

Mieczysław Dobija

Labour productivity vs. the size of the public sector

Abstract

A size of the public sector in relation to private one is an important economic issue. The relationship between the private and public sector can be successfully determined thanks to the labour productivity indicator. This indicator makes it possible to relatively precisely determine the height of wages in the public sector using the GDP function and labour productivity. Exceeding the established height of wages would result in an increase in inflation. In addition, the article indicates ways of reforming the tax system as a consequence of acknowledging that labour is always self-financing.

Magdalena Kuśmierz, Paweł Jędrzejewski, Nikolay Kirov

Evaluating training programs in public administration institutions as a way improving organisational efficiency. Case Study of the Warsaw Municipal Government Office

Abstract

The aim of this paper is to present the application of the model developed by Kirkpatrick (2001) used for measuring the effectiveness of training programmes in public administration, using the example of the PRIME project, as well as to point out the limitations of the model and to indicate the direction for further research. The achieved results show a high effectiveness rate of the PRIME trainings on the first three levels of effectiveness on the Kirkpatrick scale. However, stating the effectiveness of training on the results level, therefore the whole organisation, cannot be verified using this method only.

Alberto Lozano Platonoff, Katarzyna Gadomska-Lila

The Technological Initiative – a programme for increasing innovativeness and competitiveness in an economy)

Abstract

The level of economic development in Poland is still low compared to other countries (especially the USA and the “old” EU member states). The key element to improve this condition is the development of innovative activities based on high technologies. Paradoxically, Poland has a wide potential in this area. Many Poles have the necessary knowledge, skills and solid ideas. However, this potential is wasted. This is mainly due to the fact that the country lacks an appropriate policy (and its instruments) to support innovative activities in enterprises. Another reason is the insufficient cooperation between organisations (entrepreneurs, research centres, financial institutions, etc). This gap is filled by Technological Initiative – a complex programme aimed at the development of new products and technologies, based on Polish scientific and technological achievements.

Piotr Nowak

The level of advancement in Islamic banking in chosen countries of South-East Asia)

Abstract

The Islamic banking system is an example of a banking system based on ethical and pro-social principles derived from Islamic rules, namely the Sharia. Based on these rules various institutions and innovative financial products have been established and implemented. In this article, the author seeks to explore the level of development and diversity of Islamic banking sectors in chosen countries of South-East Asia – Malaysia, Indonesia and Singapore."

Zofia Skrzypczak

Expenditures on pharmaceutical products (medicaments) – Poland compared to OECD countries)

Abstract

The purpose of this article is to present the level and sources of financing the expenditures on pharmaceutical products and to show the relation between the expenditures on medicaments, the expenditures on healthcare and the Gross Domestic Product (GDP) in Poland and other OECD members.

This paper also contains information about the size and financing structure of the pharmaceutical market in Poland, information about the size of the hospital market, the amount of governmental reimbursements for medicaments and the amount of household expenditures on medicaments. In the national economy the expenditures on medicaments amounts to 30% of total healthcare expenditures, and as far as households are concerned – over 60% of total healthcare expenditures.

Paweł Strzelecki

The impact of population ageing on the life insurance market in Poland)

Abstract

In the next two decades the effects of population ageing are expected to increase in Poland. The changing age composition of the population can influence the life insurance market because of the fact that these types of products are more popular among older people. The paper presents the results of the survey on the demographic structure of customers of life insurance companies, which was carried out among insurance companies in the second half of 2007. The simulation of the possible growth in the number of customers of life insurance companies due to population ageing was carried out with the assumption of constant proportions of customers to population in all age groups. The simulation results show that the changes in the population age structure should slowly increase the demand for life insurance products at least until the year 2030.

Tomasz Zalega

Models of consumer behaviour in economic and marketing theories

Abstract

The article presents issues related to household consumption on the grounds of microeconomic and macroeconomic theories of consumption. The first part of the article provides an analysis of the major traditional theories (such as the concept of *homo oeconomicus*, G. Becker's theory of consumption, H. Leibenstein's concept of selective rationality, H.A. Simon's limited rationality concept, J.S. Duesenberry's relative income theory, M. Friedman's permanent income hypothesis, the life cycle theory by F. Modigliani, R. Brumberg and A.K. Ando) and modern theories of consumption (i.e. H.E. Leland's model of consumption, Ch. D. Carroll's buffer-stock theory of savings, the behavioural life-cycle hypothesis by H.M. Shefrin and R.H. Thaler). Subsequently, the author discusses marketing concepts, paying special attention to the integrated and empirical models of consumer behaviour, which is considered to be an interdisciplinary branch of science. Finally, the author summarises the presented arguments and presents the most important conclusions.

"Master of Business Administration" 2/2009

Bogdan Nogalski

Enterprise Business Models as a Tool for Strategic Enterprise Reorientation

Abstract

Managerial sciences belong to those disciplines of knowledge that – due to their pragmatism and implementation – aspire to quickly include in their proposed solutions (methods, systems or concepts) the ongoing changes in the conditions that determine civilization growth as well as enterprise growth. The combination of the emerging conditions, their dynamics, leaps and the transformations taking place within - in the form of megatrends - create new challenges that should be met by rational and efficiently operating enterprises. The absorption of changes is occurring by way of formulating and elaborating business models as well as paradigms, giving entrepreneurs and enterprises a better understanding of reality and allowing for a much easier adaptation and utilization of new tools in the creation of new behaviors and products. The article presents the author's subjective perception of

the creation and utilization of current business models and the transformation of them into new tools, which could increase the scientific study scope as well as give practical solutions to strategic management problems, including the strategic reorientation of firms. Business models and their utilization could in the nearest future become a priority in scientific studies in the area of managerial science support for contemporary enterprises.

Oskar Kowalewski

Financial crises and the share of foreign firms in the banking sector

Abstract

This paper describes the recent trends in foreign bank ownership across countries, it summarizes the existing evidence on the causes and implications of foreign bank presence, and it investigates the link between financial crises and foreign bank shares in assets. The author bases his findings on data regarding the share of banking sector assets held by foreign banks in 135 countries in the period 1990-2002. The results show that countries that experienced a financial crisis may observe a decrease in the levels of foreign bank participation as opposed to those that did not.

Katarzyna Stabryła

Propositions for the reform of the EU Own Resources System

Abstract

The author of the article presents some advantages and drawbacks of the current Own Resources System in the European Union. The main aspects of the financial reform concern a modification of the present structure and the introduction of new fiscal resources. Apart from the issue regarding changes in the structure of the EU Own Resources System, the author points out the necessity of the creation of a generalized correction mechanism, which would bring the system closer to the objective of avoiding excessive budgetary burdens of the Member States. However, a political consensus with a status quo of the current traditional own resources and the fourth resource, which is GNI-based, integrated with new fiscal resources, seem more likely than a complete change of the present structure.

Benedykt Puczkowski

Economic differentiation of Poland and the United Kingdom measured with the Knowledge Economy Index (KEI) in comparison to the G7 countries

Abstract

Using GDP per capita to evaluate the relative standard of living in societies it can be concluded that the differences in knowledge economy result in a diversity of prosperity levels in particular regions. The problem is not the knowledge itself, but its effective application. Knowledge management is a set of actions carried out on intellectual capital and constitutes a complex system based on social and economic relations in the knowledge environment. The research model, based on the Knowledge Assessment Methodology (KAM 2007) of the World Bank Institute, allows to study the main factors that influence the knowledge management processes, which makes it possible to enumerate the KEI index. The assessment of the Knowledge Economy Index (KEI) in the regions of Poland and the United Kingdom has a scientific as well as practical application. The scientific application means that it inspires researchers to further discourse and the search for new solutions for more effective knowledge management. The practical application consists in making the reasons for the diversification in knowledge application evident to the people responsible for economy management. It also determines guidelines and methods for interactive actions contributing to the development of regions.

Beata Radzka

The old and the new institutionalism. Where sociology and economics meet

Abstract

The article consists of two parts. The first one includes a description of institutionalism in sociology. The second one deals with institutionalism in economics. The main aim is to describe the essential characteristics of both the old and the new institutionalism in sociology and in economics, to show how they differ and to substantiate the thesis that they complement one another. Neither the institutionalism in economics nor the institutionalism in sociology give a complete explanation of economic actions. In order to solve this problem, it is necessary to combine the analysis of economic interest with the analysis of social relations.

Justyna Przychodzeń

Wojciech Przychodzeń

The Unofficial Economy and Income Inequalities in Transition Economies

Abstract

This paper analyzes the relation between the shadow economy and income inequalities. For transition economies, the share of output produced in the informal economy is positively correlated with income inequalities. This hypothesis is strongly supported by empirical data for 17 transition economies in 2005. Unofficially gained incomes contribute significantly to the increasing income inequalities in post-socialist countries. Additional incomes from unregistered activities are the domain of the richest and the progressive tax system is not strong enough to counteract this phenomenon.

Barbara Kucharczyk

Do unified global accounting standards contribute to the increase of wealth of societies and thus to their economic welfare?

Abstract

The article tries to answer the question whether unified global accounting standards contribute to the development of wealth of societies and thus to their greater welfare. The author is well aware of the fact that the article deals with only one aspect of economic activity, namely accounting. However, taking into consideration the impact of accounting on other areas of economic activity, the answer we receive in this case can also be applied to other fields of economic and social life. In the present world global accounting standards are indispensable.

A free flow of equity, the globalization of financial markets, or the appearance of new financial instruments cannot be implemented arbitrarily in a given country or area.

The possibility of making equity investments in international markets demands unified financial information. Therefore, investments connected with the implementation of new standards can return as new economic investments, which means an increase in employment and the economic growth of a country. On the other hand, the current financial crisis shows the deficiencies of the existing international standards.

Przemysław Hensel

Culture and the public sector reform

Abstract

The main goal of this text is to analyze strategies for the reform of the public sector using the *grid/group* theory. The article starts by presenting four *cultural biases* together with assumptions about reality that are specific for each of them. Strategies for the reform of the public sector are assigned to each cultural bias and examples of stubborn and counterproductive applications of these strategies are given. In the final part of the text, the author concludes with the notion that effective reformers of the public sector sometimes need to abandon their pet ideas and they should use solutions matched to particular situations instead, even if the optimal policy is based on a cultural bias that is alien to the reformer.

Patrycja Iłasz-Kłoda

The institutionalization of secure electronic commerce in Poland

Abstract

The aim of this interdisciplinary paper is to answer the following questions: how has the process of institutionalization of secure electronic commerce in Poland developed? At what stage is it now? The paper is based on the institutional theory of social science. The author focuses on the institutional process of one of the most crucial elements of secure electronic commerce, namely the advanced electronic signature, which is one of the most efficient methods of authentication.

Taking into consideration that one of the phases of the institutionalization process is legislation, the paper presents selected European and Polish sources of law with reference to electronic commerce and the advanced electronic signature. This paper is part of the research that the author is carrying out for her doctoral thesis on the influence of legal regulations on the organizational equilibrium of advanced electronic signature providers in Poland.

Tadeusz Winkler-Drews

Abstract

The consolidation tendency of Europe's stock exchange market is presented in the article

Anna Zorska

Changes in the innovation activity of transnational corporations. Implications for Poland

Abstract

Under the present economic and technological conditions, innovation activity led by transnational corporations (TNCs) comes into prominence as a factor of competitiveness, while undergoing considerable changes. Complex changes in the TNCs' innovation activity lead to increasing external orientation and forming open-innovation model of the activity. As a basis for it, a double-network model of organization is developed which includes both own corporate R+D centers or subsidiaries as well as independent, external partners. A small number of R+D centers has been set up in Poland to tap to a local pool of skilled staff. However up-to-now unfavorable domestic conditions for raising innovativeness have impeded expansion of the TNCs' innovation activity in our country.

Urszula Świerczyńska-Kaczor

Consumer-Company Interaction within the Three-dimensional Internet. The analysis of Second Life Users

Abstract

The three-dimensional Internet embraced by virtual worlds such as Second Life and There allows users to communicate and interact differently than at traditional 2dimensional web sites. The aim of this article is to analyze the marketing interaction between companies to their potential customers experienced within 3D Internet . The results presented from a survey conducted within Second Life shows that users prefer active forms of interaction ('organizing concerts, debates and contests', 'speaking to a salesperson within virtual worlds') and interaction based on interesting graphics ('interesting product presentations').

The analysis indicates that the users opinion of marketing interaction is significantly lower when they renew the contact with the company

Dorota Dobija

Abstract

The development processes related to accounting over centuries could be characterized as prudent and evolutionary. However, the changes in the accounting in the recent years could be described as more revolutionaly. The harmonization processes in accounting to great degree have been replaced with standarization processes. This raises the question about the beneficiaries of such speedy change as well as of potential consequences of those changes. The evidence as to the consequences of standarization processes are not really consistent, despite of the generally favourable opinions coming from business, consultants and academia. The essey presents arguments of both sides: the proponents as well as the oponents of such radical changes in accounting.

Monika Sak-Skowron

Networks, health care networks and network effects in the heath care sector

Abstract

This article is devoted to the subject of network and network effects in the health care sector with particular attention to the Polish health care market. The unstable environment encourages the management of out-patient departments and hospitals to create greater, more complex and specialized structures – health care networks that are being formed by integration process. The integration of Polish health care organizations results in the evolution of formal relations and theoretically enables the development of informal relations. The health care networks are assumed to be able to generate different types of network effects: direct and indirect, positive and negative, social and individual. Being a member of the health care networks is beneficial both for doctors and patients.

Katarzyna Kolasa

Economic evaluation in HTA process

Abstract

The growing patients' demand exerts heavy pressure on health care budgets all over the world. There is a constant search for new methods of rationalization of health care resources. The foundation of Health Technology Assessment Agency introduced pharmacoeconomics techniques on the Polish market. The cost effectiveness (CEA) and budget impact analysis (BIA) are regarded as the effective tool of allocation of scarce financial resources. As the need for economic evaluation of health care programmes is becoming more and more recognized in Poland, foreign experience in this regard seems to be very attractive. CEA is a form of economic evaluation where costs and health effects are estimated simultaneously against other relevant intervention. Budget impact analysis is a financial tool that helps health care provider to estimate financial consequences of the introduction of new intervention. The aim of CEA is the maximalization of health gains. It concerns the question which intervention is more efficient. On the other hand, BIA focuses on the issues of affordability and helps decision-maker to remain within given budget. While CEA takes most often societal perspective, BIA is performed always from budget holder perspective. This assumption has a various implications and sometimes may lead to contradictory decisions.

Przemysław Jończyk

Institutionalization of Polish health care system

Abstract

The article describes institutionalization process which is based on the model developed by W. Morawski. Institutionalization in this model refers to three sectors: political, market and socio - cultural and describes health care system in Poland. Using data from Organization for Economic Co-operation and Development, World Health Organization, Public Opinion Research Center and Batory Foundation, publication shows different levels of institutionalization concerning polish health care system. As the result of this analysis article

suggests that the process of institutionalization is the most advanced in political area, less in market area, and the least of all in socio-cultural area.

Tomasz Lewandowski

Small hydroelectric generating station – public investment' goal

Abstract

This article is about public investment to small hydroelectric generating station in polish system of law. The article explains conception of public investement to. Also, the article shows the way of funding this kind of investment. It is based on judicial decisions and polish doctrine of administrative law.

"Master of Business Administration" 4/2009

Grzegorz W. Kołodko

The global crisis and its implications for Poland

Abstract

The contemporary crisis is usually analyzed as a financial turmoil, which has been transferred into the real sphere of the economy (economic crisis) and expanded worldwide due to the global interdependencies. However, it is more of a fundamental systemic crisis, a crisis of the neoliberal model of capitalism. In order to overcome this crisis, it is necessary not only to re-regulate the financial markets and bolster state interventionism, but also to re-orientate values, alter institutions and change policies. Therefore, highly performing economies should be modified through new pragmatism, based on the coincidence theory of development.

Łukasz Sułkowski

About the need for the development of management epistemology

Abstract

The article is about justifying the need of epistemological considerations in studies on management, the diagnosis of the cognitive crisis and it gives postulates for a reflective pursue of our discipline.

Wojciech Gasparski

The importance and the essence of the epistemology and methodology of management science

Abstract

The epistemology and methodology of practical disciplines cover more general issues than a particular characteristic for different sciences. Therefore, management science epistemology/methodology should draw information from practical science epistemology/methodology that is closely linked to praxiology. It relates mostly to design, which is the methodological discriminant of practical sciences, also known as the sciences of the artificial, and its methodology. The importance of management science results not only from cognitive grounding of organizational change designs, but knowledge delivered by management science is also needed by specialists in almost all areas of practical activity.

Mieczysław Dobija

The management of currency transactions in the condition of a fluctuating exchange

Abstract

The currency exchange that determines the current value of a monetary unit of a given country against a monetary unit of a different country or currency area is an important factor of the economic account, as well as an important decision factor due to its volatility. Over the past few decades, Poland has experienced various (mainly unfavorable) consequences of currency exchange manipulation. Recently, Polish firms have suffered losses on currency options. This revealed the influence that foreign organizations have on the value of the Polish currency. However, the question arose whether the Polish currency should continue strengthening, or whether there are macro-economic reasons for weakening the currency. In other words, was the advent of the change in the currency exchange graph predictable, or should it have been foreseen by the corresponding institutions? The article points out the significance of labor productivity in the analyzes of the average value of the currency exchange rate.

Tomasz Zalega

Remote labor – changes in Poland and other given countries of the European Union

Abstract

The widespread computerization and the Internet exert increasingly strong influence on nearly all aspects of life and almost all forms of economic activity – from the level of national governments and international organizations to strategic management in small firms and supranational corporations combining so-called cobwebs. Therefore, the Internet as well as its entire technological, institutional and cultural surroundings can be said to constitute a cornerstone of the new economy, also known as the knowledge-based economy. This leads us to the question about the degree to which the Information and Communication Technology (ICT) affects the content and nature of tasks performed by the employees, and thus the labor market. This article aims at presenting the phenomenon of teleworking in EU countries, and especially in Poland, while discussing the consequences that arise from this untypical form of workplace organization, which is strongly connected with the advance of ICT, which shows a high dynamism of development.

Piotr Tarka

Abstract

The unique value of the youth market as a business area within strategic targeted and intentional interactions in phonographic recording companies

The author of this article describes the mechanism and behavior of the youth and the market in the context of the unique activity undertaken by recording companies that operate in the field of phonographic industry. The author strives to prove the great importance of the youth market to recording companies with respect to making great profits. Furthermore, these kind of companies are deeply confined within this market. In the latter part of the article, the author describes the methods used by surveyed companies in their interaction and activities undertaken towards younger customers.

Bogusław Balza

Anomalies in the expenditure of resources of the Polish enterprise social fund (ZFŚS)

Abstract

The legal act "social act" (Law journal from 1994, no. 70 position 335, including further changes) puts the obligation to carry out social policy by creating a company social fund on a wide range of companies. Due to the general description of the spending catalog classified by the legislator as social ones, and the simultaneous setting of severe legal and fiscal penalties for their breaking, the execution of legal requirements creates a lot of difficulties for their addressees. This paper describes the most common mistakes made by companies performing social fund functions and it presents a wide court jurisdiction in order to illustrate the social aims of legislators.

"Master of Business Administration" 5/2009

Marcin Piątkowski

Causes of the global crisis. Recommendations for the future

Abstract

This article analyzes the causes of the current global economic crisis and presents recommendations for future economic policy. The author emphasizes the implications of the lack of supervision in the financial market, too complex financial innovations, deformed motivational systems in the financial sector and the harmful combination of the interests of the American financial sector and the global ruling class. In the recommendations for future economic policy, the author stresses the necessity to strengthen the control system of the financial market, to decrease the size of financial institutions, to change the paradigm of monetary policy and to eliminate the ongoing instabilities in the global current accounts. The author argues that many of the suggested reforms are relatively easy to implement. However, the author also worries that the intellectual climate will not be favorable, emphasizing the rationality of markets and governments negating the need to interfere in the economy. Without a change of the intellectual climate another crisis, probably an even bigger one, is only a matter of time.

Grzegorz Grzeszczyk

An effective implementation of ADR mechanisms is an opportunity for the traditional judicial administrative proceedings

Abstract

The article presents the implementation of ADR mechanisms in the context of Polish administrative proceedings. By conducting a functional analysis, the author presents the shortcomings in understanding ADR tools and the inadequacy of contemporary legislation and also presents an optimal application of these tools.

Małgorzata Kucharczyk

Measurement methods of the economic results of family farms

Abstract

The current agricultural sector has got important economic and social functions. Because of them, the agricultural sector has yet again appeared in the centre of interest of economic science. Also defining the methods of measurement of the economic results of family farms has become one of the key problems that demand a solution. At the same time, it is necessary to point out that agricultural activity is provided by farms of different sizes, structures of ownership, management methods, etc. Family farms are the most common type. This type of farm is treated by the market in the same way as all other economic units. Therefore, a constantly growing group of information users is interested in obtaining information on the economic results of family farms.

This article presents a measurement system of family farm revenues, which is consistent with the theoretical concepts of accounting. It also includes a description of the nature of family farms (which are entities of accounting) and accordingly determines the construction of a measuring system for family farm economic revenue. The text contains a description of this system and proposed solutions for providing information on economic results. Financial statements of the mentioned system are also included, as well as possible future trends for the common use of the family farm economic revenue measurement system.

Agnieszka Dłutek

Agnieszka Zasikowska

Model for a non-financial evaluation of intellectual capital of research and development units

Abstract

Ever since Schumpeter appreciated the importance of inventions and innovation for economic development, economic theories tend to explain the matter of economic growth with knowledge and technological development. The list of classical production means has been amplified with a new factor – intellectual capital. Along with the acknowledgment of intellectual capital, the issue of its measurement arose, which has not been solved yet. Intellectual capital is particularly significant in organizations that operate in the scientific and education sector, such as research and development units (RDU)

This article presents evaluation methods of intellectual capital of RDU's, based on the parametric evaluation of scientific units that is carried out in Poland.

Piotr Mikołajewski

Effective management – what is the method? Or do we need 8 methods nowadays?

Abstract

This article invites readers to reflect on the wider aspects of the method of effective acting. The starting point is the indication of the limited application of this method of a (linear) sequence of actions, from which the author proceeds to postulate a change in methodology. This requires broadening the definition and the application, which is necessary to rebuild a high level of efficiency (organized and individual actions in the economic, social and organizational setting). The author offers eight open-ended options of such an expansion of the definition and application.

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