizational Interface

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Abstract
This paper presents results from an empirical study that investigates these challenges taking a qualitative approach using interviews with nine practitioners in the case company in Finland and reviews the literature to find he solutions to overcome these challenges. The objective of the study is to increase understandings of the area of transferring requirements knowledge over organizational interface and explore the managerial mechanisms to overcome the requirements knowledge transfer challenges. A key finding is that the process oriented challenges can generate a truly difficult to knowledge transfer between the organizational interfaces rather than human and context oriented challenges. Additionally, four main solutions area: communication, transferring, working process, and management are found to solve these challenges. With these findings, company can understand any difficult they are facing and see some potential to develop or improve the current work process. Strategies using the proposed solutions as a starting point to help the company solve a problem and make knowledge transfer in requirements engineering process (RE) between the organization boundaries effectively.

Keywords: Overcoming solution; requirements engineering; knowledge transfer, requirements transfer

The Industrial Clusters and Internationalization of Highly Innovative Small and Medium Firms

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Abstract
Purpose: General studies mostly keep their concerns on large-scale enterprises and the top companies in specific industries. For a better understanding on the industrial clusters of highly innovative SMEs and internationalization, this study has further observed the tendency of SMEs.

Design/methodology/approach: The patents for this study are retrieved from the utility patents by USPTO from 2002 to 2011. The number of threshold for highly innovative SMEs is under 500 faculties, with a number of 50 to 100 patents in 2002-2011 and with more than 30 patents in 2007-2011. There are 75 highly innovative small and medium firms with 5,885 utility patents from USPTO in 2002-2011, excluding university and college. The industrial clusters convert the main class numbers of USPC into 6 industries, based on the classification method of National Bureau of Economic Research (NBER).

Findings: In industrial clusters, highly innovative SMEs are centralized on emerging industries, such as E&E and D&M; however, the proportion in traditional industries is lower. Compare with the total firms, highly innovative SMEs of D&M are more active. But E&E has the greatest influence on highly innovative SMEs. In internationalization of highly innovative SMEs, USA has a remarkable performance, and so does Taiwan. Highly innovative SMEs in most countries have a rapid growth except for Germany’s negative growth.

Research limitations/implications: Patents are one of innovative output that cannot represent the overall innovative output. This study sets the same value for threshold, the standard might be too high for some specific industries. Therefore, setting different values for different industries is another issue to further discuss about.

Originality/value: This research tried to use patents data as evidence, analyzed the characters of industrial clusters and the internationalization performance of highly innovative SMEs. The investigation also aims the countries with main forces at highly innovative SMEs by providing technical references for policy adoption and industry analyses.

Keywords: SME, Internationalization, Industrial Clusters, Highly Innovative, Patent Analysis
Abstract
Purpose: Research and development is nowadays a crucial global challenge. The European Union aims at building a competitive economy, however, its European Research and Development Policy, which is a common policy on increasing expenditure on this area, has not been achieved. The main aim of this article is to examine the expenses on R&D in the EU at present. The article also sets out to identify and analyse the question of investment in R&D in the European Union.
Methodology: The comparative analysis in the following aspects:
1. Worldwide R&D investment - The EU in relation to China, Japan, US etc.
2. Expenditure on R&D in the EU
   a. Public expenses
   b. Private expenses (ranking of the EU companies by level of R&D investment)
3. Participation in R&D funding by the business enterprise sector. The author examines some international reports and analyses the EU’s position compared to its main competitors.
Findings:
1. Expenses on R&D are lower in the EU than in the US.
2. The European private sector is not sufficiently committed to investing in R&D.
3. The low expenses on R&D influence the low European commitment in creating knowledge and innovation.
Originality/Value: The author explains the importance of R&D for the European Union. The author presents the challenges for the growth of European competitiveness.
Keywords: R&D, European Union, expenditure

E-PAYMENT SYSTEM IN MALAYSIA: CONSUMERS’ PERSPECTIVES

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Abstract
Purpose: The purpose of this paper is to determine the factors that influence consumers’ intention to use electronic payment (e-payment) system.
Design/Methodology/Approach: An extended technology acceptance model underpins the conceptual development in this paper. The data for this research was collected through personal administration of survey questionnaires in Malaysia. The unit of analysis is individual. The analysis was based on 262 valid completed questionnaires, which were subjected to regression analysis.
Findings: The findings indicate that the seven hypotheses appear supported by the data, which indicate that the variables could be considered important in enabling the intention to use e-payment systems. Relative advantage appears to be the most important indicator of intention to use e-payment system.
Originality/Value: Empirical studies on e-payment system applications in a developing economy are increasing and this extended conceptual development including the context of e-payment application in Malaysia provide strong basis for future enhancement of the relevant aspects of the model for improved outcome.
Keywords: e-payment system, intention to use, extended TAM, consumers, Malaysia
Category: Research Paper
COMPARISON STUDY OF ROBUST REGRESSION TECHNIQUES IN RSM

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Abstract
The ordinary least squares method is usually used to obtain adequate response functions in response surface methodology by assuming that the errors are normally distributed independent random variables with common variance. In reality, the question of the priority is not always satisfied. The presence of the outlier and non-normality has a significant effect on the determination of model when non-robust methodologies are applied. In this paper some robust methods are reviewed: the least median of square; the least trimmed squares; the S-estimator; the M-estimator: the Huber; Andrew; Turkey and Welsh estimators; MM-estimator. A comparative analysis is made of the results achieved by applying these regression methods to simulation and real data in response surface designs. Various robust fitting methods are studied to examine the impact of the outliers and non-normal distributions on the regression model. The M-estimators have stable performance under outliers or non-normality conditions in small outliers; MM-estimator excels in large outliers and the heavy-tailed data. The methods, LTS and S-estimator are sometimes so sensitive for the outliers in RSM. Thus, the M and MM-estimators should be popularized in model fitting of RSM.

Keywords: robust regression; response surface methodology; breakdown point; outlier

MANUFACTURING STRATEGY AND IT’S IMPACT ON SUSTAINING & PROSPEROING BUSINESS A CASE STUDY OF PT INDO EXTRUSION IN BANDUNG INDONESIA

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Abstract
Starting up a capital intensive industry may require a big financial investment as one of the major issues, after setting a sound long-term strategic plan. But, developing and sustaining the business prosperity for a long run after the industry was established, will require a sound judgment in adjusting the application of strategic plan to the turbulent business environment, as well as persistence and continuous performance evaluation on the business profitability, other than just about business development. This case study is a longitudinal observation of PT Indo Extrusion from 1992, until its current condition. The comparison showed that business profitability increased, upon turnaround of manufacturing strategy. Reversing the diversification strategy into core competence based manufacturing strategy needs to be supported by an ability to analyze the business environment, rational business judgment and evaluation, to reengineer manufacturing structure, so that business prosperity can be sustained. The manufacturing strategy turnaround at PT Indo Extrusion has resulted in a better resource allocation and a much healthier financial condition, which are two indicators of a good performance management.

Keywords: business development, diversification strategy, turnaround strategy, sustainable development, sustainable prosperity, performance management
BUSINESS SCHOOL STUDENTS ICT ATTITUDE. AN INTERNATIONAL COMPARISON

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Abstract

Purpose: The main objective of this paper is to analyze and assess the level of the IS/IT and Internet solutions use by students in the two analyzed countries. In authors’ opinion there is a clear link between the level of GDP of the analyzed country and the level of Internet solutions use. The authors believe that the ability to IS/IT use also depends on gender. The article analyzes a number of hypotheses to justify these observations.

Methodology: The research on ICT literacy was made in two Slavic, ex-socialist countries, now EU countries – Slovenia and Poland. We used Eurostat databases to compare data between two mentioned countries and an average EU-27 country. The research on ICT attitude among business school students was made in the end of 2010. The same, in national language translated questionnaire, was used in both countries. The data collected by the surveys were joined together and organized in MS Excel and import in SPSS (ver. 18.0). The statistic analyses – descriptive statistics, regression analyses were performed in SPSS. In the survey, 88 Slovenian students (63.6% female) and 269 Polish students (58.0% female) participated. All students studied business at undergraduate level.

Findings: We found out that students who are more ICT literate perform more B2C online activities than those who are less ICT literate (correlation coefficient = 0.26). The correlation is statistically significant. Moreover, statistically significant is the positive correlation between B2C and G2C activities. Based on this analysis, the following hypothesis can be accepted: The ICT literacy influences the usage of the Internet services. Additionally, we find out there are correlation between the ICT usage capability and gender or age. It is interesting that male students perform more online purchasing activities than female students. E-government activities are more presented by older students. Both correlations are statistically significant, and the hypothesis: The ICT usage is connected to the gender and age, can be accepted.

Research limitations: Research shows a number of limitations. The main is the reduction of the analysis to two European countries, with a similar history and similar level of the economic development. In addition, the study refers to a group of business students, generally showing higher interest in using web-based solutions in practice. Moreover, the size of samples used in research can only characterize an analyzed group of students and may not fully reflect the general situation prevailing in the societies of both countries.

Keywords: Computer and Internet literacy, Business school, Gender-based IT usage differences.

SUSTAINABLE OPERATIVE HOUSING BY DYNAMIC RENTING

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Abstract

This study demonstrates utilization of Sense and Respond method for developing operations within housing markets by Critical Factor Index (CFI) having influence even on the strategic business performance. CFIs of knowledge intensive businesses can be measured and dynamically developed by Sense & Respond philosophy (Bradley and Nolan, 1998). The purpose is to evaluate operative business performance in two quite different cases within quite big real estate businesses in Finland. For example, relationships with the customers, processes and possibilities for growth internally by different groups of respondents, ‘hosting,’ ‘management’ and ‘rent’, were compared between the cases. One case company has a lot of more social housing compared to another.

The work aims at finding out and understanding similarities and differences in business processes by Balanced Score Card (BSC) and by much more operations oriented OP questionnaires, and by deeper interviews in the case companies as well. BSC questionnaire has been supported by an important part of trust related factors as well. We could find similarities like: openness, customer, communication between different departments and hierarchy levels, utilizing different types of organizing systems; adaptation to knowledge and technology, utilizing different types of organizing systems.

A new method for dynamic resource allocations in the operative processes in housing, especially in renting, where the customers move from one apartment to another one, has been proposed, it was validated and verified by weak and semi strong market tests in two quite big but different case companies. The preliminary but promising findings can be applicable for the whole market.
COMPARATIVE STUDY OF SOCIAL HOUSING POLICIES IN FINLAND, CHINA AND THAILAND.

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Abstract
The paper compares Chinese, Thai and Finnish social housing models. It explores the variances in affordable housing strategies, as well as targets and goals of policy makers and project developers for the implementation of country specific policies. This comparison takes into account the influence of number of Macroeconomic factors like urbanization level, population growth, Gross Domestic Product etc. The aim is to prioritize social housing factors and describe their role in regional development, economic growth, solving urbanization problems and social unrest. Comparing these countries highlights major differences in the developing cycles of the social housing policies.

Keywords: Social housing policies, Macroeconomic indicators

APPLIED LINEAR PROGRAMMING FOR SOLAR POWER PLANT FOR POWER INVERTER SELECTION

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Abstract
Now a day renewable energy is coming up in front line some of technology is completely subtract the energy which drive from fossil. Solar energy is one source of renewable energy which is clean, free, and no environment impact. The study for this paper was found the problem of the selection of solar inverter. In general the inverter is classified in two types. First type is string inverter, which compact and small. Second type is central inverter, which bigger in size when compare to string inverter. However, cost and technical aspect for each type of inverter are completely difference.

Linear programming is used to determine and solve for the problem from solar power plant owner question or electrical procurement contractor. Type of inverter, cost of inverter, cost of cable, cost of land, cost of long term of technical services and others are used to program in mathematical model. It was found that string inverter has some dominant point which central inverter cannot reach the requirements. The results from this study are conclusion in both quality and quantity value.

For small size of power plant which less than 1 MW string inverters is preferred to be installed. For the power plant size which larger than 1 MW central inverter is common to use. However sting inverters is also applicable for the power which larger than 1 MW. In terms of maintenance, sting inverters have the most point in consideration.

Keywords: renewable energy, solar power plant, linear programming, string inverter, central inverter, cost/technical services ability analysis
THE ROLE OF INFORMAL INSTITUTIONS IN SUSTAINABLE ECONOMY

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Abstract
Purpose: The main aim of the article is to present the role of informal institutions, and especially social capital, in Sustainable Economy. It should be emphasized that occurring random uncertainty and behavioral uncertainty resulting from the unreliability of the market mechanism and from the limited rationality of economy subjects prevents the resources to be optimally allocated. Those factors disturb the stable economic development and contribute to the lack of coherence in undertaken actions. This lack results from valid criticism and distrust. The rule, the agreement and the economic rationality are the necessary, but not sufficient condition for securing economic and social order. Hence they should be complemented with nonmarket forces of reciprocation, moral commitments, obligations and trust, that is with social capital, which – being an informal institution – is currently perceived as the main factor making market transactions possible.

Method: Article will be based mostly on literature review and some national and worldwide data.

Findings: The concept of social capital facilitates explaining the mechanism of creating the values and innovations. Thanks to concluded interactions partners exchange data between each other and learn mutually – that allows to create the new knowledge. This status means that stable nests of relations, based among the other things on such elements like trust or norms of reciprocation, are the solid foundation of interaction. Under this foundation new value is being created.

Value: Without doubt social capital is derived from sociology and as a result it is the sociology that most of its conceptualizations point to. Defining social capital in economic terms and showing its pro-effective role in economic development all become the essential research issue.

Keywords: informal institutions, formal institutions, social capital, trust, sustainable economy, social-economic development

THE OUTCOMES OF THE CO-BRANDING STRATEGY

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Abstract
Purpose: The objective of this study is to investigate the outcomes of co-branding strategy in the assessment of the brand managers of analysed companies on European market and verification if a co-branding gives the opportunities for internal and external development. The analysis of correlation between the outcomes of co-branding and two major categories of co-branding strategy (ingredient branding and symbolic co-branding) are also important.

Design/methodology/approach: In the paper the results of empirical studies are presented. Recent primary research (2009-2011) was conducted in 50 companies which are present in minimum 3 countries of Europe and have realized co-branding strategy for 3 years. Questionnaire surveys were carried out throughout all 120 identified companies. As a result, data from 50 companies was obtained, which amounted to 41,7% of all companies polled.

Findings: The analysis of findings indicates the different outcomes in case of two major categories of co-branding strategy. The results show the general evaluation of the co-branded projects as well as the possibilities of the internal and external development. The results emphasise also significance of symbolic character of the co-branding strategy.

Research limitations/implications: The recommendations in this study are set fourth, of course, with the caveat as to the limitations of the sample. Nonetheless, it is believed that the results of this study will alert companies on the potential outcomes of co-branding taking into account the category of cooperation.

Practical implications: This research has resulted in practical contribution. From the substantive stand point, this research has shed light on the outcomes of co-branding. This information can be useful for managers to understand which outcomes can be expected.

Originality/Value: From a theoretical and practical standpoints, this research contributes to brand alliances research and has provided a better understanding of outcomes of co-branding and the correlations between the possibilities of internal and external development and chosen category of co-branding strategy. This text may contribute to further research in this area and as a kind of motivator for further discussion on this topic.

Keywords: co-branding, partner, brand, cooperation, alliance, strategy
THE RESULTS OF THE IMPLEMENTATION OF QUALITY MANAGEMENT TOOLS IN THE PUBLIC SECTOR

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Abstract

Purpose: The purpose of the article is to show the progress state of quality management in the administrative offices in Poland and an indication of the implementation effects of the most popular ISO and CAF quality management tools.

Methodology: The empirical material was gathered thanks to participation of the article authors in the implementation of the CAF model in the subject of the government administration, and the company IBC Group research, carried out in 2008 and 2009.

Findings: The results obtained in this way show the immaturity of managers, who do not understand that the burden of responsibility for the building of quality management systems lies on them. Lack of understanding and full commitment in the quality idea makes the employees, engaged in many activities in the same time, treat the implementation and later the self-assessment according to the CAF method, as one of many responsibilities. The consequence of such an attitude may be superficiality of taken up actions. Although quality management has been present in the units of the public administration for many years, a great part of activities is left hanging in the air and is not associated with a coherent vision of quality.

Research limitations: Presented picture may turn out to be inadequate in the nearest future. It is connected with the participation of the local government units in large systemic projects. The first of them was to prepare for the use of common assessment framework (CAF). Another will provide support for the implementation. The units prepared in this way should implement the quality assumptions with a full understanding.

Value: For the period 2007-2013 within the framework of the Priority V „Good Governance” 50 million PLN were provided (i.e. over 12 million euro). A huge amount, especially if shortly after implementation of the model, the self-assessment begins to be treated as an „ad acta case”, which de facto means squandering efforts and public money. However, the fault is not on the side of employees and their lack of commitment but on the side of executives and their lack of understanding of the quality issue. The conclusions obtained through participation in the CAF model implementation project and subsequent self-assessments, the authors completed with a critical review of the literature and thus presented the effects of the quality management tools implementation in the public sector.

Keywords: quality, quality management, public sector, ISO, CAF

Classification: viewpoint

RAPID PRODUCTISATION IN WELFARE SERVICE SME

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Abstract

Purpose: The aim of this study is to describe how a rapid productisation process can be managed in a welfare service business. The experiences of using rapid productisation as a competitive edge in SME service business are analysed. SMEs are expected to face challenges in rapid productisation due to their limited resources and experience in service productisation.

Methodology: This study seeks to answer to the following research questions: How the case company managed the transition from sales to rapid productisation decision, how the rapid productisation process was organized in the case company, and what kind of challenges and improvement needs were faced during these processes? The research questions are answered through a holistic single case study in a Finnish welfare SME.

Findings: The study clarifies productisation especially in welfare services. The main challenge in the case is related to collaboration and trust in the partnerships and management of a heavily regulated business subject to licensing. Key improvement actions found in the case were efficiency improvement of costing system, the clarification of product definitions, and focusing on more resources for marketing and sales.

Limitations: Productisation is not yet a stable concept in academic research. The results of this study are mainly applicable to the service sector SMEs in Finnish context. Practical implications: This single case functions as a benchmarking object both for the SME managers, intermediaries and researchers. This study provides support for the managers of service sector SMEs considering rapid productisation as one option in the sales process.

Originality: Rapid productisation is a new concept originating from practical challenges. As a result of this study, a sales and rapid productisation process frame was formed and the process of a case company was described based on the frame. Managers found it easy to reflect their experiences through the process frame presented in the beginning of the study.

Classification: Case study

Keywords: Productisation, rapid productisation, small and medium sized enterprises, Finland, welfare service, sparsely populated area, rural context
Abstract
The purpose of the paper is to indicate a crucial role of trust in an integrated model of sustainable enterprise.

Design/methodology/approach: the authors firstly explain issues concerning business sustainability and organizational trust presenting proper models, and then, based on the Semco Group’s example, build a model of integrated sustainable enterprises including trust.

Findings (mandatory): an open management model is a very good starting point for business sustainability. Still the obligatory elements are: constant vigilance on the highest possible level and readiness to introduce immediate changes while optional elements contain most of all: trust and employee empowered leadership.

Research limitations/implications (if applicable): the authors have highlighted that a high-trust sustainable enterprise can be attained using only one example provided by the Semco Group. There is a need for further research in this area.

Practical implications (if applicable): contemporary organizations look for new models and the example of the Semco Group’s success could be a good inspiration for them.

Originality/value (mandatory): the authors have presented their own original concept of business sustainability that could be developed and explored. The business sustainability theory and practice are still evolving, therefore new models of sustainable enterprise and practical examples are needed.

Keywords: business sustainability, model of sustainable enterprise, integrated sustainable enterprise model, organizational trust, management by trust.

TRUST IN INTEGRATED MODEL OF SUSTAINABLE ENTERPRISE

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Abstract
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SUPPLY CHAIN DESIGN AND DIFFERENTIATION

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Abstract
Purpose: The purpose of this research is to develop a framework for differentiation focused supply chain design (SCD).

Design/methodology/approach: The framework has been developed based on a literature review and tested against a case study. Empirical data has been collected mainly from in-depth and semi-structured interviews.

Findings: Differentiation focused SCD can be organized into a five-stage process. It is essential that this process is aligned with new product development (NPD), such that they exchange information, and operate from the same segmentation model.

Research limitations/implications: The research is explorative in nature thus empirical data from other research settings should be gathered to reinforce the validity of the findings.

Practical implications: This research provides researchers and practitioners with insights as to how a differentiated supply chain should be developed.

Originality/value: This research contributes by addressing the lack of research examining how a differentiated supply chain can be developed.

Keywords: Supply chain management, strategy, differentiation.

Paper type: Case study
THE RELATIONSHIP BETWEEN INFORMATION TECHNOLOGY, BUSINESS PROCESS REENGINEERING, AND EMPLOYEE PERFORMANCE EVALUATION

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Abstract

Purpose: Many companies have implemented Business Process Reengineering (BPR) as a management tool to improve their performance. Previous literature has also examined how companies have improved their performance through the implementation of BPR. In this study, the relationship between BPR implementation and employee performance is examined with the expectation that employee performance will be improved by BPR.

Design/methodology/approach: This study examined the relationship between BPR implementation, IT support, and employee performance evaluation. It is paid much attention in selecting organizations with the experience of embarking on BPR. The sample firms were restricted to companies listed on the Taiwan Stock Exchange in 2006. Data was collected through a specially designed survey instrument sent to sample firms. The questionnaire was sent to companies’ senior managers who have more understanding of the companies’ strategies and performance.

Findings: It is important to recognize that employees may not accept the new business processes which are created by BPR implementation or because they have not yet adjusted to them. In this study, it is considered likely that employee performance will be improved by performance evaluation, and here we consider establishing a performance evaluation process the same as employee goal setting. According to the theory of goal setting, employees will achieve higher performance in goal setting condition than with no goals.

Keywords: Business Process Reengineering (BPR), Information Technology (IT), Personnel

THE TRANSFER FUNCTION, A VALUABLE TOOL TOWARDS THE ‘PROCESS-FOCUSED ORGANIZATION’

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Abstract

The need for added value creation is even more present in the current changing economic environment. In this context, the business process management could be the answer (i.e. dynamic adaptability of the company strategies).

Purpose: This paper aims at developing a Transfer Function (TF) and highlighting its contribution to enhance the organization response to the changing environment. The model was applied in case of a company which transits from unstructured activities to a ‘process-focused organization’. The company management is the user and beneficiary, and the clients are the shareholders, customers and the whole society ultimately.

Design/methodology/approach: In order to develop the Transfer Function, the linear multiple regression was used, and the techniques provided by six sigma and lean production methodologies were employed to funnel the relevant factors. This model was applied in the case of a practical project (case study): designing business processes for the Romanian Farm Land Register; the main purpose of this initiative was to design a dynamic coordination matrix for by-process business management.

Results/findings: As result, a work matrix (scorecard shape) was obtained by the end of the project. Its relevant factors (input, output and environment influence) are partially correlated, and the regression model explains 40% of the variance only. Based on these findings, the further plan is to redesign the business process, in order to eliminate the redundancy and the non-added value activities. It is expected – by the end of this initiative – to increase the correlation factor at 60%.

Research limitations: This study presents the results of a single case study. Further studies should explore the potential of this approach.

Implications: The results prove to be useful for the company management. The implications are important for practitioners (entrepreneurs and managers) as well as for the researchers and academics interested in developing management tools.

Originality/value: This approach is a premiere in the Romanian service industry.

Keywords: Transfer Function (TF), process-focused organization, lean production, six sigma, business process management, Romania
THE RESEARCH EVALUATION IN EDUCATION WITH H-INDEX IN RESEARCH UNIVERSITY IN THAILAND.

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Abstract
The purposes of this research were to study analyzing and evaluating research quality in education researcher in Research University with the h-index. The research sample include 9 Research university researchers who teach in education and their research was selected in SCOPUS which has the large number of journal more than ISI Web of Science. H-index is calculated from SCOPUS which is represent the relation between Citations and Article Rank Number. A scientist has index h if h of his N papers have at least h citations each, and the other (N-h) papers have no more. H-index is use as a tool to collect and analyst data. The research results found that the researchers who graduated with the doctoral degree had more articles published and cited than lecturers who have not graduated with the doctoral degree. Researchers who held an academic position had more published and cited articles than lecturers who did not have an academic position.

Keywords: citation analysis, h-index, information technology, education academics, research, Scopus

LEASING IN EMERGING MARKETS: CASE OF POLAND VS. CHINA

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Abstract
The aim of the paper is to present developments of Polish and Chinese leasing markets. First the development path of the both countries markets is presented separately. In the second part comparison of the markets is done with the help of two groups of measures: measuring the distance and measuring similarity with the former including Euclidean, Manhattan and Minkowski metrics. Results seem to show that although Chinese market is less developed, it catches up with more developed Polish market. The study is limited by the availability of Chinese data but methodology used seems to be well designed for the task.

Keywords: leasing, taxonomy, investment, similarity measure
ACCOUNTING FOR DEVIATIONS FROM ROUTINE TIMING BEHAVIOR: AN INDIVIDUAL-LEVEL APPROACH

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Abstract
In this paper we extend widely used timing models to account for deviations from routine behavior. Specifically, we use mixtures of gamma distributions with inverse gamma heterogeneity to capture behavior due to unexpected, random events that may disrupt a consumer’s routine timing process. Our specification includes the timing equivalents of the well-known NBD (exponential-inverse gamma) and CNBD (Erlang-2-inverse gamma) as special cases. An empirical application to purchases of consumer packaged goods (sugar and margarine) showed that our model provides higher flexibility and better predictive validity both in and out-of sample. One of our main findings is the identification of two forms of deviations from routine behavior, especially for one of the datasets (margarine): “emergency” purchasing behavior, characterized by shorter-than-routine interpurchase times and “slack” purchasing behavior, characterized by higher-than-routine interpurchase times. These two forms of deviations have managerial implications in terms of monitoring the customer relationship and formulating marketing activities accordingly. Our model has the potential of many applications including CRM (Customer Relationship Management) where timing is a critical component of CLV (Customer Lifetime Value) calculations.

Keywords: purchase timing; consumer dynamics; component mixture model; Bayesian statistics.

KNOWLEDGE DYNAMICS IN INNOVATION – FROM IDEA TO PRODUCT

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Abstract
Purpose: The aim of this study is to describe the progress of an innovation from an idea to the product in a micro company and analyse the knowledge dynamics of the process. This case study seeks to find answers to the following research questions: What is the progress of an innovation from an idea to the product like in a micro company? What kind of knowledge is needed for the innovation and what kind of phases can be identified in the progress? These research questions are answered through a single case study of the innovation.

Method: This is a single case study with holistic strategy. The unit of analysis is the innovation case of a micro company operating in Oulu South Region. At the heart of the case study was the knowledge biography method that is an innovative approach providing a deeper understanding of knowledge dynamics in firms and regions. The empirical data was gathered via semi-structured interviews and public archive related to the case company. The interviews with key informants were mainly conducted face-to-face during fieldwork in 2008 and 2009. In an inclusive and iterative process the data was analysed and the main findings were summarised.

Findings: The progress of a single innovation case and its knowledge dynamics was described by using the knowledge biography method. The phases of the innovation case were analysed through knowledge types and knowledge phases. This study provides an interesting bench-marking case for the managers of innovative micro companies and public development agencies. The findings support public actors to ask essential questions in developing their services.

Value: In the future studies it would be interesting to open more innovation cases using the method of knowledge biography and make comparisons. In this case even the company found the findings useful for its purposes.

Keywords: knowledge dynamics, knowledge phases, innovation, micro company, growth.
RESTRICTURING IN MATURE INDUSTRIES. IS IT CURRENTLY POSSIBLE?

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Abstract
The main purpose of the paper is to identify the factors determining the success of restructuring process in mature industries in current market conditions. Taking this purpose into consideration, the research problem was formed as follows: What factors currently decide if restructuring process in mature industries succeeds and what restructuring strategies are available for those industries?

In the paper, the theory of restructuring and life cycle of company and industry was used in order to identify the factors influencing the success of organizational restructuring in mature industries. The research was conducted on Polish mining industry. Enterprises operating in mature industries currently may search for a chance to survive, especially by reducing the manufacturing costs. It implies that eventually only the leaders may survive, as certainly, not all the subjects may succeed in restructuring process oriented in such way. Achieving the cost leadership may only be perceived in this case as repair restructuring. Development restructuring shall require additional actions in the form of introducing new manufacturing technologies to mature industries. The originality of the paper may be manifested in creating scenarios of Polish mining industry development with determining the conditions of their realization.

DIFFERENCES IN VOLATILITY OF RATES OF RETURN ON THE EXAMPLE OF WHEAT FUTURES

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Abstract
This article presents chosen examples of anomalies in the distribution of rates of return on the capital markets in the world, based on a review of literature. Moreover, the authors have shown that in the case of wheat futures listed on the FOREX market are also anomalies in the distribution of rates of return. It was noted that the rate of return and the coefficient of variation for a given asset in the last four hours of the day of trading are significantly higher than in the early hours.

Keywords: capital market, anomalies, wheat futures
SOCIAL RESEARCH ON IT MANAGEMENT INNOVATION TOWARDS SCIENCE FOR SOCIETY

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Abstract
The stakeholders of IT management of enterprise systems include not only the demand side, i.e., IT user companies, but also the supply side, i.e., IT vendors. This paper aims at preliminary designing a new social research scheme including both of the demand side and the supply side to accelerate IT management innovation. From the viewpoint of the improvement of sophistication of the social research, we analyse the processes and results of the surveys regarding IT management effectiveness of the demand side and software engineering excellence of the supply side, which we conducted five times over ten years. Then, we preliminary construct a new social research scheme of IT management innovation which is dynamic and interactive between the IT user companies and the IT vendors, compared with the traditional social research schemes which are static and unidirectional. The characteristics of the new social research scheme are to pursue the sophistication of management by the use of IT through the three stages: QCD assessment, potential growth factor analysis, and benchmark with world-class cases; and to construct an information circulation platform, which accumulates information and knowledge on the cases observed in the improvement process of the sophistication of management by the use of IT.

Furthermore, we preliminary consider the science for society in a future-oriented manner in order to sublate the social research results towards society’s intellectual caliber, e.g., spillover effects on the other industries than the information services in the service sector.

Keywords: IT management, enterprise systems, innovation, social research, science for society

STUDY ON THE RELATIONSHIP AMONG ETHICS, TRUST, AND EFFECTIVENESS OF KNOWLEDGE SHARING IN ORGANIZATIONS

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Abstract
Knowledge is the base of organizational innovation. As international vertical and horizontal work divisions of industrial systems become significant, knowledge flow and sharing among departments and employees of organizations are important managerial issues. This study probes into the relationship among leaders’ ethical concepts, the trust constructed among the employees, and effectiveness of knowledge flow and sharing within the organizations. A questionnaire survey was conducted on the top 1000 companies in 2010 in Taiwan. The results were validated by hierarchical regression analysis. The findings suggest that corporate leaders’ ethical concept significantly influences trust among the employees and enhances the knowledge flow and sharing required for organizational innovation and development. This research suggests that corporate leaders should adopt high degrees of ethical concepts, develop organizational culture, and construct the related criteria as guidance for employees’ cooperation and behavioral regulations, as they establish trust among employees and enhance knowledge exchange and sharing to reinforce the long-term competitive advantages of the companies.

Keywords: ethics, trust, knowledge sharing
A STUDY OF THE FACTORS WHICH INFLUENCE SOCIAL GAMES USERS' IMMERSION EXPERIENCE: USING FACEBOOK AS AN EXAMPLE

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Abstract
Owing to the wide using of domestic ADSL and the fast developing of fiber-optic internet, surfing on the internet seems to be a part of daily life. The unique characteristics of internet, communication, data transferring, data exchange and entertainment, have affected life style of internet user. Facebook is the emerging social network site recently, and the focus is on the social games on it. Consumer behavior researchers have dedicated on those social games.

This study collects and concludes viewpoints of previous researches of flow theories, and divides the flow experience into three parts: skills of flow, concentration of flow, and escape of flow. This study probes into the antecedents which effect users' flow experience of social network games, then tries to realize the effect of flow experience to customer loyalty.

The object of study is the users of social games of Facebook. This study is on the use of internet questionnaire, the total grand provides 338 questionnaires, recycling effective questionnaires are 334, and the effective questionnaire rate is 98.82%. This study is on the use of statistic software SPSS 17.0, regression analysis, and path analysis.

The questionnaire data has confirmed by statistical analysis, obtains the following conclusion: Antecedents have positive significant impact to flow experience. Three parts of flow experience have positive significant impact to customer loyalty. Owing to the conclusion, game developers should process the priority research of game players aiming at social network games, and then enhance the interactivity and recommendation function of the game. The findings of this study can be the reference of social games for other websites.

Keywords: social network sites, flow theory, interpersonal interaction, involvement, customer loyalty

TYPOLOGY OF THE ORGANIZATIONS IN TIMES OF A NEW ECONOMY

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Abstract
Purpose: Fundametal purpose of this paper is to set some proposition of division of types organization within contemporary determinants called new economy.

1. The main features of nowadays - a road to new economy
2. Description of theoretical assumptions of division of organization's typology in the context of conditions of new economy time.
3. The key background of presented considerations is human capital approach.
4. Questions and doubts concerning the description of dimensions related to following problems:
   - what are dimensions of new economy market?
   - what are features of organization running to the road of new economy area?
   - are there specific elements in HRM in organization applying to be a new economy standard?

Design/Methodology: The paper is based on contemporary literature related to HRM research.
The main conceptual assumptions is related to human capital model.

Findings: The main findings are linked to following areas:
   - criteria of division of organisations on the road to the new economy area
   - appointment to determine the characteristics of the sampling the new economy organizations in the field of HRM survey

Research limitations: background to shaping a survey program

Originality: Originality is based on an unique attempt of description of the relationships in area of new economy issues with human capital approach in background.

Keywords: new economy, human capital management, knowledge, knowledge based organizations, human resource management, third wave concept
STRATEGY-FOCUSED CAPABILITY MANAGEMENT MODEL

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Abstract
Purpose: The aim of the research was to construct a strategy-focused capability management model in order to improve the organization’s capability faster than the rate at which overall development takes place in the industry and to strengthen Strategic Organizational Readiness. Strategic capabilities are necessary in order to achieve strategic aims and the strategy execution is based on them. However, strategic aims require always stretched efforts because, when they are set, the organization does not yet have the capabilities required to achieve them. Strategic Organizational Readiness describes whether the organization has access to the necessary management processes and practices for strategy execution and capability improvement. The research sets out from the People Capability Maturity Model (P-CMM), which was tested in collaboration with 19 organizations representing the energy, electronics, forest and metal industries, and healthcare and education, in the private and public sectors. The aim was to test how well the selected management model meets the requirements of capability management.

Research Method: The research was a constructive research aiming to build a new construct. As a base for this two management systems were tested empirically. This was done as a multiple case study.

Findings: The P-CMM model was found to be insufficient for the purposes of original target. Therefore it was extended into a strategy-focused capability management mode.

Research limitations: In this research management systems were tested, but no longitudinal studies were made in order to find correlation between the results from the capability evaluation and value of the company or improvements in the productivity. The results from the organizations were not compared since they represented so different industry sector and sizes.

Practical implications: The analysis and development of the management system gives very practical ways to managers to evaluate the state of the organization as well as to define the development path for better performance.

Key words: capability, management model, management practice, management process, strategic organizational readiness, P-CMM

INNOVATION CAPITAL AND ITS MEASUREMENT

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Abstract
Purpose: The aim of this study is twofold. Firstly, an attempt is made to give a concise review of the concept of innovation capital and its measurement in selected intellectual capital - IC - models. Secondly, a new valuation model of innovation capital is introduced and validated.

Design/methodology/approach: The paper provides a theoretical analysis of the concept and measurement of innovation capital and the evidence about the use of the new valuation model of innovation creating assets. The new model is based on the combination of direct and market capitalization approaches for measuring intangibles. The validation of the model has been conducted on the sample of selected IT companies listed on NewConnect market.

Findings: Innovation capital is a relatively neglected element in IC models. This shortcoming leads to serious limitations of these models and makes it impossible to provide an insight into the role of innovation capital in organization management. The new valuation model of innovation capital proposed in this paper overcomes these problems. The empirical validation of the model has proven its applicability.

Research limitations/implications: This paper can be extended in the following ways: researchers can adopt the model to examine the relationship between innovation capital and other elements of IC; furthermore, future research should focus on the influence of innovation capital on the firm’s performance.

Originality/value: This paper provides a working definition of innovation capital and a framework for identifying and classifying its components. In addition, the paper introduces a useful valuation model of innovation capital.

Keywords: innovation capital, knowledge assets, measurement
Abstract
The purpose of the case study is to deepen understanding of dynamic capability and to explain one solution how to use dynamic capability in the business life. This paper presents evidence that dynamic capability can be used successfully for improving company efficiency. The case company decided to set up a factory in China. To be competitive in the Chinese market companies have to be either cost leaders or work in a different way than their competitors. In developing countries it is more common that companies are lacking investment money and due to that importance of the product price is more relevant compared to the developed countries.

The methodology is case study, which is based on the notes of the managing director, whom worked for this case company in China during that time. The main motive for the paper is that in a changing business environment, companies should try to find new ways of working and encourage people to do things in a different way. This helps managers to understand the power of dynamic capability and motivate them to improve their companies’ operations in a systematic way. The case company developed a “mini factory” concept to gain faster access to the Chinese market. The mini factory concept is company specific and is based on the mass customization principles. The reason to select the case company was to study their way of making production and to understand the connection to operational performance.

Keywords: Dynamic capability, mass customization, networking production

DYNAMIC CAPABILITY AS A SOURCE OF OPERATIONAL EXCELLENCE – HOW TO USE MINI FACTORY CONCEPT TO GET FAST MARKET ACCESS

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DIVIDENDS AND THE EARNINGS QUALITY IN POLAND

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Abstract
Purpose: The purpose of this article is to show on the example of Warsaw Stock Exchange that in emerging capital markets dividends provide information about earnings quality as measured by their persistence.

Design/methodology/approach: In the paper were applied the regressions models of future earnings (in years t+1 and t+2) on current earnings (in year t), current dividends decision (in year t) and the interaction of current dividend decision and earnings proposed by D. J. Skinner and E. Soltes (2011, p. 14), using pooled cross – sectional time – series data. Values of all variables were calibrated by total assets at the end of year t–1. A set of 2263 observations coming from the companies listed on the Warsaw Stock Exchange (Poland) in 1995–2009 was used for the calculation. For estimating the parameters, recursive modeling was used. Specific models were estimated using the heteroskedasticity-corrected general least squares method.

Findings: It was shown that on the Warsaw Stock Exchange firms which pay dividends have higher quality of earnings, measured by earnings persistence, than firms which do not pay dividends. At the WSE, the quality of earnings depends more distinctly on the firms’ dividend policy than on the developed markets.

Originality/value - This is the first study that describes and explains that relation between quality of earnings, measured by earnings persistence and dividend policy on the Warsaw Stock Exchange as a case of an emerging capital market.

Keywords: Quality of earnings, earnings persistence, dividend policy, Warsaw Stock Exchange

Paper type: research paper
TRUST IN THE RELATIONSHIP BETWEEN SOCIAL NETWORK USERS – STUDY ON THE CONSTRUCTION AND INTERIOR DESIGN PORTALS

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Abstract
Purpose: Trust in e-business is a key factor because of impersonal contact, the need to use the IT systems and the need to disclose important information. Trust can influence behaviour by motivating the audience to read the message, but also encourages Internet users to assess their usefulness. Therefore, the objective was to determine the level of trust in social networking of construction and interior design portals, and trust in other users of these sites and in delivering their opinions.

Methodology: The study was carried out in the form of an online survey consisting of a questionnaire sent to individuals by e-mail. Findings: The study also revealed that most respondents exhibited a fairly passive approach, treating the portals they used merely as a source of information on trends in architecture, interior design or building and house decoration companies. There is a strong relationship between the total trust in the social construction and interior design portal and trust the other members of this portal. This trust was manifested most strongly in the belief of honesty and online community members' skills and knowledge.

Originality: The majority of studies so far concerned online shops in the context of IT systems use of third-parties and privacy protection (Pavlou, 2003), the company’s goodwill, the quality of websites and their influence on the decisions whether to participate in e-commerce or not (McKnight et al., 2002). The present study aims to assess the level of trust among the users of social networking portals, contributing to these with their recommendations, reviews or opinions.

Keywords: trust, virtual community, social network, Poland

Paper type: Research paper

RELATIONS BETWEEN MANAGEMENT COMPETENCES AND ORGANIZATIONAL SUCCESS CONSIDERING GENDER ISSUES – RESEARCH RESULTS

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Abstract
Purpose: The purpose of this study is to identify the relations between the competences of the management staff and the success of the organisation with the account of gender differences based on the opinions of the 427 representatives of the enterprises located in Poland, in the Lower Silesian region.

Design/methodology/approach: In order to review the formulated hypotheses a quantitative and qualitative research procedure was conducted with the use of the survey questionnaire method. The binomial test was employed to examine the significance of the competence differences. The trend study was performed with the Cochran-Armitage test, whereas the calculation of the correlation power was made with the use of the tetrachoric correlation concept.

Findings: The management staff’s competences which are correlated with the success of the organisation were identified and the competence differences which are a strong point of women and men in managing.

Research limitations/implications: The extension of the drawn conclusions onto the entire population is invalid due to the selection, structure and size of the research sample. However, this does not diminish their cognitive value, especially that it has been an unexplored area so far.

Practical implications: The results of the research will enable the selection of the management staff from the viewpoint of the competences which translate into the success of the organisation as well as entrusting women and men with such tasks in the organisation where they can make use of their strong points.

Social implications: The results of the research and the drawn conclusions will allow better use of competences, including strong points of women and men in managing.

Originality/value: It was established that both the competences which are a strong point of women and those of men are correlated with the success of the organisation.
GROUP HARMONY IN ORGANIZATIONAL LEARNING TEAMS

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Abstract

Purpose: This paper presents an integrative model conceptualizing group harmony model in organizational learning team. The integrative design embraces both the concepts of project-based action learning (PAL) - driven organizational learning and group dissonance model.

Background: Learning Organizations (LO) are places where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continuously learning how to learn together (Senge, 1990). The organization learning is the process by which the organization applies various modes of learning to achieve sustained competitive advantage (Wang & Ahmed, 2003). Since the effectiveness of OL process can be hindered by some unprecedented events and organizational changes, the role of better performance management becomes even more critical and important. Group process is one of the critical concerns, in which group harmony has been the key. In the other words, dissonance is something that unfavourable. The term dissonance refers to the conflict caused by imbalance of opinions between people (Heider 1958).

The Methodology: In this paper, group dissonance theory is addressed (Heider 1958). It is to describe the way how active agents within a group influence each other when new issues appear and how the balance of the group is affected. Project Action Learning (PAL) framework of Law and Chuah (2004) was developed for excellence of the organizational learning. The theory is further elaborated in an organizational team learning model (PAL) to elaborate how the group dissonance theory can be applied in learning teams to facilitate a better team learning environment and thus enhance the performance.

Findings and Originality: The conceptual model is proposed in this paper, and it is elaborated with group processes of a learning team.

Keywords: Learning Organization, Project Action Learning (PAL), Group Dissonance

ESTABLISH THE SYSTEMIC STEP-BY-STEP PROCESSES TO STARTUPS THE MICRO-BUSINESS ENTREPRENEURS IN PRE-START-UP STAGE

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Abstract

Purpose: The aim of this paper is to establish the systemic step-by-step processes to startups the micro-business entrepreneurs in pre-start-up stage

Limitations: The processes to startups a business should be different for different industries. Therefore, we only focus on “Catering Industry” and “Cultural and Creative Industry” in this research.

Design/methodology/approach: At first, we induce the factors to startups a micro-business in pre-start-up stage through literature review and Interviewing entrepreneurs. Then, Interpretive Structural Modeling (ISM) is used to determine the relationship between the factors by sampling questionnaires. Furthermore, Gray Relationship Analysis (GRA) is used to determine the key success factors to startups a micro-business.

Originility/value: Most papers related to startups a micro-business focus on the personality of entrepreneurs, social network, and innovation. However, few research papers discussed about the process of startups a micro-business. So the value of this paper is to determine the step-by-step processes to startups of micro-business in pre-start-up stage.

Findings: From this research, five key success factors of startups of micro-business are found and we set up the systemic processes to startups the micro-business in four hierarchies.
THE ANTECEDENTS AND CONSEQUENCES OF TEAM REFLEXIVITY AND INNOVATIVE WORK BEHAVIORS OF NPD TEAMS

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Abstract
New product success has been an important issue in new product development (NPD) research. One of the key determinants of new product success is product innovation. Therefore, developing new product which offers uniqueness or newness is the ultimate way for company to make their product success in the marketplace. The objectives of this study are threefold: (1) To examine the antecedents and consequences of innovative work behaviors inside NPD teams. (2) To investigate the effect of project orientation on team reflexivity. (3) To examine the moderating effect of regulatory focus and task familiarity on the relationship between project management skills, existing knowledge and project orientation on innovative work behaviors. This study first conducted a series of literature review and a meta-analysis to develop a preliminary research model of NPD team reflexivity and innovative work behaviors. Indepth interviews with 15 experts of NPD department from 15 high-tech firms in Taiwan were conducted to get a complete understanding of the antecedents and consequences of team reflexivity and innovative behavior. Two focus group discussions to confirm the results of the indepth interviews. Based on the results of indepth interviews and focus group discussions, 18 research hypotheses were developed for further empirical validation. The results show that the antecedents including project management skills, existing knowledge, and project orientation, are very important for team reflexivity and innovative behaviors. Furthermore, regulatory focus, team familiarity toward the tasks being assigned to, perceived procedural justice and team conflict among team members are confirmed to have moderating effects that can either promote or inhibit the influences of the antecedents on team reflexivity and innovative behavior. Since previous studies have not integrated the antecedents and consequences of team reflexivity, the results of this study can be very useful for both academic and professionals to evaluate the management of NPD team.

Keywords: project management skills, innovative work behaviors, team reflexivity, procedural justice, team conflict, NPD outcomes.

SOCIAL DIMENSION OF HIGHER EDUCATION IN SLOVENIA

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Abstract
The social dimension of higher education (HE) is primarily concerned with providing opportunities for all members of society to participate in HE. The definition of the social dimension as we understand it today has been included in EU policy documents since 2007. Unfortunately, the concept is insufficiently incorporated into national HE policies and objectives, and even less so in national HE funding mechanisms. EU Member States use very different mechanisms and instruments of student support which are often not consistent with their HE funding systems, policies and objectives. For this reason, we will look at how Slovenia is working towards a more accessible HE system using student support mechanisms and instruments, as well as how the social dimension is incorporated into its HE funding system and policy objectives.

Keywords: higher education, social dimension, social transfers, scholarships, subsidies
ORGANIZATIONS’ SUSTAINABLE DEVELOPMENT ASSESSMENT BY FUZZY LOGIC

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Abstract
The paper presents a method of organizations’ sustainability assessment with the use of fuzzy logic. Economic, environmental, and social components are fundamental to the model. Each of the inputs is treated individually, and the application of fuzzy logic helps provide an overall measure. The proposed model can be used to evaluate an organization’s sustainable development level, and to compare organizations in a specific sector.

Purpose:
The paper presents a method of organizations’ sustainability assessment with the use of fuzzy logic. The proposed model enables evaluation of an individual organization’s sustainable development level, but also comparisons between organizations in a specific sector.

Design/methodology/approach:
In the paper a multistage fuzzy reasoning model is presented to assess an organization’s sustainability. The model is based on 3 fundamental components: economic, environmental and social. Each of the inputs is treated individually and then combined with the aid of fuzzy logic to provide an overall measure.

Findings:
The verification of method shows that it can be easily applied. The main advantages of the method used here are intuitive understandability of the process of reasoning and result interpretation, objectivity. Flexibility of the method allows for a change of the number of indicators, the use of selected indicators, the use of indicators expressed in different units of measurement, as well as introducing weights to their assessment.

Originality/value:
According to our knowledge similar method doesn’t exist. Simultaneously, well-developed system of macroeconomic evaluation cannot be easily applied to the goals of companies, majority of the proposed methods to assess sustainable development is inadequate to evaluate of organizations. The proposed method is essentially important for the practice of management of organizations. It enables evaluation of an individual organization’s sustainable development level, but also comparisons between organizations in a specific sector. The results provides may become a reference for repair plans, ecological programs and in the process of strategic decision-making.

Keywords: Sustainable development, fuzzy logic
A STUDY OF M-BANKING SERVICE QUALITY

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Abstract  
In recent years, due to the increasing popularity of mobile phones, the quality of mobile trading services has been attracting increasing attention. By referring to the four dimensions of E-S-QUAL (E-core service quality) developed by Parasuraman et al. (2005) as well as relevant literature, this paper summarizes the service quality contents that affect M-banking trading. This study also conducted semi-structured interviews with three academic and industrial experts to delete or combine unsuitable items from the questionnaire, resulting in 10 service content items that are used to design the formal ANP questionnaire. A total of four academic and industrial experts with more than 10 years of experience were invited to fill in the questionnaire. The data were analyzed using the Analytic Network Process (ANP) to calculate weights and build the entire model. This study found that the top five factors (in order) are: (1) M-banking trading should be able to execute designated transactions and ensure the accuracy of the transmitted information; (2) M-banking transactions should be able to be executed quickly anywhere; (3) M-banking should protect the personal data and transaction information of all users; (4) the M-banking transaction process should be secure and safe; and (5) M-banking should provide the promised services without arbitrary changes in the service contents. User confidence in and intention for the future use of M-banking transaction systems can be improved by enhancing the service quality of these five factors. It is found that although the security factor of the M-banking transaction process ranks fourth, it affects the other factors the most. Hence, the various perspectives of the M-banking security factor should be improved, in order to enhance the service quality of the affected four factors. M-banking is a low-cost and convenient service; therefore, this study suggests that M-banking will become the future trend of the banking industry. M-banking operators should concentrate on improving their service quality by following the principles of having sound business operations and appropriately updating their systems and services, in order to increase the number of M-banking business items and create M-banking transaction platforms that users can trust.

Keywords: M-banking; Service quality; ANP (Analytic network process)

AN EMPIRICAL TEST ON THE RELATIONSHIP BETWEEN LEARNING STRATEGY AND FINANCIAL PERFORMANCE

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Abstract  
In a fast-moving world, the creation and application of innovation have become more important for the competitiveness of firms. This study examines the relationship between learning strategy and organizational performance via the data set from two databases: United States Patent and Trademark Office (USPTO) and Standard & Poor’s (S&P) COMPUSTAT Database. Using the patent citation as the proxies of exploitation and exploration and Tobin’s Q as the organizational performance, we find both of these two types of learning behavior have inverted U-shaped curvilinear effects on financial performance. In addition, the ambidexterity of learning has a significantly positive impact on the financial performance. 

Keywords: Exploitation, Exploration, Ambidexterity, Patent analysis
WHAT IS BETTER WAY FOR ANALYSIS RELATIONSHIP OF DISCONFIRMATION AND SATISFACTION? DIRECT OR INDIRECT MEASURE DISCONFIRMATION

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Abstract
Purpose: The purpose of this paper is to examine the relationships among expectation disconfirmation towards satisfaction and adjust expectation in e-shopping. It also compares the gap score of initial expectation and perceived performance towards customer satisfaction by directly measuring the construct of disconfirmation towards satisfaction and adjusted expectation, by which we can identify which model is better.

Design/methodology/approach: A two-phase study was designed to collect the data from 204 e-shoppers, the participant was asked to fill out a questionnaire before purchasing in web store and after get the goods. The analysis of data is carried out by factor analysis, regression analysis and structural equation modeling technique used to comparison two models.

Findings: The results reveal that expectation disconfirmation has a positive effect towards customers' satisfaction and adjust expectation. In addition, the model of disconfirmation toward satisfaction and adjust expectation is better than using gap score of initial expectation and perceived performance towards satisfaction and adjust expectation.

Research limitation/implication: The study aim on widely e-shopping customer without controlling the kinds of goods or services. Future research can apply the framework to explore the issues regarding of goods or services on the web store, as well as to other cultural settings.

Originality/value: The paper proposes and supports the idea that disconfirmation influences consumer satisfaction and expectation. Moreover, the results of this study provide researcher with a useful way by direct measuring and discuss the disconfirmation and satisfaction.

Keywords: expectation, perceived performance, satisfaction, disconfirmation, gap score, structural equation modeling (SEM)

MODERATING IMPACT OF ORGANIZATIONAL CULTURE ON GREEN INNOVATION AND ENVIRONMENTAL PERFORMANCE

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Abstract
Purpose: This study aims to investigate the effect of green innovation on environmental performance while simultaneously examining the moderating impact of organizational culture on this relationship.

Design/methodology/approach: The Competing Values Model is utilized to develop three propositions on the relationships among green innovation, organizational culture, and environmental performance. Data were collected from interviews with top managers of four Taiwanese electric and electronics firms of different scales using semi-structured protocol. The case study methodology is adopted to analyze the data.

Findings: Green innovation positively affects environmental performance. Regarding organizational culture, flexibility orientation positively moderates the relationship between green innovation and environmental performance whereas control orientation negatively moderates this relationship.

Research limitations/implications: As one of the first attempts to investigate issues concerning green innovation and organizational culture, this study remains explanatory. The use of single industry may prohibit finding generalizations.

Practical implications: This study implies that once top managers enhance commitment to innovation and effectively conduct actions to encourage an entrepreneurial working environment, employees' green awareness and proactive attitude, and a cross-departmental coordination, firms would definitely achieve significant success regarding green innovation and environmental performance.

Originality/value: This study contributes to the extant literature with the in-depth investigation of the impact of the firm's organizational culture on green innovation and environmental performance. This study is helpful to explain why some firms achieve better environmental performance than others under the adequate level of conducting green innovation. The study also offers supply chain managers guidelines for their managerial as well as environmental endeavors.

Keywords: green innovation, organizational culture, environmental management practices, environmental performance, case study

Paper type: Research paper
SELECTING CONSUMERS’ USE INCLINATION DECISIONS IN MOBILE BANKING: APPLICATION OF DEMATEL AND ANP APPROACH

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Abstract  
Recently, there are many banks have provided mobile services to financial information, so banking consumers are able to use mobile services at anytime and anyplace. To understand what criteria affect consumers’ inclination in mobile banking service is important object of research. This paper focused on the assessments in which associated with system quality, information quality, and service quality to select consumers’ inclination. This paper utilizes the ANP approach to deal with the problem of interdependence existing among the criteria to select an optimal portfolio of consumers’ inclination.  
Keywords: Mobile Banking; Mobile Service; Consumers’ Inclination; Analytic Network Process (ANP)

INSTITUTIONAL SUPPORT SYSTEM FOR THE DEVELOPMENT OF SME INNOVATION

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Abstract  
Purpose: Innovations are an important factor conditioning the development of small and medium enterprises since the development of innovativeness in these companies is one of the indicators of their competitiveness. The companies that do not carry out innovative activity are not capable of taking advantage of market opportunities or meet strong competition. The market is one of the key factors determining the possibility to introduce innovative solutions in the SME sector as the analysis of market processes allows to make decisions concerning, for instance, the implementation of a new technology, the date of launching a new product into the market, spatial sales range, etc. These companies more and more frequently undertake measures that are aimed at increasing their capability to create innovative products or organisational solutions. The road from the idea to the implementation of innovation, however, is laborious and time-consuming and is connected with overcoming numerous barriers. The most important obstacles include: the lack of financial resources, high costs of innovation implementation, the lack of external sources of financing, the unpredictable demand and access to knowledge. Overcoming these obstacles requires the presence of an efficiently functioning institutional support system for the development of SME innovation.  
The aim of the paper is the analysis and assessment of the effectiveness of the institutional support for the SME innovation in Poland in the light of the authors’ own research.  
Design/methodology/approach: The quantitative research was conducted in 2010 based on the questionnaire with the use of the CATI method among the owners of 567 small and medium enterprises located in 6 voivodeships: Lódz, Masovian, Pomeranian, Warmian-Masurian, Greater Poland and Silesian. The analysed companies belonged mostly to the category of small enterprises operating for at least 9 years mainly on the domestic and international market. The study aimed to assess the accessibility of the institutional forms of innovation support in Poland and their adaptation to the needs of small and medium enterprises.  
Findings: The conducted research pointed out the shortcomings of the institutional support system for the SME innovation and the surveyed entrepreneurs reported the reasons for this state of affairs and proposed the new directions of change.  
Originality: The presented paper has applicable character and refers to important areas of SME functioning that are often not included in the existing studies.  
Keywords: innovation, SME, innovation needs, innovation potential
APPLICATION OF RFID TECHNOLOGY TO TOURISM MOBILE SERVICE SYSTEM

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Abstract  
This Research is to develop an innovative Tourism Mobile Service System by applying RFID (radio frequency identification) Technology. The major functions are including human/equipment position management and events information management. Aims to RFID technology’s mobility, speed, convenience and accuracy characteristics, the system enables tour leaders or guides to achieve their group member management, such as members’ registration and check-out operation, counting the number of luggage on and off, members’ identity through identification mechanism. Besides, through the system, they can also keep track of individual members’ condition during the journey including members’ physical, activity, safety and unexpected events. In the first step, through literature review, we discuss the tourism industry-related features, organization management theory, service activities, environment issues, related technology trends, customer relationship management, RFID technology theory and industrial applications. This research also conducts an expert interview by nominal group technology to develop the conceptual framework of a tourism service supporting management system. The second step, the study will construct a prototyping system of the tourism service supporting management system. Finally, we plan to manipulate an empirical research to confirm the system’s satisfaction and feasibility. Through the conceptual framework and prototyping system development of this research, it can be great help to improve tourism service quality and satisfaction, but also to protect the safety of people travel abroad. We also believe that the research can result to the increase in the tourism industry, academic and national tourism development.

Keywords: tourism, tour leader, tour guide, event management, mobile, RFID, data mining

DOES FIRM’S SIZE IMPACT INNOVATIVE PERFORMANCE?

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Abstract  
Purpose: The paper aims at the evaluation of the impact of firm’s size on the innovative performance especially during the period of economic crisis.  
Design/methodology/approach: The paper describes the results of the analysis conducted for Polish industrial enterprises in the period 2006-2010, on the base of data provided by Central Statistical Office of Poland. In order to achieve the aim of the paper the comparative analysis of: share of innovative enterprises, effects of innovation activity measured by share of revenues from sales of new or significantly improved products, innovation expenditures and their effectiveness share of enterprises which collaborated on innovation activity, regarding the size of enterprises, was conducted.  
Findings: The results of the analysis indicate that firm size impacts innovative performance. Larger enterprises achieved better results of innovative activity. The analysis showed that the uncertainty caused by the global economic crisis affected adversely the innovative performance of each size class of enterprises. However, larger enterprises proved relatively more resistant to economic turbulences. Large enterprises tend to collaborate on innovative activity more intensively in comparison to those of small or medium size. This finding suggests that the way to improve innovative performance of smaller enterprises is to undertake interorganizational collaboration in order to gain access to wider range of resources, especially sophisticated knowledge and strengthen resistance to economic disturbances.  
Practical implications: The results imply the necessity of creating favourable conditions for interactions between innovation-active entities. A key part in this field is assigned to regional authorities, which should facilitate emergence of networks of collaboration, by using instruments of regional and innovation policies.  
Originality/value: The paper gives a thorough and complex analysis of the impact of the enterprise’s size on the innovative performance. The analysis takes into special consideration the recent unfavourable macroeconomic conditions.

Keywords: innovation, innovative activity, firm’s size
INFLUENCE OF INTERNATIONALIZATION LEVEL ON ICT USAGE IN COMMUNICATION AND MARKETING ACTIVITIES BY ENTERPRISES FROM LUBLIN REGION

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Abstract
Purpose: ICT can play important role in facilitating internationalization of firms. Main goal of the paper is to explore to what extent ICT usage is connected with internationalization level of firms located in one of less developed and peripheral regions of European Union – Lublin Voivodeship.

Design/methodology/approach: Data were collected through CAPI. Total sample size is 1680 firms in 3 groups: 761 exporters, 809 firms with identifiable export potential, and 110 firms not interested in exporting - as reference group. Those 3 groups are compared in this paper, also structural equations modeling has been used to create model explaining ICT influence for firms’ internationalization level.

Findings: Exporters, potential exporters, and firms not interested in exporting are differing in ICT usage – on general level and also for using particular technologies and tools. Generally the higher level of internationalization the higher usage of ICT, including the Internet communication and marketing activities. Exporters are more aware of the importance of several e-marketing activities, and perceive them as more efficient comparing to other groups analyzed. Two estimated models are indicating connection between ICT usage and archived internationalization level.

Practical implications: From result can be directions for policy making developed. Relatively low ICT usage level and connection between ICT and exporting capabilities allow to think about public help programs including ICT connected investments as a way to develop exporting capabilities.

Originality/value: Large scale research done on firms from less developed region allows to compare findings with other studies.

Keywords: Internationalization, ICT usage, Lublin region, Poland

INCREMENTAL EFFECTS OF OWNERSHIP STRUCTURE ON CORPORATE VALUE: EVIDENCE FROM THAI LISTED COMPANIES IN SET100

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Abstract
It appears that corporate governance (CG) can have helped balance the power of shareholders and management mechanism. This paper shows how ownership structure affects firm value in Thailand. A case study was undertaken of 252 most active listed companies in the Stock Exchange of Thailand 100 (SET 100) during the year 2008 to 2010. The study also excludes financial, insurance, banking, and property fund sectors. The independent variables used for analysis are gearing ratio, free float, family owned and state owned enterprise. The dependent variable is defined by using Tobin’s Q. Multiple regression is used to test this association.

Results of analysis highlight that ownership structure has an effect on firm value. There is significant correlation between Tobin’s Q of listed companies in SET100 and ownership concentration. Debt to equity ratio and percent of free float has negatively correlated with Tobin’s Q. The ownership structure has significantly impacted the corporate value of the listed companies. Moreover, it expands the frontier of theory regarding equity concentration or ownership structure for investor community with the market responses on empirical evidence in Thailand.

Keywords: Corporate Governance, SET 100, Thailand, Firm Value, Tobin’s Q, Ownership Structure
WORKFLOW IMPROVEMENT USING CPFR CONCEPT:
CASE STUDY OF SUPPLIER COORDINATION

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Abstract
Propose: To apply a collaborative planning forecasting and replenishment (CPFR) concept in organizing business workflow and its data requirements. At case company, coordination with upstream supply chain (USC) is a challenging task. Bill of Materials (BOM) is important input and there is created by USC. In general, BOM consists of more than 500 of semi finish products and more that 200 of raw materials. Therefore, the accuracy of BOM and forecasting has significance in bottom line of the company.

Design/methodology/approach: Using work flow modeling in mapping a case process. Then, tree diagram is developed based on a current problem in planning and forecast by focusing on compliance with CPFR. In addition to CPFR compliance, check sheet is developed at each activity in work flow model.

Findings: By using CPFR in developing new workflow in supplier coordination, planner has found that weekly BOM is created with greater accuracy. With greater accuracy BOM, inventory and production control also more efficiency in capacity calculation and utilization of semi finish production. In addition, when modification of finished product or new product is sent to production, errors due to miscommunication drop significantly.

Research limitations/implications:
Originality/value: This research extends the use of CPFR into a detail workflow design in the environment that involves many parties from several organizations. In addition, CPFR model in this research creates more collaboration in BOM requirement planning, create connection between each partners entire the chain. Collaboration creates the data, information sharing and creates synchronized information sources.

Keywords: Collaborative planning, Collaborative forecasting, Supplier coordination

DEVELOPING PRODUCT MANAGEMENT COMPETENCIES: PERSPECTIVES FROM THE DOMESTIC APPLIANCE INDUSTRY

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Abstract
Purpose: Product managers in today’s domestic appliance industry are faced with a situation whereby the fundamental roles and functions they perform are witnessing a gradual shift in focus. To maintain their professional competency, practising product managers in domestic appliance industry adapt to this changing industry environment by relying on knowledge and skills acquired through training and experience.

Design/Methodology/approach: This paper aims to explore product management in relation with product manager competences in domestic appliance industry. Researches recently done in the Slovenian industry reflects the state of development of the product management and the awareness of the strategic meaning of the product manager. As a starting point in this article we use the competence profile of the product manager considering the integration of the managerial and operative activities and implementing competence concepts into practice. In the paper we define the proposal of product manager job on the case of domestic appliance industry.

Findings: In compliance with previous research and O*Net model, the diversity of product manager competences was confirmed. We identified key focus areas: tasks, knowledge, skills, abilities, working tasks and working styles. according O*net model six key competences area were structured.

Practical implications: The research is focused into Slovenian, German, Italian and Turkey domestic appliance industry. The findings of our research are especially important to management to focus and develop relevant corporate knowledge.

Keywords: product management, training, training transfer factors, marketing mix
DILEMMAS OF EQUITY COST CALCULATION IN POLISH MINING ENTERPRISES

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Abstract

Purpose: The purpose of the paper is to present the methods of equity capital cost calculation and the attempt is made to implement them in the conditions of unstable environment of the Polish mining enterprises’ performance.

Design/methodology/approach: In the theory of finance, there are many methods of equity cost calculation functioning, however, there are also many controversies and difficulties attached. They regard mostly estimating the cost of equity capital in unstable environment of performance of mining enterprises in Poland. There is no possibility to relate them to typical market situations, which from the perspective of equity cost calculation requires to search for new solutions. The Author conducts the analysis of possibility to use the following methods in estimating the cost of capital: CAPM (Capital Asset Pricing Model), APM (Arbitrage Pricing Model), DGM (Dividend Growth Model), DCF (Discounted Cash Flow Method), three-factor pricing model (Fama-French Model), BPM (Butler-Pinkerton Model) and Build-up Approach.

Findings: The implementation of the common concepts of equity cost calculation in specificity of mining enterprises is a new approach in finance management of mining enterprises in Poland. The research results shall find their use in the effectiveness account and value pricing of mining enterprises, planning capital structure and other circumstances of mining activity.

Practical implications: Introducing such methods of equity cost calculations as CAPM, APM, DGM, build-up approach, Fama-French model or Butler-Pinkerton model is not always possible on the grounds of mining enterprises.

Originality/value: The research results constitute an extension in finance theory of mining enterprises regarding problems of adjusting equity cost calculation methods to the specific conditions in which mining enterprises perform. Currently, in mining enterprises there are no complex methods of equity cost estimation used. This adds a special managerial significance to the research.

AN ASSESSMENT OF INNOVATION PRACTICES IN TURKISH SMES

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Abstract

Purpose: The innovation management has received much attention from research, industry and government support in recent years. Since much of the researches have been focused on the large organizations, most SMEs have not greatly benefited from these researches. The purpose of this study is to measure the innovation capabilities of SMEs and understand their influencing factors for innovation.

Design/methodology/approach: This research has been designed around six phases: literature review, research hypothesis, research instrument design, implementation and data collection, data analysis, conclusion and recommendations. A review of the literature has been conducted and synthesized in order to understand the factors that affect the innovation management process within Turkish SMEs. Three different innovation auditing models are used for analyzing the following seven dimensions of innovation management: strategy, processes, learning and knowledge management, linkage and networking, business and technology, organization structure and climate, leadership and culture.

Findings: From the analysis of the results section many of the SMEs did not appear to have formal innovation strategic plan and any assessment process of impact of innovation project results to the overall success of SMEs.

Practical implications: The interviews with 25 SMEs using 3 different innovation auditing models provide (a) to understand the Turkish SMEs current capabilities and innovation management practices in each organization, (b) to use the audit results to make a wise ranging review of all factors affecting innovation success and failure, and how management of the process might be improved (c) to identify a set of recommendation that may facilitate and enhance innovation management in all participated SMEs.

Originality/value: This study is applied as a part of an ongoing project about “innovation awareness in SMEs”, and the results will be used as indicators for the coming activities. The use of three measurement models provide an assessment of innovation capabilities from different aspects and also a cross validation of the models.

Keywords: Innovation Management, Small and Medium Size Enterprises (SMEs), Turkey

Paper Type: Research paper
LINKING ROSETTANET STANDARD TO SCOR PLANNING PRACTICES: EXPLORATORY STUDY

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Abstract

Propose: The objective of this study is to review the role and relationship of supply chain standards between Supply chain Operation Reference Model (SCOR model) and RosettaNet Standard in case of supply chain management to improve supply chain management. Both standards

Design/methodology/approach: SCOR model and RosettaNet are investigated the relationships by literature reviews, gap analysis and survey data analysis based on supply chain management planning practice.

Findings: The results show collaboration of both standards which is the most important in the supply chain management such as process measures, process integration, and information technology to encourage the supply chain planning practices. The SCOR model is initiative for supply chains, which provides a common supply chain framework, standard terminology, common metrics with associated benchmark, and best practices and RosettaNet is a standard used for communication among supply chain parties with different IT protocols. Consequently, supply chain infrastructure such as process measures, process integration: plan, source, make, deliver and return should be established base on SCOR model and information technology while RosettaNet standards support in communication functions

Research limitations/implications: Limitation is that the article focused on work relations within organizations. The research was done among managers, and present the opinion about trust from the managers’ perspective. The research was done only in the best enterprises in Poland.

Practical implications: In the article how trust forms initially, and how it can be maintained over time is described. The author presents different views connected with trust building in organization.

Originality/value: In the article the research connected with trust building made among polish managers are presented.

Keywords: SCOR, RosettaNet, Supply Chain Reference Model

THE DYNAMICS OF INTERPERSONAL TRUST BUILDING

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Abstract

Purpose: The main aim of the article is to describe the process of the interpersonal trust building in organizations and to present managers’ opinion about trust culture in polish enterprises.

Design/methodology/approach: This paper gives an overview of major issues in trust research, identifying common foundations of trust building in organizations. The author presents research done among 469 polish managers.

Findings: The best leaders frames trust in economic terms. In a low-trust culture, leaders can expect negative economic consequences. Everything takes longer and costs more because of the steps people need to take to compensate for the low trust. When these costs are counted, leaders recognize how low trust becomes an economic matter. The author describes a weak and strong points in the trust culture in researched organization. The researched show that the most of the top managers see trust in high -level in organization, but middle and low level managers see trust in medium level.

Research limitations/implications: Limitation is that the article focused on work relations within organizations. The research was done among managers, and present the opinion about trust from the managers’ perspective. The research was done only in the best enterprises in Poland.

Practical implications: In the article how trust forms initially, and how it can be maintained over time is described. The author presents different views connected with trust building in organization.

Originality/value: In the article the research connected with trust building made among polish managers are presented.

Keywords: organizational trust, trust management, trust building, interpersonal trust
COMMITMENT-BASED HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL INNOVATION: THE MEDIATING ROLE OF KNOWLEDGE

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Abstract
Under conditions of complicated competition, the improvement of knowledge management and innovation becomes an important issue for knowledge-intensive firms. Although researchers have recognized that HRM practices have impacts on knowledge sharing, little progress was made in this field. In addition, considering HRM practices would not influence organizational innovation directly, researchers emphasized that it is a very important task to examine the mediators in the relationship between HRM practices and innovation. Using a sample of 124 knowledge-intensive firms, we found that a significantly positive relationship exists between commitment-based HRM practices and knowledge sharing. Meanwhile, knowledge sharing mediates the relationship between commitment-based HRM practices and organizational innovation. The implications for knowledge management and organizational innovation are discussed.

Keywords: Commitment-based human resource management practices; Knowledge sharing; Organizational innovation; Knowledge-intensive firms

ECONOMIC ANALYSIS OF PURCHASING EITHER GREEN ELECTRICITY OR CARBON TAX CREDITS

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Abstract
As electricity plays an enormous role in the economy and future development of countries, it is crucial to study the effects of the environmental legislations on the electricity sector. The recent Renewable Portfolio Standards legislation and future Cap-and-Trade legislations are the main cause for the future business turbulence that will encroach on the current electricity utilities, especially those who emits CO2 in the United States. A main objective of this research is to do economic comparison for the opportunities of purchasing green electricity and purchasing carbon tax credits for Coal Integrated Gasification Combined Cycle publicly owned utility in United States. The analysis is performed by comparing electricity generation costs in the case of performing business as usual, purchasing CO2 emission tax credits, performing CO2 reduction and purchasing green electricity with environmental consideration. This study employs the Levelized Regression Cost Model (LRCM) for comparing economic advantages of the available options to power plant. Since all other electricity generation costs are already included in the construction cost of the electricity utility, this study focuses only on the power plant’s CO2 emission costs and Tradable Renewable Energy (TRC) costs. The cost of electricity when mandatory reduction and purchasing of CO2 emission permits, is compared with, the cost of mandatory CO2 reduction and purchasing green electricity. The relationship between these options was measured by a regression equation. Sensitivity analysis was performed according to interest rate and carbon tax. In each case, results can help in deciding which case was economically justified in the case of environmental regulations. This study can be expanded to include an option of improving the efficiency of the plant cost, in order to compare and contrast all available options.
Abstract
The global recession changed to Machine Industry's situation years 2008 to 2009. Effect of Finnish Machine Industry's export market was strong. Big global players negotiated better but number of system- and component suppliers lost they grounds. In this research is endeavoured find factors to Finnish Machine Industry’s SME companies' strategy choices in international business environment. On the basis of theoretical research, this paper structures the influence factors evaluation system of enterprise internationalization decision-making which contains 28 indexes, through the six dimensions. Based on the evaluation system are used 245 SME companies in Finland. In the data analysis phase, firstly, this paper uses the method of descriptive statistics to analyse and compare the influence degree of different factors. In order to further explore the degree of different factors influence Finnish enterprise internationalization decision-making, and find the key factors. This paper divides the researched SME companies to 5 levels, according to the internationalization degree of them, and then uses the method of correlation analysis to analyse the correlation between influencing factors and Finnish enterprise internationalization decision-making. In this study is found 13 correlative factors of internationalization level of the researched SME companies, which contain 7 strong correlative factors.

Keywords: Strategy choice, Correlation analyse, Correlative factor, SME Company, Machine Industry

Abstract
Purpose: This paper constitutes an empirical attempt to analyze the role of early warning system in polish companies and to evaluate its existing level and limitation of use.

Design/methodology: The empirical research was conducted on a sample of 95 polish firms. Research lasted from November 2009, to April 2010. In that period with a few iterations, we have received 20 fully completed survey questionnaires (21,05% rate of return). The questionnaires were distributed by electronic mail. It was hypothesized that early warning systems business practice in Polish firms is oriented dominantly on short term and basic financial data.

Research task was achieved using a questionnaire with a total of 43 closed-type questions, which were distributed by electronic mail. The results obtained were processed in statistical SPSS software.

Findings: focus on continuous planning and divergence monitoring on 1 month base. Unfortunately, in negligible use remains among Polish entrepreneurs Balanced scorecard. Researched companies do not use Z score. It confirms the general statement that Polish companies do not have (as many as they should use) the instruments according the early warning systems. There is a clear gap in this area. In large part this is due to the lack of awareness of their existence as well as their benefits.

Practical implications: diagnosed gap can effectively improve the accuracy rate of business failure predictions in advance

Originality: This paper presents diagnose of the current state of use EWS in polish companies. Information could be interesting for the ministry responsible for economy and low as well as all stakeholders of companies

Paper type: research paper

Keywords: early warning system, company, crisis
QUALITY OF INFORMATION AND MANAGERIAL COMPETENCIES VERSUS DECISION MAKING PROCESS BY THE MANAGEMENT PERSONNEL IN THE LOCAL GOVERNMENT ADMINISTRATION OFFICES

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Abstract  
The article presents the quality of information and managerial competencies’ issues in the decision-making aspect. We have claimed that there is a need for employing a new managerial (and not only administrative or political) paradigm in managing local government administration institutions. We have also discussed the quantity and quality of information as well as competencies in decision-making. In the study part we have posed the following questions: What significance does the quality of information and the information system have in decision-making process as well as what competencies should the managers in local government administration have to make appropriate decisions? The study includes 208 managers from 75 local government administration from Upper Silesia region. The whole article ends in conclusion.  
Keywords: decisions, quality information, administration, New Public Management

DECISION SUPPORT CAPACITY PLANNING SYSTEM FOR ASSEMBLY LINE IN ELECTRONIC INDUSTRY

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Abstract  
Propose: In electronics assembly industry where is technology continual changing, demand and forecast of OEM manufacturer is often varied due to order modification in both quantity and engineering detail. A decision support system is proposed to assist production planner and production team, to quickly adapt and adjust their resources to match the change. This decision supported system in planning is needed in order to provide critical information to assist decision maker in evaluation of production alternatives.  
Design/methodology/approach: In this study, decision support system based spreadsheet is developed. It gathers data and information from several data sources including company’s ERP, Engineering Department, supplier database, and customer database. Then, several predefined scenarios are calculated such as doing overtime, shifting orders, and machine reallocation. For each scenario, planner can adjust key parameters to see its impact on customer delivery and operation cost. At the end, the spreadsheet can be sent to all related staffs in order to finalize the production planning.  
Findings: In a pilot experiment over 5 months period, the overall production overtime is reduced about 60% due to a better allocation by re-routing. Therefore, the utilization also increase in particular underutilized machines. In addition, the final production plan take a little time to adjust and get consensus agreement from related personal in shorter period of time.  
Research limitations/implications: This proposed solution is still at testing stage, only applied in one factory. However, since electronic component assembly line are quite similar in most factories. We believe that the proposed solution can be adopted well beyond pilot company.  
Originality/value: This proposed spreadsheet based decision support system address a shortfall of most enterprise resource planning program. Many ERP programs do not provide scenario information when product assembly routing in flexible (one type of product can be processed by many types of machines). When materials, processes and routings often changes, time of change and production planning time line do not synchronized very well. In many cases, information in ERP system may not be updated, the latest configuration may be informed via meeting, discussion, video conference. Therefore, production planner needs a tool that can gather information from several places. More
over it must provide information to other parties in order to reach agreement on production plan in short period of time reacting to changes happen in entire supply chain.

**Keywords:** Decision Support, Capacity Planning, Scenario Planning, What-if analysis

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AN ANALYSIS OF RELATIONSHIP AMONG BUSINESS CYCLE, DERIVATIVES SELECTION AND HEDGE EFFECTIVELY IN THE INFORMATION INDUSTRY CHAIN

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**Abstract**

Following the liberalization of financial markets increasingly, the performance of the business are significantly related to the market risk. Therefore, the company usually utilized high financial leverage of derivatives to hedge the risk. First, we utilize the Multinomial Logistic model to analysis the risk impact of various derivatives. Furthermore, under different stages of business cycle, we examines whether there exists the hedge effect within the upper, middle and lower stream of Taiwanese information technology industry. Empirical results of this study perhaps provide a diacritical opinion for investors that there is no need to overestimate the hedge effect. The research findings can be a basis reference for investors in decision-making.

**Keywords:** Business cycle, Hedge, Derivatives, Exchange rate risk, Information industry
THE EFFECTIVENESS OF REINSTATEMENT OF TOP EXECUTIVES TO THE STOCK MARKET

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Abstract
Enterprises generally often change their top members of Executive Board in response to the emergence of competitors and constantly changing market challenges so as to achieve or maintain their market dominance. In this study, top Executives who come back their original positions (hereafter so called "Reinstatement") was divided into Reinstatement of Presidents, General Managers and Financial Directors. Different from the oversea companies, Taiwan listed electronic companies under the corporate governance further divides General Managers into Reinstatement of the General Managers who also act as Presidents (GM/President) and who specifically was appointed as General Manager (GM Only). The effectiveness of reinstatement of top executives to the Enterprises depends on operating results, market reaction and acceptance. In the fact that the change of top Executives among different levels leads to different outcomes. In addition, the most important part in this study is Reinstatement of the General Managers who also act as Presidents. It is believed that the Presidents is the most important member of the Board of Management. They are well familiar with the overall corporate structure and also grasp the General Manager's operational power by which they can control to ensure the generation of profitable performance. Hence, this study explored the impact of top Executives' reinstatement on stock returns through empirical research. The research findings can be a basis reference for investors in decision-making.

Keywords: Agency Problem, Abnormal Return, Business Performances, Information Effect

SUPPLY CHAIN PERFORMANCE MEASUREMENT IN THE MANUFACTURING INDUSTRY

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Abstract
Supply chain performance measurement - the process of qualifying the efficiency and effectiveness of the supply chain. The aim of this study is to create a supply chain measurement framework for manufacturing industry, define what data should be measured and verify the measurement framework in the case company's supply chain.

There is a review of the current understanding of supply chain management and literature related to supply chain performance measurement and the study creates a framework for supply chain measurement. The key elements for the measurement framework were defined as time, profitability, order book analysis and managerial analysis.

The measurement framework in this study offers guidelines for measuring the supply chain in manufacturing industry but the measurement framework could be used in different areas of industry as well.

Keywords: supply chain performance measurement, supply chain management, manufacturing industry
BUILDING INFORMATION MODELING AS A NEW BUSINESS TREND IN CONSTRUCTION INDUSTRY

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Abstract  
Purpose: To analyze internal and external motivating factors in implementing Building Information Modeling (BIM) in construction sector of developing countries to find out whether BIM is advantageous or not; and if yes, what are its capabilities and drawbacks.  
Design/methodology/approach: A questionnaire survey was conducted among a number of different parties involved in construction industry. SWOT analysis was performed based on the outcomes of the survey to determine strengths, weaknesses, opportunities, and threats of BIM application in the construction industry.  
Findings: Based on the survey results, internal environment properties (strengths and weaknesses) and external environment possibilities (opportunities and threats) were prioritized from interest population point of view.  
Research limitations/implications: The low level of awareness and knowledge about BIM due to traditional methods usage and low level of education and training were the most important limitations of the survey.  
Practical implications: To introduce the new trends and encourage the construction companies in BIM application in their projects.  
Originality/value: Considering BIM as a new business trend in construction industry of developing countries and analyzing it by a business method (SWOT analysis) to investigate its profitability together with industry readiness for implementing it as a business tool.  
Keywords: Building Information Modeling, BIM, SWOT Analysis, Construction Industry, Developing Countries

SOCIAL CAPITAL AND THE EFFICIENCY OF PUBLIC ORGANIZATIONS

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Abstract  
The present study is concerned with the diagnosis of social capital in public health care institutions, the evaluation of the objective implementation in those facilities, as well as identifying the influence that social capital has on the implementation of objectives. The objects of the study were managerial staff, medical and non-medical employees, and the patients of public health care facilities in Silesia region.  
The study was conducted in 15 hospitals on a group of 576 respondents. As a result of the conducted study, the social capital in the hospitals has been diagnosed, on the basis of descriptive characteristics (arithmetic mean, confidence intervals, median, quartile, standard deviation, standard error, skewness and kurtosis).  
Subsequently, the hospitals' efficiency was assessed. Three areas have been isolated as crucial for the efficiency of hospitals: focus on the patients and their needs (ranking method), the evaluation of the services offered expressed by the patients' satisfaction (Serqval method), and the rational budget management (economic measures: net profit/loss, return on equity ROE and current ratio CR). On the basis of the obtained results it was determined that social capital does affect the efficiency of hospitals.  
Keywords: social capital, improving the social capital, public organizations, the efficiency of public organizations
STATUS AND PROSPECTS FOR DEVELOPMENT OF INFRASTRUCTURE FOR TECHNOLOGY TRANSFER IN GREATER POLAND

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Abstract
This paper deals with the assessment of performance of technology transfer units’ infrastructure through the implementation of the statutory goals, the impact on the development of innovativeness of companies located in parks and the anticipated development barriers and challenges faced by these units. The aim of this study is to examine the role of entities of technology transfer infrastructure in developing innovativeness. The study was performed among units belonging to TTUs in Greater Poland. Based on the data analysis the following conclusions have been formulated.
There is a strong relationship between the importance of the goals defined in the statutes of TTUs and the degree (importance) of their execution. More important in the realization, however, are the goals that constitute the first stage of creating the potential for innovation. They are associated with raising the quality of human capital, development of cooperation, entrepreneurship and creating environment for conducting business activities. The transfer of innovation goes to the second plan according to the obtained replies. On the basis of the referred studies it can be generally concluded that the state of development of infrastructure technologies in Poland today and in the future (which is a manifestation of the innovation capacity of enterprises and a measure of testing - signaling the level of cooperation between companies of different sectors with the sphere of science and R & D) is weak and remains endangered.
Keywords: Technology transfer institutions, innovation gap, statutory objectives, barriers, challenges

PAINT SHOP SEQUENCING DEVELOPMENT USING SIMULATION: CASE STUDY IN AUTOMOTIVE INDUSTRY

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Abstract
Propose: To develop a logic in sequencing jobs in a paint shop of automobile factory. Since, setting and operating in actual paint shop will disturbing production efficiency for the entire factory. Therefore, discrete simulation is used to develop paint shop operation model which several logics and key parameters can be tested and adjusted without interruption to actual process.
Design/methodology/approach: Apply discrete event simulation tool called “Arena” in developing paint shop operation model. Several heuristics based on sequence dependent setup concept are tested.
Findings: Based on simulation model, several key processes/activities are identified as crucial activity to keep smooth production volume in production line and reduce waiting time during transfer vehicle and color shade type management which aim to maximize vehicle paint output. They are: 1) Paint transfer logic can produce highest production volume paint output after pass top coat process. 2) Shorter waiting time of paint interval each color shade is help to improve production paint output. For the improvement, the best logic yields 8,064 units of painted car per year better than the current operation.
Research limitations/implications: This study will focus on the painting process of the automotive manufacturer in body storage area to arrange color sequencing of the material putting on the skit align the conveyor before getting into Top Coating Process. And conditions of both manual controller and automatic spray machine are utilized in full capacity.
Originality/value: The data in this study is collected from actual production. Since most of the operations in paint shop are robots and machines, the results from simulation are very closed to actual production. Using simulation also encourage manufacturer to focus on using flexible automation machine where logic can be adjusted to match with circumstance.
Keywords: Paint shop sequencing, sequencing simulation, sequence dependent setup
Abstract
Purpose: This research aims to provide the proposed approaches for managing bamboo as raw material to generate electricity of small biomass power plant in Thailand.
Design/methodology/approach: This study was a qualitative research and in-depth interview technique was used as collecting tool. The sample was selected by using snowball sampling. Three interviewees were selected from three biomass power plant. The typology and taxonomy, and cause and effect analysis techniques were used in analyzing the data.
Findings: The results showed that there were four proposed approaches in solving the problems: 1) the recognition of community in establishing the biomass power plant 2) using bamboo as raw material in order to replace the insufficient of earlier raw materials 3) using bamboo as raw material in order to replace the expensive earlier raw materials, and 4) using the gasification technology in generating the electricity.
Research limitations/implications: This study is to study the biomass power plants where generate the electricity by using gasification technology.
Practical implications: To gain the appropriate approaches of raw material management in generating electricity of biomass power plants by using bamboo that was grown in Thailand.
Keywords: Bamboo, Gasification, Power Plants, Management Innovation

Abstract
Purpose: A positive brand reputation may ensure the company a competitive advantage. However, there are some events that undermine the company’s good name. The paper examines consequences the company may suffer when the brand reputation is threatened by a crisis situation. Subsequently, the company needs to start the rescuing actions. Therefore, the paper focuses mainly on the possibilities of brand reputation rebuilding after a crisis.
Design/methodology/approach: There is presented a broad literature review in the area of company’s reputation, company’s crisis, brand reputation and its influence on company’s performance. Then, two contrary case studies of Polish enterprises that had to face the media-driven crises are shown, both of which present diverse models of crisis management from the brand reputation point of view.
Findings: On the basis of the cases and literature analysis, authors suggest the 4-phase model of reputation rebuilding after the crisis which may find practical implications during a crisis any enterprise might face.
Research limitations/implications: Authors point at some limitations to the research process which are e.g. the narrow scope of examined crises – media driven crises only, having source inside a company.
Originality/value: This study extends the body of knowledge in significance of brand reputation management and offers some suggestions to rebuild the brand reputation after the company’s crisis.
Keywords: reputation, corporate brand, reputation rebuilding, crisis
THE SME NEEDS IN THE AREA OF INNOVATION PROGRESS

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Abstract  
Purpose: There is a gap between the Polish and the American (world) innovation development in the SME sector. This is the result of low R&D expenditure levels which influence their slow innovation progress. Most Polish entrepreneurs are committed to improving their level of innovativeness and automatically their level of competitiveness in the European (world) markets. To continue this direction of development, the enterprises have to be provided with sustainable sources of: capital (funds), knowledge, human resources, etc. This article is aimed at defining the main needs of Polish SMEs in the area of innovation progress in the nearest future (3 next years).

Design/methodology/approach: The research took place in 2010/2011 among the selected (at the high level of innovation development) small and medium enterprises (SMEs). The study was part of the research commissioned by the Polish government. The direct interview was the main source of information. The research was addressed to: firms that employed up to 249 persons, located in the four (five) provinces, and completely independent firms (which are not the part of other companies).

Findings: The findings will be concentrated on the three essential elements: the estimation of the actual potential of the firm (in technological, organisational, financial and R&D aspects), the estimation of its relations with the environment (official and unofficial) and the estimation of the existing needs which have not been realised so far (this realisation is necessary for the future development).

Research limitations/implications: The research allowed to draw many interesting conclusions concerning the needs and expectations of Polish entrepreneurs in the area of innovation progress. The analysis provided materials to compare the innovation development of Polish SMEs to the European (world) innovation development presented in studies carried out by researchers in different countries.

Practical implications: Specially useful for local and government authorities in the process of creation of innovation policy in Poland and comparison to other countries.

Originality/value: This article contains conclusions based on the original research conducted on the territory of Poland by the team of two university researchers. Hitherto such studies had not been under-taken as often as necessary due to their high costs.

Keywords: innovation, SME, innovation needs, innovation potential.

EXPLORING THE MODERATING EFFECT OF BRAND LOYALTY TO BRAIN EXTENSION – AN EVENT-RELATED POTENTIAL STUDY

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Abstract  
It has been noted that brand loyalists may have more repetitive purchasing behavior and higher intention to purchase brand extension products. This study applied the Event-Related Potential (ERP) research method to explore the moderating effect of brand loyalty to brain extension. 9 Nike loyalists were selected for this investigation. Experiment is S1 (stimulus 1) - S2 (stimulus 2) paradigm. S1 are Nike (high loyalty brand) and Puma (low loyalty brand). S2 are three different kinds of products including the sporty clothes, the outdoor clothes and snacks. The findings indicate that when S2 kept being sporty clothes, the N270 amplitude of Nike is lower than the one of Puma. However, when S2 was snacks, there is no difference between the N270 amplitude of Nike and the one of Puma. Therefore, the moderating effect of brand loyalty to brain extension is significant. The result of this research contributes the better understanding of brand loyalists and their brand attitude. N270 could be a neuron-indicator when the marketers would like to apply the brand extension to brand loyalists.

Keywords: Brand Loyalty, Brand Extension, Event-Related Potential (ERP), N270
TOPIC: DEVELOPING ENTREPRENEUR TO FAIRTRADE SYSTEM FOR FOOD INDUSTRY GROUP IN THAILAND

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Abstract
This research aims to develop and validate efficiency of competencies development by training program for fairtrade system. This report came from knowledge exchange between the Researcher, Fairtrade expertise, Rice processor, Training expertise, Professor, HRD expertise, CEEFE expertise in Thailand. Initially, first the result showed that the fairtrade system encouraging a group of producer or the organizations gained sustainable development. Second result showed Index of Consistency of objective and topic in Training course, Third result showed Risk Assessment of Rice producer and Rice processor in Thailand. The principles of fairtrade system has been based on Economics, Social and Environment to promote and support transparency operation in supply chain management. The next step of this research is to implement in a training program of the fairtrade system for the entrepreneur training course in Thailand Rice industry according to fairtrade system under the standard of fairtrade Labeling Organization International (FLO) Bonn, Germany.

Keyword: Fairtrade, Developing, Entrepreneur, Food Industry (In Thailand)

PARA-ECONOMIC ASPECTS OF CONSTRUCTING INVESTMENT PORTFOLIOS BY MEN AND WOMEN

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Abstract
Purpose: This article is broadly concerned with the male and female approach towards reaching investment decisions. Traditionally, investing on stock markets has required an in-depth technical and / or fundamental analysis. Nevertheless, not rarely do investors depend on their emotions when trading on the market. All the aforementioned factors – be it purely economic or intuitive – should help investors maximize their profits.

The aim of this paper is to outline the main behavioral effects from investors’ perspective as well as to analyse their influence onto the return achieved by average market agents. The authors have attempted to construe stereotypical portfolios which retained the features of behavioral portfolios and compared their return against the return received from professionally-managed portfolios or the market portfolio within a period of time specified. The paramount concern of this article is to understand why men and women tend to yield different return from investment depending on the market situation.

Design/methodology/approach: The empirical data used in this article come from the data available at Warsaw Stock Exchange Market and they comprise the transactions made between 2006 and 2010 for the companies chosen. The thorough analysis of economic literature, industry reports as well as the previous research on behavioral finance served as an important source of information.

The authors have set the criteria for a portfolio typical of a man or a woman. The assets in a male portfolio are divided into risk-free assets (a bank deposit) and shares, 30% and 70% respectively. The female portfolio comprises the same two types of assets, 50% each. Additionally, the relation of the number of companies whose shares are being traded by the male and female investors is 3 to 5. The allocation of assets in a portfolio is subject to periodical changes. Men reexamine their investment strategy quarterly, women – every half a year.

The return from the portfolios analysed is set against the return from the market portfolio (WIG index) and three balanced investment funds, which allows objective evaluation of the effectiveness of the application of behavioral strategies which complement the traditional attitude towards investment on modern capital markets.

Findings: The analysis of the return made from portfolios constructed by the authors of this article indicates that:
– During the market growth, the number of risk-free assets in a portfolio should decline, which would lead to higher profits,
– Female portfolios yield greater maximum return than male portfolios on the bull market and they are more effective than portfolios managed by professional brokers,
– On the bear market it is female portfolios which lose the least among all the portfolios analysed,
– Portfolios which are managed within investment funds yield lower return than market portfolios which comprise shares only.

Originality/value: The professional literature concerned with behavioral finance offers a detailed description of a variety of behavioral heuristics and effects. Whereas distinctive characteristics of male and female trading activity are beyond any doubt, there lacks a more systematic analysis which would be based on empirical data. Furthermore, a more comprehensive study of behavioral strategies against the background of capital markets and rules which govern them can lay bare its practical aspect.

The article enables potential investors to compare the effectiveness of male and female investment strategies on growing and plummeting markets alike. The quotations of balanced investment funds as well as the first exchange index on Warsaw Stock Exchange - WIG index – provide an even wider background. The conclusions of the research prove that a complete ignorance of para-economic factors when making investment decisions can lead to substantial financial losses. Obviously, no major profit can be achieved by relying on intuition and emotions, either. Therefore, it is the knowledge of behavioral effects and biases together with traditional economic analyses which should be combined in order for an investor to achieve the desirable results.

Keywords: behavioral finance, stock investment, investment portfolios

VALIDATION OF SENSE & RESPOND METHODOLOGY THROUGH THE PRISM OF TECHNOLOGIE IMPLEMENTATION

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Abstract
The study demonstrates evaluation and validation of “Sense and Respond” resource assessment tool for gaining more accurate results and knowledge for taking right strategic steps as well as distributing priorities correctly between the attributes affecting company’s performance. The main target is to validate the results of Balanced Critical Factor Index (BCFI) after the first (linear) calculation. Additional technological competence valuations prepared to clarify whether the critical attributes remain constant. In the case of occurring changes, company’s management, through implementation of the more suitable technology level, can adjust the criticality of some attributes and reallocate resources, reacting in a timely manner with relevant approach. Through the progression of the attribute importance from critical to non-critical we can define the company’s approach to such resources like knowledge and technology, as well as their role in the general performance.

The investigation was based on analysis of Leading Technology and Training Centre for wood and furniture industries in Scandinavia. The chosen research method was survey; the interviewee focus group consisted of the company’s board members, hence insuring high level of expertise for the obtained answers. Nevertheless, the main limitation of the research is the small sample – little number of participants.

The validation analysis reflects the significant movement in number of attributes from critical (reds and yellows) area to normal one (green), vice versa. The results gained through discussion between the board members and managing group of the organization regarding the right direction of prioritization. No doubts that the proposed model requires further development and following testing for higher accuracy achievement. To that end some model’s applications have already been started in knowledge intensive industrial services.
THE EFFORT OF BUYER-SUPPLIER RELATIONSHIPS FROM CROSS-GENERATION MANAGEMENT

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Abstract
This study reevaluates in cross-generational management of the buyer-supplier relationship. A model of antecedents and expected outcomes of these factors will be established. The aim of this study is to understand the buyer-supplier relationship from generational management.

To explore the buyer-supplier relationship in supply chain management, this study will conduct an extensive review the cross-generational management of the buyer-supplier relationship. For family firms, such innovations have both advantages and disadvantages due to the manner in which the different generations overlap and interact. By drawing on literature review, 1) to find out the difference of buyer and suppliers relationship between cross-generational management 2) to recognize the buyer and their suppliers do the innovation 3) to demonstrate how their suppliers to respond their different generations.

Keywords: Buyer and Supplier relationship, suppliers’ management, cross-generational management

INTERNATIONAL TRANSFERS OF TECHNOLOGY: A TRANSACTION COST APPROACH

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Abstract
A company that has developed a technology has a choice of transferring and sharing it with other firms for appropriate compensation, or using it for its own operations worldwide. The choice between contractual agreement between two independent firms and direct investment as a vehicle for international technology transfer is hypothesized to relate to the environmental and transaction-specific factors, and the host country involved in the transfer. The theory of the firm, as conceived by Coase (1937) developed by Williamson (1975), holds that the firm and the market are alternative methods of organizing exchange and that the choice between intra-firm and market exchange will be based on their relative costs.

This paper employs the theory of the firm with the objective of to offer a transaction cost framework to define more precisely the circumstances under which the transfer patterns is more advantageous.

Keywords: International Technology Transfer, Transaction Cost Theory
COMPREHENDING BUYER-SUPPLIER RELATIONSHIPS: A MUTUAL EFFORT TOWARDS ALIGNMENT

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Abstract
Purpose: In the paper we define four types of buyer-supplier relationships, analyse the differences among them and propose solutions to the challenges associated with the relationships belonging to each type.

Design/methodology/approach: The research is based on the data collected through the survey about buyer-supplier relationships in project-based industry. Six companies participated in the research, and total of 293 buyer-supplier relationships were explored.

Findings: Buyer-supplier relationships can be distinguished into four types of relationships, out of which only one can be considered to be efficient. The rest of the relationships are either characterised by mutual dissatisfaction with the relationships, or unawareness of one party about its poor performance. The empirical results show that only about one fourth of relationships in the focal sample could be considered successful. The approach to improving each type of relationship also needs to be different, since the roots of the problems vary.

Research limitations/implications: The findings are representative for the project-based industry in the focal country. The applicability of the results to other types of industries, such as mass-production has not been verified.

Practical implications: The findings have direct practical implications for managers operating on the buyer or supplier side, including the importance of the two-sided feedback on relationships and self-assessment in the relationships. The paper contains concrete examples of problematic relationships between buyers and suppliers and suggestions on what actions can be taken to improve them based on the deeper analysis like the analysis done in this research.

Originality/value: The views on a buyer-supplier relationship of both sides are confronted with each other, as well as with the self-evaluations of performance in the relationship. This gives a more comprehensive data on what is the status of the relationship, what are the misunderstandings and delusions that are obstructing the alignment. Based on this unique data a framework for analysing buyer-supplier relationships is proposed.

Keywords: buyer-supplier relationship, supplier performance, buyer performance, alignment, awareness.

INVESTMENTS FINANCING AND COMPANY VALUE IN CAPITAL-CONSUMING INDUSTRIES

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Abstract
The main objective of the paper is to determine the influence's scale and strength of the way of financing development investments on the value of companies performing in the capital-consuming industries. In order to achieve such objective, in theoretical part the concept of Economic Value Added – EVA and Market Value Added – MVA was described and the decomposition of EVA was made by distinguishing operational, financial and investment area of quantification. Next, the influence of the way of financing investment on separate areas and on finally obtained EVA was identified, using the structure of financing, the cost of capital engaged and capital invested.

In the empirical part of the paper, there was an attempt made to verify the theoretical results basing on the research conducted in a hard coal mining in years 2005-2009. Using several options of financing the particular development investment, the economic value added was calculated which was realized by the examined mining enterprise. On the basis of research results, the assessment of the influence's scale and strength of financing on company value.

Keywords: Investments financing, EVA, company value.
KEY ASPECTS OF BUILDING FINANCING MODELS IN POLISH MINING

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Abstract
Purpose: The purpose of the paper is to present a methodology of creating the models of financing investments in mining enterprises.
Design/methodology/approach: Process of building models was preceded by diagnostic research regarding the analysis of the ways of previous mining investment financing, analysis of capital cost, identification and assessment of risk related to financing. The criteria of research sample selection among mining enterprises was data availability. The studies were conducted on the basis of data from subject literature, questionnaire research and internal documents analysis of mining enterprises. There were various research methods used such as observation, monograph method, documents analysis, expert’s method.
In the frames of conceptual research, there were model assumptions elaborated in the form of descriptive characteristics, next the example models of financing investments were built. Each model was characterized by: cost of capital and risk of financing.
Findings: The suggested methodology enables the choice of financing structure adapted to individual investor’s preferences.
Research limitations/implications: The main limitation of conducted research is the availability of financial data regarding especially the conditions of using particular financing sources shaping the cost of equity and financing risk.
Practical implications: The methodology of building the models of financing development investments allows to identify each potential structure of financing sources for an individual investment including the cost of capital and risk of financing.
Originality/value: In mining enterprises there are no complex methods of options assessment of financing investment projects. Financing sources used in investment financing are mainly analyzed in terms of capital cost. A modern approach introduced by the Authors is the examination of these sources’ risk. The Authors suggest to estimate weighted average risk for a particular investment financing structure similarly to weighted average cost of capital. This adds a special managerial significance to the research and contributes to the progress in the subject of mining enterprises’ finances.
Keywords: financing sources, investment, cost of capital, risk of financing

THE DEVELOPMENT OF ELECTRONIC JOURNAL ONLINE MANAGEMENT SYSTEM: A CASE STUDY OF JOURNAL OF SUAN SUNANDHA RAJABHAT UNIVERSITY RESEARCH

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Abstract
The purposes of this research were to study the The Development of Electronic Journal Online Management System: A Case Study of Journal of Suan Sunandha Rajabhat University Research The research sample size was four information technology specialists and the people who related work with this system. The population was four information system specialist.
Keywords: Electronic Journal Online Management System, Electronic Journal
BUSINESS PROCESS REENGINEERING
IN THE ELECTRONIC MANUFACTURING BUSINESS

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Abstract

The purpose of this case study is to create a competitive operative management system to enable efficiency and quality performance in a mid-sized electronic manufacturing company, and the product and service creation process for the globally competitive electrical markets.

Action research method is used in this study, in order to define the most critical development areas in the business process redesign, increase customer closeness and customer perceived quality point of view.

A qualitative research method with interview and workshop has been created and utilized in order to collect data through in-depth expert interviews. The Process Reengineering and Methodology developed has been implemented into practice in the case company.

Keywords: Business Process Reengineering, Business Process Management, Change Management

ALTERNATIVE APPROACHES TO KNOWLEDGE SHARING WITHIN SMALL AND MEDIUM-SIZED ENTERPRISES

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Abstract

Purpose: Most of studies carried out on knowledge sharing in small and medium-sized enterprises focus on role of electronic knowledge management systems. The purpose of this study was to explore alternative approaches to knowledge sharing in small and medium-sized enterprises.

Design/methodology/approach: A survey was conducted among 50 respondents in 10 medium-sized enterprises, two from each of the five key sectors, namely, Information and Communication Technology (ICT), Financial Services, Manufacturing, Construction, and Retailing.

Findings: This research identified alternative approaches to knowledge sharing in small- and medium-sized enterprises other than the technology-aided knowledge sharing approach. The identified approaches are a socio-technical and a cultural-technical approach. The socio-technical approach, which is quite effective for tacit knowledge sharing, uses social processes in association with information and communication technologies to enhance knowledge sharing in firms. The cultural-technical approach involves creating an organizational culture that fosters use of technology to enhance knowledge sharing in firms. This study identified the key aspects of both these alternative approaches of knowledge sharing.

Research limitations/implications: This study was conducted on 10 mediums-sized enterprises in Albania, which is a transition economy. The identification of alternative approaches would assist future research in utilizing these alternative mechanisms to their full potential in small and medium-sized enterprises. Factors influencing knowledge sharing, such as, national and organizational culture may limit the findings of this study.

Practical implications: The identification of alternative approaches of knowledge sharing within small and medium-sized enterprises would benefit small and medium-sized enterprises in transition economies, which may not be able to invest of electronic knowledge management systems.

Social implications: Small and medium-sized enterprises compose a significant proportion of businesses in transition economies, such as, Albania. This study will enhance the competitiveness and productiveness of small and mediums-sized enterprises as well as benefit the employees working in these firms.

Originality/value: The present study will add value to the existing literature on various approaches to knowledge sharing in
small and medium-sized enterprises. Most of the existing literature focuses on technology-aided knowledge sharing mechanisms, the present study will present alternative approaches to knowledge sharing in small and medium-sized enterprises. **Keywords:** Knowledge, sharing, management, SMEs, technology-aided, Albania, transition

**SPIN OFF ENTERPRISES AS THE EXAMPLE OF ENTREPRENEURSHIP IN POLAND**

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**Abstract**

**Purpose:** The aim of the article is to show attributes of the spin-off enterprise as the example of the academic entrepreneurship and the elastic enterprise adapting to the changes in stormy surroundings.

**Design/methodology/approach:** Contextual method - examining the context, in which the observed occurrence is happening. Case studies of selected companies which are successful on the international market.

**Findings:** From conducted examinations results that the biggest problem and limitation in developing the academic entrepreneurship in Poland is a low potential. Generally, as far as the tendency of students who are willing to run an own company is on the average level, however, in case of the research personnel the significant reluctance to establish a company is noticed.

**Practical implications:** increasing the potential for implementing innovative solutions by spin-off enterprises through the academic entrepreneurship

**Social implications:** paying attention to the growing importance of spin-off enterprises as the social system in concepts of international approach to the enterprise.

**Originality/value:** giving a new context for conducted studies’ results, this context can have a crucial meaning for spin-off/spin-out enterprises and academic entrepreneurship functioning.

**Keywords:** spin off enterprise, spin-out enterprise, academic entrepreneurship, knowledge commercialization.
Abstract

Purpose: Article concerns information systems implementation, the constant attempt to balance between the budget, the scope and implementation time. The author stresses the importance of the time resource, as a key factor affecting the profitability of IT investments in small and medium enterprises.

The purpose of this paper is an attempt to characterize the concept of time break-even point (TBEP) related to information systems implementation in small and medium enterprises, and how to determine when the operation of the system will return the invested capital; after what time will the IT project generate profits.

The author also makes an attempt to answer the question whether and how the duration of the system implementation affects the moment of reaching break-even point and what impact has the implementation process time on the level of so-called time margin of information system exploitation safety (TMSES).

Design/methodology/approach: The empirical data concerning the information systems implementation have been obtained through analysis of: literature, industry reports, data collected during the fifteen-depth interviews conducted with Polish IT projects managers that worked for small and medium enterprises. The paper is also based on the author’s experience in implementing information systems in the SME sector.

Based on the traditional approach to analyze the break-even point, that allows to determine the quantitative break-even point, the author attempts to make relation between time variable and costs (revenues) generated by IT system in the process of implementation and operation.

The implementation process is seen by the author, as a sequence of steps necessary for the introduction of ICT in companies. Immediately after completion of the implementation phase starts system operation stage.

Analysis of the implementation process and operation phase allows to separate fixed and variable costs correlated with the duration of the IT deployment and operation. Assuming the dependence between revenue generated by the system and the time of operation (exploitation), it becomes possible to determine the time break-even point.

Findings: The literature research, interviews conducted with managers of IT projects indicate that: quick return on IT investments, achieving break-even time, plays a crucial role, especially in the area of information technologies, rate of return on IT investments especially in the SME sector is dictated by the fast pace of development, benefits generated by the IT projects, particularly in the organizational area are generated also during the IT system implementation stage, low value of the time margin of information system exploitation safety indicator, observed particularly by small and medium enterprises, can lead to failure in time break-even achieving process, time break-even analysis of information systems implementation conducted by different operators can be difficult to compare because of the different scope of implementation and the size of the project budget.

Originality/value: The analysis of break-even point is usually conducted in the sales and the new products area (Ali, Krapfel, LaBahn, 1995, pp. 54-69), However, there is a lack of BEP comprehensive studies on IT implementation. Among the instruments of economic evaluation of IT investments the most popular are: return on investment (ROI), net present value (NPV), or economic value added (EVA) (Lech 2007, p 195). These indicators, however, focused on the financial aspect, don't stress enough the time of the return on investment.

The paper presents the analysis of the break-even in terms of elapsed time, treating the process of implementation and operation of the IT system in a holistic way. The author introduces the concept of the time break-even point (TBEP) and time margin of information system exploitation safety (TMSES), as important indicators for determining at what time the cost of system implementation will be covered by the benefits generated in the implementation and operation phase.

The essence of the article is to highlight the importance of the time resource in the area of IT implementation and operation. The time cannot be easily supplied from the outside like a budget, for example by loan, credit, external funding. Small and medium enterprises are not able to “buy time” to force the rapidly growing market (increasingly demanding customers) to wait for the completion of the IT implementation process.

Keywords: time BEP, IT implementation, SME.
INNOVATIVE WORK BEHAVIOR AND PSYCHOLOGICAL CAPITAL ANALYSIS OF RELATIONSHIPS

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Abstract

Purpose: The purpose of the this study is to identify individual predictors of employees’ innovative work behavior (IWB), defined as generating, promoting, and implementing ideas. The research to date concludes that the relationships between innovative behavior and individual predictors justify the need for psychological capital (PsyCap) – comprised of hope, optimism, efficacy and resilience – to be included into the research as the explanatory variable.

Design/methodology/approach: The study included the research which covered employees (holding a range of job positions) from medium-sized and large companies operating in Poland. The employees’ level of psychological capital was measured with psychological capital questionnaire. Innovative work behavior was measured with the 14-items innovative work behavior questionnaire.

Findings: As hypothesized, innovative work behavior was found to be related to employees’ psychological capital. The results of multiple regression analysis show that three dimensions, “self-efficacy”, “hope” “resilience”, are the main predictors of innovative work behavior.

Research limitations/implications: The review focuses mainly on individual (psychological) aspects of innovative work behavior in organizations as published in research papers. In future studies for determining innovative behavior, other organizational aspects related to psychological capital should be taken into account. Furthermore, the analyzed results were limited by the lack of control over the variable of „social desirability”, which in the case of scales based on self-report may lead to a distortion of empirical material.

Practical implications: The results highlight the importance of psychological capital (especially hope and efficacy) for generating, promoting, and implementing new ideas. The suggestions are provided for managers to enhance the dimension of psychological capital in employees.

Originality/value: This study makes a contribution to the literature by providing further evidence of the impact of psychological capital on innovative work behavior. The research demonstrates the relation between innovation work behavior and psychological capital, which in the light of earlier empirical research performs a significant role in employees professional performance.

Keywords: Innovative Work Behavior, Psychological Capital, Creativity in Organizations

Paper type: Research paper

A COMPARISON OF HYBRID NEURON NETWORK MODELS FOR CREDIT RISK PREDICTION

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Abstract

As the release of Basel III, the capital adequacy is higher than Basel II compared with the same circumstance. The real and precise estimation of the unexpected loss not only affects the capital requirement, but also have influence on the evaluation of risk management. Most studies on credit rating employ all the financial ratio and foreign dataset. That would neglect other domain of the variables and lose sight of the local credit rating agency. Taiwanese companies mainly engage in international trade, while credit risk is a critical factor emphasized by international commerce partner. With a view to preventing financial risk, lending deficiency, and transaction default, most research aims to credit rating prediction. However, less studies absorbs in variable selection in credit rating prediction; in addition, recent research concentrates on tiny sample size and less classified groups. This paper collects 39 related studies to observe these features; moreover the 23 input variables are selected though literature reviews to acquire crucial variables. The limitation of this study uses datasets from Taiwan Economic Journal (TEJ) to build up the predicting model. The research employs variable selection, as well as compares with traditional neuron network and hybrid neuron network methods i.e. back propagation network (BPN), fuzzy neuron network (FNN) and genetic algorithm neuron network (GANN) to construct 3 models. The contribution not just sets up 3 different data mining models in credit rating prediction, but also fills a gap to emphasize adopting a great quantity of samples and employing over two classified groups by the importance of variables selection to increase the predicting accuracy. In experimental result hybrid neuron network has better accuracy contrasted with traditional neuron network based on the accurate rate in low risk and general risk prediction.

Keywords: Credit rating, Credit
Abstract
This paper analyzes the economic development experience of China and provides a simple model which is based on extensive games with imperfect information to forecast the possible paths of China's political change. Several conclusions are obtained: first, the Beijing Consensus is actually a change shape of East Asian model for the CCP to rationalize its dictatorial regime; second, with political change under the veto power of an absolutist leader the middle class are preferred to the CCP's marketization policies and one party; third, with political change under the veto power of an enlightened leader the middle class are preferred to the CCP's marketization policies and acquiescence in the oppositions; finally, some situations can cause the equilibrium to change, for example, if the opposition or an enlightened leader do not emerge in China, the problems of social change continue to expand, or there is an excessive economic recession.

Keywords: Beijing Consensus; Washington Consensus; Total Factor Productivity Growth; Extensive Games with Imperfect Information.

Abstract
Purpose: The purposes of this paper are two-fold: 1) to take brand community research at the individual and group levels, by considering individuals as distinct units of analysis and as embedded members of brand community (BC) and 2) to empirically test whether different characteristics of community members have different levels of impact on the influences of markers of BC, social identity, commitment, community citizenship behavior on knowledge sharing and behavioral intention.

Design/methodology/approach: The research model and research hypotheses were designed based on an integration of previous literature. Two empirical studies were conducted. The first study investigated whether members and non-members can be distinguished by five attitudinal variables (i.e., attachment, feeling, belief, attitude, and intention). The second study tested the magnitudes of influences on markers of BC, social identity, knowledge sharing, community commitment, community citizenship behavior and behavioral intention. The magnitudes of influences among five BCs (i.e., Vespa, WOW, Lomography community, High-tech community, Wii community and iPhonaholic) were compared to see their distinguished preferences of BC activities.

Findings: From the attitudinal tests in study one, 449 valid samples (217 for Tiger Club members and 223 for non-members) confirmed the differences between members and non-members. Among five BCs, Vespa community’s markers have significant impacts on social identity and community commitment, while WOW community has the strongest influences on the relationships of social identity, behavioral intention, and community citizenship behavior. Notably, the strongest relationship of knowledge sharing and behavioral intention exists in the iPhonaholic community. In addition, brand communities have different preferences toward BC activities.

Originality/value: This is the first article to simultaneously consider brand community by individual and group perspective and empirically test the magnitudes of influences on markers of BC, social identity, commitment, community citizenship behavior, knowledge sharing and behavioral intention, from the perspectives of BC members and non-members.
DEVELOPING A SYSTEM FOR MANAGING COLLABORATIVE RELATIONSHIP

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Abstract
Relationship is crucial in implementing collaborative commerce (c-commerce). Effectively managing the collaborative relationship is helpful to achieve the goal of a c-commerce project. This study develops a system aiming at providing a tool to facilitate the management of collaborative relationship among the engaged parties. From the results of the literature review and a preliminary empirical study, collaborative technology will facilitate the collaborative relationship. Based on that, the study developed a system that incorporates the key functionalities of various collaborative technologies that are beneficial to maintain a good collaborative relationship, and a questionnaire for evaluation was also designed. Firms having the c-commerce projects were invited to participate in the pilot test of the system to evaluate its effect on managing collaborative relationship. After the pilot test, each firm's manager responsible for the c-commerce project was invited to evaluate the system's functionalities and effect. The present study then analyzed the 32 returned questionnaire. The result of analysis revealed that the proposed system has its positive effects on relationship quality and relationship closeness, which in turn increase the organizational commitment and lead to better performance of the c-commerce projects. In addition, among the six functionalities (negotiation management, content management, communication management, project management, process management, and decision support) of the proposed system, the negotiation management functionality has most significant effect on the common goal and commitment of the engaged parties and the process management functionality is mostly helpful to the development of the close relationship. This study contributes to developing a collaborative relationship management system and examining its effect on facilitating the development of good collaborative relationship and achieving better c-commerce performance. It can be applied in practice and serve as the foundation to further study how to implement c-commerce successfully.

Keywords: collaborative commerce (c-commerce), system, relationship management, performance.

AN EXAMINATION OF THE DECISION-MAKING BEHAVIOR OF IMPULSE BUYING

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Abstract
Although consumer researchers have investigated impulse buying nearly 60 years, diversified finding on the relationship between impulse buying and consumer satisfaction still a question need to study furthermore. This paper presents consumer buying decision theory to justify the definition of “impulse buying” with rationale and try to explore the association exists between the variables of “disconfirmation”, “information symmetry”, “impulse buying”, and “consumer satisfaction”. These relationships are examined in a preliminary questionnaire study with a random sample of 1,327 Taiwanese consumers. The major finding demonstrated that “disconfirmation” acts as mediating variable between “impulse buying” and “consumer satisfaction” and “information symmetry” act as moderate variable between “impulse buying” and “disconfirmation”. The implications of these results are discussed with respect to consumer behavior theory, and the practical treatment offered to the increasing number of impulse buying shoppers.

Keywords: Impulse Buying, Disconfirmation, Consumer Satisfaction, Information Asymmetry.
THE LONGITUDINAL STUDY OF HIGH-IMPACT-TECHNOLOGY ENTERPRISES IN THE ICT INDUSTRY: A SOCIAL NETWORK PERSPECTIVE

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Abstract

**Purpose:** The enterprises which master the highly cited patents would have the major influences to the industrial technology development. Due to the heavy reliance on enduring technology innovation and product development in the Information and communication technologies (ICT) industry, the study aims to explore the highly cited technologies of ICT industry and use the social network analysis to investigate the centrality and position of high-impact-technology enterprises in the ICT industry.

**Design/methodology/approach:** The study attempts to use the social network analysis to investigate the characteristics of high-impact-technology enterprises. The study utilizes USPTO database to get the patent information of the ICT industry from 37 classes. Patent citation analysis is used to acquire the highly cited patents. The issue date of patents is from 01/01/2000 to 12/31/2011. Three sub-periods will be divided, including 2000-2003, 2004-2007 and 2008-2011, to explore the transition of high-impact-technology enterprises.

**Findings:** The study obtains a different view to observe the characteristics and position of high-impact-technology enterprises for industrial technology development, especially in the ICT industry. The results show that high impact technologies in the ICT industry certainly evolve over a long time period. Many high-impact-technology enterprises once playing important roles in the periods of 2000-2003 and 2004-2007 did not keep their positions from 2008-2011. The longitudinal analysis of centrality and the identification of technological leaders interpret the competitive tendency in a specific field so as to anchor the positions for the enterprises.

**Originality/value:** The study based on patent citation and social network perspective guides a different viewpoint to analyze high-impact-technology enterprises. The investigation with social network analysis provides the different characteristics to explore the transition of high-impact-technology enterprises. Besides, the study also achieves a better understanding of the evolution of technology development, which is critical for enterprises engaging in technology management.

**Keywords:** High-Impact-Technology Enterprise, Information and Communication Technology Industry, Social Network Perspective, Patent Citation Analysis
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