ICTM 3/2015

Jolanta Kowal (Ed.)
Helena Lindskog (Ed.)
Piotr Soja (Ed.)
Ralph Sonntag (Ed.)

ICT Management for Global Competitiveness and Economic Growth in Emerging Economies (ICTM)

International Conference on ICT Management for Global Competitiveness and Economic Growth in Emerging Economies

Wrocław, Poland, October 22-23, 2015

Proceedings

University of Wrocław, Poland
Polish Chapter of Association for Information Systems (PLAIS), USA - Poland
Linköping University, Sweden
The College of Management "Edukacja", Poland
AIS Special Interest Group on ICT and Global Development (SIG GlobDev), USA

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Series Editors

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Socio-economic sciences and challenges of modern technology and planetary communication

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Proceedings of the Third International Conference on ICT Management for Global Competitiveness and Economic Growth in Emerging Economies ICTM 2015

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Socio-economic sciences and challenges of modern technology and planetary communication

Organizers: University of Wrocław, Poland, Polish Chapter of Association for Information Systems (PLAIS), Linköping University, Sweden, and The College of Management "Edukacja", Poland, AIS Special Interest Group on ICT and Global Development (SIG GlobDev), USA

70th Anniversary of Polish Academic Community in Wroclaw

Edited by the Conference co-chairs:
Jolanta Kowal, University of Wrocław, Poland
Helena Lindskog, Linköping University, Sweden,
and Program Co-chairs:
Piotr Soja, Cracow University of Economics, Poland
Ralph Sonntag, Dresden University of Applied Sciences, Germany

Wroclaw, Poland, October 22-23, 2015

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Contents

1. From the Conference Co-Chair

Communication is increasingly at the center of human activity and crucial to the success of individual professionals and their organizations. Moreover, communication in various organizations (companies, schools, etc.) encompasses all the means, both formal and informal, by which information is conveyed. These various modes of communication may be exploited to disseminate official information between parties, to exchange hearsay and rumors, or anything in between. The challenge for businesses, pedagogy and linguistics is to channel these myriad communications so they serve to improve relations, bolster individual satisfaction, build knowledge-sharing throughout the organization, and most importantly, enhance mutual understanding. Unfortunately, despite this vigorous economic growth, most emerging economies still lag behind the mature, developed countries in economic output and standard of living. To truly close this gap, new management techniques, new business models, and new regulatory policies, among other factors may be needed. Moreover, information and communication technologies (ICTs) will likely play a vital role in this development process. Thus, the objective of this conference is to provide a forum for interested researchers and practitioners to exchange their experiences and creative ideas related to ICT management for global competitiveness and economic growth in emerging economies.

Possible topics may include but are not limited to the following:

- Social, political and legal frameworks as they relate to ICT and ICT Management
- Unique ICT management techniques for emerging and transition economies
- Methods for measuring the benefits and costs of projects involving the adoption of ICT
- The role of human and social capital
- Innovative ways for generating revenues and creating commercial knowledge products
- Educational systems and training as they relate to ICT and ICT Management
- ICT to support small and medium enterprises
- ICT as a path to economic growth
- ICT productivity with specific reference to the prevalent social and business conditions
- Global supply chain management in emerging and transition economies
- Country specific case studies, with specific reference to the prevalent social and business conditions
- ICT off-shoring/outsourcing into emerging and transition economies
- ICT project management, with specific reference to the prevalent social and business conditions
- Digital divide in emerging and transition economies
- E-commerce impact in emerging and transition economies
- E-government in emerging and transition economies
- Psychological, social, and economic aspects of Internet use in emerging and transition economies
- Virtual reality in psychological treatment
- Information and communication technologies in personnel recruitment, assessment and development
- Leadership and new technologies
- Psychological aspects of working in a virtual team
- Information and communication technologies in an ageing society
- Quantitative methods and information technology in management

Track 1
Communication in Management and Psychology

Emerging economies with their dynamic development and rapid growth are often considered the engines of the global marketplace. Unfortunately, despite this vigorous economic growth, most emerging economies still lag behind the mature, developed countries in economic output and standard of living. To truly close this gap, new management techniques, new business models, and new regulatory policies, among other factors may be needed. Moreover, information and communication technologies (ICTs) will likely play a vital role in this development process. Thus, the objective of this section is to provide a forum for interested researchers and practitioners to exchange their experiences and creative ideas related to ICT management for global competitiveness and economic growth in emerging economies.

Possible topics may include but are not limited to the following:

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- E-government in emerging and transition economies
- Psychological, social, and economic aspects of Internet use in emerging and transition economies
- Quantitative methods and information technology in management

Track 2
Communication in Education

Possible topics may include but are not limited to the following:

- New technologies and trends in education and social communications
- New Technologies in education in global educational space, e-learning platforms, exchange of ideas, experiences, creating joint study programs, e-publications, virtual libraries, virtual campuses, the use of e- learning and communication mediated by modern media in scientific research and teaching (conference room, voice chat, diagnosis, skills, problems with the use of

New means of communication), e-learning in Professional development, creating, popularization, the use of knowledge
- Educational function of computer games
- Edutainment (entertainment education)- knowledge, competences, attitudes, entertainment, social change
- Media competences of different social groups (diagnosis, developing of key competences), New Technologies and child development
- New form of Communications in social Communications
- New Technologies In interpersonal Communications In different social groups (family, education, labour market institutions, NGO, civic movements, social environment in the internet), social conflicts
- Wiki technology- wikinomy (openness, partnership, cooperation, global collaboration, experts community). E-inclusion

Track 3
Language in communication

Language is essential to everyday human interaction. We use language to inform other people of what we feel or desire, and how we understand the world. We communicate effectively using words, gestures, and the tone of voice in a multitude of situations, and for a variety of purposes. The capacity for articulate discourse is what makes us distinct from other living species. The objective of this section is to provide a forum for interested researchers and practitioners to exchange their experiences and creative ideas related to linguistics in its broad sense. We especially welcome papers which re-examine existing frameworks for critical discourse research and/or which highlight and apply new methodologies sourced from anywhere across the humanities, social and cognitive sciences.

Possible topics include, but are not limited to, the following:
- Discourse analysis
- Political and media discourse
- Advertising
- Discourses of war and terrorism
- Discourses of discrimination and inequality
- Power, ideology and dominance in institutional discourse
- Identity in discourse
- Education discourses
- Environmental discourses
- Health communication
- Language and the law
- Translation
- Applied linguistics
- Language teaching
- Lexicography
- Corpus linguistics
- Intercultural communication

Track 4
Creativity in the economy of tourism

The culture, including communication, plays a significant role in analyzes of potential for development, as well as programs and plans for tourist areas. In terms of economy of tourism it is expressed in defining the role of historical and contemporary cultural content as a leading motive of various tourism products.

The authors of these products are local communities which wish to improve the quality of life, as well as motivated by commercialism organizers of economic life.

In this perspective, it can be observed within the tourism environment the occurrence of "creative regions", "creative cities" and "creative villages" inhabited by "creative communities", governed by the "creative class". As significant for these locations and communities are "creative industries", identified also as the "cultural industries". They are a variety of activities related to the protection of historical content, the evolution of new content and their dissemination. These are such areas of cultural life, as conservation of historical monuments, museology, archeology, architecture, music, visual arts, industrial design, crafts, media and publishing.

The aim of the panel is to consider the nature of relationship between creativity and economy of tourism. In particular it concerns the activity of the creative and business environment in the form of local government units, schools and universities, cultural institutions and non-governmental organizations. They just are involuntary or intentional authors of entering the tourism market "cultural" tourism products. Their activity is the answer to the needs and trends in tourism, as well as an inspiration for the organizers and entrepreneurs operating in the sphere of tourism.

Range of topics: In research reports and reflections from personal experiences which are the basis for discussion and exchange of views, the references to the following problems are sought:

- specifics of the creative sector in tourism;
- art as a response to new needs and trends in the contemporary tourism;
- trends and needs of the creative sector;
- management of the creative sector in tourism;
- institutional support for the arts for the purposes of tourism;
- linking science and business in the area of creative industries;
- originality of "cultural" tourist products in the light of ethics and law;
- economics of the production of "creative products" for the purposes of tourism.

2. Biographies of Conference Co-Chairs

Jolanta Kowal

Dr Jolanta Kowal is Vice Rector and a professor at Wroclaw College of Management "Edukacja" in Wroclaw, and a tutor and researcher at the Institute of Psychology of Wroclaw University. She is a member of scientific associations AIS, PTS and PTPA accredited by IAAP. A researcher and lecturer, Jolanta is the author of over 80 scientific publications and delivers lectures and seminars on methodology of management, applied statistics in socio-economic, psychological and multicultural research. Her interests and research specializations are: organization and management, information technology in organization, methodology, quantitative and qualitative research, analytical psychology, cross-cultural research. Jolanta acted as the conference c0-chair and track-chair for many international conferences (ECMLG 2010, CMEP 2012, ICTM 2012, ICTM 2013, CMEP 2014, AMCIS 2014 minitrack). She is also a member of editorial board of scientific journals: GRE and PJAP.

Helena Lindskog

Adjunct professor in industrial marketing and industrial economy with a special focus on public procurement at Department of Management and Engineering, Linköping University, Sweden.
Engineer on electronics from Technical University in Warsaw, Bachelor of Arts in languages, comparative religion, history and literature from Stockholm University; long experience from both private (responsible for market introductions and training at Ericsson, as adviser, expert and consultant at HelDag AB) and public sectors (technical director and secretary in governmental commissions), PhD in Technology at Linköping Technical University.
Author of several scientific articles, reports, technical specifications, debates and columns in the Swedish press. Fluent in Polish, Swedish, English, Spanish, Russian and French.

Piotr Soja

Professor Piotr Soja is associate professor in the Department of Computer Science at the Cracow University of Economics (CUE), Poland. He holds a postdoctoral degree (habilitation) and Ph.D. in economics from CUE. He also holds an M.B.A. from the School of Entrepreneurship and Management at CUE in association with the University of Teeside, UK. He has over eight years of industry experience as an ERP consultant, system analyst and software developer. His research interests include enterprise systems adoption, ICT for development, and inter-organizational integration. Piotr has published in Enterprise Information Systems, Industrial Management & Data Systems, Information Systems Management, and Production Planning & Control, among many other journals, as well as in numerous conference proceedings such as AMCIS, HICCS, ICEIS, and ISD.

Ralph Sonntag

Ralph Sonntag is professor for marketing, especially multimedia marketing, at the Hochschule für Technik und Wirtschaft Dresden, University of Applied Sciences. After studying business administration in Würzburg, he was a researcher at the University of Technology Dresden. Subsequently he held positions at the strategy/technology consulting Diebold and advertising agencies. His research interests are social media, word of mouth and e-learning.

3. Honorary Co-Chairs

Stanisław Wrycza

Professor Stanisław Wrycza, University of Gdansk
Founding member of AIS – 1995;
He has been the organizer of the following AIS events:
• Xth European Conference on Information Systems – ECIS 2002
• SIGSAND/PLAIS EuroSymposia - 2007, 2011, 2012, 2013, 2014, 2015
Professor Wrycza is together with the former AIS President
Professor Claudia Loebbecke co-founder of PLAIS in 2006;
Head of Department of Business Informatics at University of Gdansk;
Senior Editor of Information Systems Management Journal (IF=0.35);
Editorial Review Board of Journal of Database Management (IF=2.121);
Advisory Board of Information Systems Journal (IF=1.381);
Editorial Board of Information Systems and e-Business Management (IF=0.605);
President of PLAIS - Polish Chapter of Association for Information Systems;
General Chair of SIGSAND/PLAIS EuroSymposium;
Steering Committee of BIR - International Conference on Business Informatics Research;
ISAHI (Information Systems Academic Heads International) Vice President 2008 – 2010;
University of Gdansk AIS Student Chapter Faculty Advisor;
Honourable Ambassador of Polish Congresses;
President of PLAIS – Polish Chapter of Association for Information Systems;
General Chair of ECIS'2002 – The Xth European Conference on Information Systems in Gdańsk;
General Chair of SIGSAND/PLAIS EuroSymposium.

Narcyz Roztocki

Narcyz Roztocki is Professor of Management Information Systems at the State University of New York at New Paltz. His research interests include IS/IT investment evaluation, IS/IT productivity, IS/IT investments in emerging economies, technology project management, and e-commerce. He has published in numerous journals and conferences including: the European Journal of Information Systems, the Journal of Computer Information Systems, the Electronic Journal of Information Systems in Developing Countries, Electronic Journal of Information Systems Evaluation, International Journal of Service Technology and Management, Journal of Global Information Technology Management, Journal of Information Science & Technology, and proceedings of the AMCIS, DSI, ECIS, ECITE and HICSS.

Anna Oleszkowicz

Anna Oleszkowicz (born in 1956), psychologist, professor at the Institute of Psychology at the University of Wroclaw. Her research interests focus on developmental issues of adolescence, adolescent rebellion, criteria and forms of adulthood. The author of numerous scientific and popular works in this field, including the monograph crisis youthful - the essence and process (1995), youthful rebellion. Conditions, forms, effects (2006), How to truancy (2010) co-author, psychology of adolescence. Developmental changes in the age of globalization (2013), co-author. Since 2008 he has been the Director of the Institute of Psychology. PhD 1989, habilitation in 2007.

Marek Lewandowski

Marek Lewandowski - A graduate of the Academy of Physical Education in Wroclaw, specializing in teaching.
In the 1986-2012 academic teacher at the Academy of Physical Education in Wroclaw. The College of Management in Wroclaw industry since 2012, author of over 70 scientific peer-reviewed publications, including two books, editor of nine monographs. He has research and teaching internships at the Hochschule für Musik und Darstellende Kunst "Mozarteum" Abteilung Orff Institute in Salzburg, Austria, Deutsche Sporthochschule - Institut für Sportdidaktik in Cologne, Germany, the University of Olomouc - Czech Republic, Academy of Physical Education in Warsaw Academy of Physical Education in Gdansk.
Work experience: developing a theory of physical education in the context of the culture of health behavior, recreational and aesthetic man. Research activity is focused on the study of the role of the environment: the school and the family in the child's acquisition of cultural competence and psychomotor.
Interests: listening to music, collecting records, drawing and painting, hiking.

Heinz Roland Weistroffer

Heinz Roland Weistroffer is Professor of Information Systems in the School of Business at Virginia Commonwealth University in Richmond, Virginia, USA. His research interests include computer assisted decision-making, systems analysis and design, and information technology for development. He has published in Journal of Strategic Information Systems, IEEE Transactions on Software Engineering, Journal of Multi-Criteria Decision Analysis, Socio-Economic Planning Sciences, Information Technology for Development, and Computational and Mathematical Organization Theory, among many other journals, as well as in numerous conference proceedings such as AMCIS, HICCS, and ECIS. He is an associate editor of the journal Information Technology for Development.

Mirosława Wawrzak-Chodaczek

prof., Dr Hab. at the Institute of Pedagogy, Wrocław University in Wroclaw, (professor). Member of scientific associations Wrocław Scientific Society. Researcher and lecturer, the author of over 60 scientific publications. Research specialisation: social communications, mass media and education, public relations, social security. She is an organiser of many conferences. In 2006-2008 she participated in the research on the educational-professional mobility of incomplete-legal persons in the Lower Silesia. Diagnosis of the Support Instruments - project financed by the European Social Funds and in a research project Czech-German-Polish "Equal opportunities for women and men in the Euro-region Neisse-Nisa-Nysa" coordinated by the Internationales Begegnungszentrum St. Marienthal, PONTES-Agentur, St.. Marienthal 10, 02899 Ostritz, funded by the government of Germany- Bundestag.

4. Conference and Review Committee

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5. Biographies of Contributing Authors and Reviewers

Lidia Barłoga

Lidia Barłoga - student of the third year of Management at the Management Faculty at the University of Lodz with specializaton in „Enterprise and Management Innovations”. Founder and President of Students Scientific Associations FEIM. Project coordinator, the author of publications, production manager of students videos and Ambassador of Citi Group on University of Lodz. A person with a very wide range of interests.

Małgorzata Biedroń

M. Biedroń is an author of 4 monographs in the field of interpersonal communication and social pedagogy (Tutelary function of the urban family, Theoretical and practical aspects of contemporary tutorial pedagogy (co-ed.), Communication- accord- social presence (co-ed.), The experience of post-modernism in intimate family relationships (co-author) and more than 40 articles in scientific journals (national and foreign) and chapters in peer-reviewed publications. Editor of 19 consecutive edition of "Handbook of publications in the field of social pedagogy". Member of Program Council of quarterly “Auxillium Sociale Novum”

Марія Вовк

Was born in Lvov area.
Education: Drogobichchsky State Pedagogical University named I.Franko (2004); National Pedagogical University named M.P.Dragomanova, Institute of Sociology, Psychology and Management,Graduate (2009),
dissertation topic "Psychological consequences of exeperiences of frustration situations in adolescence", (19.00.07-pedagogical and age psychology).
Over 8 years of experience in teaching activities.

Saikat Gochhait

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Dr Alicja Keplinger is a researcher and lecturer at the Institute of Psychology of Wroclaw University. She is a member of Polish Association of Organizational Psychology and a board member of Lower Silesian Branch of the "National Forum for Lifelong Guidance" Association. Between 2008 and 2012 she held position of Vice Director of the Institute of Psychology of the University of Wroclaw.

Alicja is the author of over 50 scientific publications (published among others in University of Wroclaw and ENETEIA) and delivers lectures and seminars on psychology of management, psychology of motivation and psychology of individual differences. She reviewed papers for ECMLG PROCEEDINGS 2010-2012 (ACI, Reading, UK) and Developmental Psychology 2012 (Poland) among many others.

Her interests and research specializations are: organization and management, psychology of motivation, psychology of individual differences and ethos of behavioural problems in organization.

Alicja acted as the conference chair for the 3rd, 4th and 5th Interdisciplinary Scientific Conferences "Man against mass social phenomena" hosted at the Univeristy of Wroclaw, Poland. The topics included: "Faces of passivity" 11-12 June 2007, "Femininity and masculinity - contexts (not) daily," 19-20 May 2008, "Transgressions, innovation and creativity" 18-19 May 2009.

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Assistant Professor at the Institute of Psychology of the University of Wroclaw,a journalist, novelist, editor of the quarterly "Social Psychology". He conducts research in the field of political psychology. He advocates greater social equality. He writes about psychology, politics, books, films and theater productions. He published several scientific articles, authored five books, among others: "The phenomenon of social inequality" and "Faces of inequality." He is the editor of the journal "Social Psychology" and Lewica.pl portal. His pieces of writing appeared in such magazines as "Accent", "Frazier", "Borderland" and "Lamp".

Marta Kondracka-Szala

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Anna Kuzio

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Mieczysław K. Leniartek

Mieczysław is an architect and a town planner, a graduate of the Faculty of Architecture in the Technical University in Cracow, Poland (MA 1970). He has practiced in Poland, England and Australia, completed a doctoral dissertation in the Technical University in Cracow on the revitalization of historic small towns (PhD 2003). He has been a manager of a regional studies bureau in Lower Silesia and a technical director in a development company in Cracow. He has been a chairman of several international conferences on cultural tourism and an editor of publications in this field ("Commercialism of Cultural Tourism", "Exploration of Historic Environment", "Terra Incognita in Tourism"). He lectured in the Faculty of Tourism of the College of Management "Edukacja" in Wrocław, Poland, in the subject of development for hospitality, and holded a position of a dean.

Bianka Lewandowska

Bianka lewandowska - PhD with a specialization in psychology. She graduated from the Institute of Psychology at the University of Wroclaw. In the years: 1993 - 2003 Bianka worked at the Institute of Economic and Social Sciences University of Technology, and since October 2003, in the Department of Clinical and Health Psychology, Institute of Psychology at the University of Wroclaw. Her professional activities outside the university: to design and conduct workshops and individual counseling psychology in supporting personal development and communication. Current area of her research interest is psychology of the body - the experience of corporeality, identity processes and emotions and somatic health, the possibility of psychological support prevention and treatment of diseases. Research: Determinants of psychological adaptation to chronic illness for example endometriosis.

Olexandra Loshenko

My name is Loshenko Olexandra. I was born in the city Vinnitsa, that on Ukraine. I got higher education in the walls of the Kiev National University of Taras Shevchenko. In 2012, I finished postgraduate study at the same university and got the degree of candidate of psychological sciences. My scientific interests lie in the area of study of the emotional potential of personality, emotional self-knowledge and spiritual development.

Janusz Martan

Janusz Martan was born 1 April 1950. in Wroclaw. In 1973 he completed a degree in electronics at the Technical University of Wroclaw. In 1977 he received his PhD ("Investigation of ion extraction conditions on the parameters of ion beam."). In 1997, obtained post-doctoral degree ("Modeling of the concentration distribution of implanted ions in solid-state"). In 2004, transfers from the Faculty of Microsystem Electronics and Photonics to the Department of Computer Science and Management. Since 2005, the exercises the function of the vice-dean.. His research covers the field of the production of molding and applications of ion beams, ion implantation and fractal calculus applications in various fields of science and knowledge.

Anna Mitręga

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Area of study: Elementary School Pedagogy, Social Pedagogy and Communication, Pedagogy of Family, Life - coaching.
1999 - University of Wroclaw - PhD degree with specialty in Pedagogy, since 01.10.2004 – assistant professor of Institute of Pedagogy, University of Wroclaw.
Participation in research: own R&D work – issue Chances and Threats of Educational Function Accomplishment within Postmodern Family. The research includes: parents' narratives and also educational-classes meetings carried on within Academy of Parents framework.
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Iaryna Onufriv

2011 – architect in Urban planning and architecture Department, City Council of Lviv
From 2012 - A doctorate student of Urban planning and urban design Department, Lviv Polytechnic National University.
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Study field - Urban planning and Landscape architecture (Landscape and spatial organization of ski resorts in Carpathian mountains)

Krystyna Ostapiuk

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Wiesław Palczewski

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ur. w 1952 r., żonaty, jedno dziecko.
Dziedzina nauki: nauki techniczne (mechanika, informatyka, głównie zagadnienia bezpieczeństwa w sieciach).
Studia: Wojskowa Akademia Techniczna w Warszawie (1977).
Studia podyplomowe: Politechnika Wroclawska
(2008–2009) Wydział Informatyki i Zarządzania.
Doktorat: Politechnika Wrocławska (1985).
Przebieg pracy zawodowej:
W latach 1977–1996 pracownik naukowo-badawczy w Wojskowym Instytucie Techniki Inżynieryjnej we Wrocławiu. W ostatnich latach - kierownik zakładu. Od roku 1996 do chwili obecnej praca we własnej firmie grafiki komputerowej oraz wydawniczej. W latach 2000–2013 administrator systemów komputerowych w Zarządzie Infrastruktury. Podobna funkcja w AKE PIS SA od roku 2010. Od roku 2013 adiunkt w Wyższej Szkole Zarządzania Edukacja.
Odznaczenia: medal „Za zasługi dla obronności kraju”: brązowy - 1978, srebrny - 1985, złoty - 2004 r.; medal „Siły Zbrojne w Służbie Ojczyzny”: brązowy - 1981, srebrny - 1986 r.; krzyż zasługi: srebrny - 1990, złoty - 1995 r.

Wojciech Piotrowicz

Research: Information Systems, Supply Chain Management,
Interests: Information Communication Technology, Performance Management, Sustainable Supply Chain, Management, and 11 more
About:
Wojciech Piotrowicz is a member of the Faculty of Management, University of Oxford, and a member of the Oxford Institute of Retail Management (OXIRM) at Saïd Business School. Wojciech is an expert on supply chain management, information technology and performance measurement, including sustainability-related indicators.
Wojciech is currently working on a major 18 month research project led by Richard Cuthbertson of OXIRM, on the evolution of multi-channel retailing. The project is examining how emerging information technologies can be utilised to encourage shoppers back to the high street against the backdrop of increasing online sales, decreasing footfall in store and increasing costs. Instead of treating online and in-store purchases as two competing channels, the project is exploring how online solutions could be brought into stores to combine the advantages of both. Wojciech is examining the ways in which the physical shopping experience could be enhanced by the benefits generated by emerging technology, such as self-service kiosks and mobile applications used in-store. Such a radical reconfiguring of retail will present challenges to retailers, who must simultaneously address back office support and supply-chain issues to service these innovations and exploit the opportunities of developing technology.

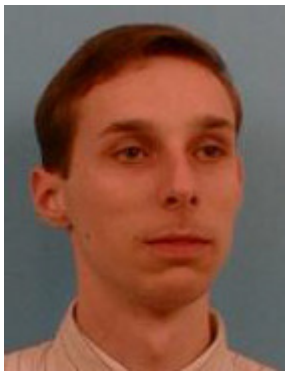
Ivana Poledňová

PhDr. Ivana Poledňová, CSc.
Research methods in psychology, Methodology of Psychology, Psychodiagnostics, Theories of Personality, Psychology of Motivation.
In the past eight years the project proposer is working on the Institute for Research on Children, Youth and Family. This institute is part of Psychology Department on the Faculty of Social Studies at Masaryk University in Brno and its main interest is long-term research on children, youth and their families. Research institute is taking part on unique European project (coordinated by the Institute of Child Health University of Bristol, Great Britain) called ELSPAC (The European Longitudinal Study of Pregnancy and Childhood).
The project proposer research activities within the Institute are focused on these areas: vocational plans in adolescence in relation to the self-concept and achievement motivation, career development, cognitive development and professional training. In the year 2009 she was the editor of monograph Sebepojetí dětí a dospívajících v kontextu školy (Self-concept of children and adolescents in the school context), Brno, MU. Several years she cooperates in the research activities of the Institute of Psychology of the University of Wroclaw, Poland. One of the results of this cooperation is her contribution to the polish monograph on aggression Zachowania agresywne dzieci i młodzieży (Aggressive behavior in children and youth), Warsaw, Difin 2013.. As the author of several psychodiagnostic methods she cooperates long term with the Psychodiagnostika Brno publishing.

Gennadiy Shulha

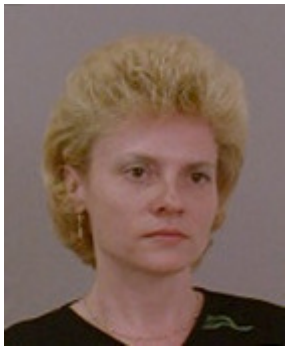
Ph.D. in architecture, Kiev Civil Engineering Institute, 1990.
From 1990 – till now - Associate Professor of Urban planning and urban design Department, Lviv Polytechnic National University.
During 1983-2000 - Deputy Dean of the Faculty of Architecture of Lviv Polytechnic National University.
From 1983 – member of The Union of Architects of Ukraine.
From 2004 – Chief Architect of Design Bureau “ADB”.
From 2012 – A doctoral student, Lviv Polytechnic National University.
The main direction of scientific and design practice: urban planning, architectural design environment, design of public, residential buildings and mountain recreational facilities.
Author of more than 100 implemented projects of buildings and complexes, more than 50 scientific and methodical publications in national and international editions including textbooks.
Winner of the tenders - Habitat II (UIA, 1986), "Style-Perfection-Beauty" (NSAU, 2001), Krysztalowa Cegla (PTML, Polska, 2011), Grand Prix Festival of architecture (NSAU, 2012).
The main themes of research:
- Methods of planning of mountain recreational areas in the Carpathian mountains
- Trends in the design of public, residential buildings and houses.

Petr Smutný



Petr Smutny was born in Czech Republic. He received the master degree in National Economy (MSc equivalent, 2001) and the Ph.D. in Management (2007) at Masaryk University, Brno, Czech Republic. He works as an Assistant Professor at the Department of Corporate Economy and as a vice-dean of Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic. His research focuses on competency models, managerial skills and managerial simulation games.

Zdenka Stránská



PhDr. Zdenka STRÁNSKÁ, Ph.D. works as an assistant professor at the Department of Psychology of the Faculty of Arts, Masaryk University in Brno. He teaches educational psychology, school psychology, didactics of psychology, psychology for teachers and general psychology. Her research has focused on the issue of motivation for learning, boredom, fear, anxiety and stage fright at school, learning styles of students, school success of pupils, students' creativity, teacher's personality, etc.

Paweł Topol

Paweł Topol, Ph.D., associate professor, Adam Mickiewicz University in Poznań, Poland, Faculty of Educational Studies – M.A. in English, Ph.D. in pedagogy, educator and researcher. Research interests: educational technology, teacher training, IT in education, CALL (Computer-Assisted Language Learning), e-learning and u-learning, 3D virtual worlds for education. Author: 2 books, 50+ articles, 11 reviews. Research and teaching experience: EFL (30+ years), IT and CALL (25+ years), e-learning (15+ years), 3D virtual worlds (6 years), online teacher at Appalachian State University, NC, USA (8 years).

Arkadiusz Urbanek

Arkadiusz Urbanek- PhD in humanities, researcher and lecturer at the Institute of Pedagogy, University of Wroclaw. Graduate of post-graduate studies in community work and legal aspects of organizing social welfare. His academic interests are in the areas of intercultural communication, penitentiary pedagogy and the status of foreigners within judicial system. He is the author of four books and several scientific articles – contributions in journals. Co-foundered of the Wroclaw branch of Polish Penitentiary Association, members of the Polish Society of Mental Hygiene. Member of the editorial committee of "Zdrowie Psychiczne" journal.

Jarosław Wąsiński

Jarosław Wąsiński – Lecturer in the College of Management Edukacja; Doctor of economics; Alumnus of The Warsaw School of Economics, Auditor/ Lead Auditor ISO 9000 series QMS and ISO 27 001 (about 500 audits and expert opinions in UE); Trainer; Eleven years of experience in the implementation of management systems such as ISO 9001, ISO 27 001, ISO 22 000, HACCP, BRC, IFS; Originator of technology projects in companies and industrial restructuring.

Krystyna Węgłowska-Rzepa

Krystyna Węgłowska-Rzepa, PhD in psychology, an employee of the Institute of Psychology at the University of Wroclaw, a member of the Polish Association of Analytical Psychology and the trainee on Jungian analyst at the International Association for Analytical Psychology. Beyond scientific and didactic work at the Institute of Psychology UWr, runs a private psychotherapy practice. She participates in many national and international conferences and training related to psychology and the social sciences. Her interests and research focus on personality psychology, the influence of significant events and experiences for the development of individuals in the course of life, psychoanalysis and neuroscience. She has numerous publications, the last of them are (see Publications by University of Wroclaw):

- The "Symob" projective method and its possible applications in the labour market: the basis for the method's construction / Krystyna Węgłowska-Rzepa, Jolanta Kowal // W: Functioning in the workplace: quantitative and qualitative psychological research / ed. by Barbara Mróz. - Warszawa: SCHOLAR Publishing House, 2012;
- Femininity and masculinity in the course of social and mental changes / Krystyna Węgłowska-Rzepa, Jolanta Kowal, Aleksandra Szczepaniak // W: Ona w XXI wieku: interdyscyplinarny obraz kobiety / red. nauk. Magdalena Baranowska-Szczepańska. - Poznań: Instytut Naukowo-Wydawniczy MAIUSCULA, 2011;
- W poszukiwaniu swojego miejsca w życiu: spojrzenie z perspektywy narracyjnej i analitycznej / Krystyna Węgłowska-Rzepa // W: Psychologia narracyjna: tożsamość, dialogowość, pogranicza / red. nauk. Elżbieta Dryll, Anna Cierpka. - Warszawa: Eneteia - Wydaw. Psychologii i Kultury, 2011. - (Seria Akademicka).

Maria Jolanta Zajączkowska

Doktor nauk humanistycznych, wykładowca na uczelniach wyższych, specjalistka w zakresie teorii i praktyki komunikacji społecznej, negocjacji i mediacji, organizacji kształcenia i doskonalenia oraz zarządzania w oświacie, autorka wielu programów szkoleniowych i publikacji. Trenerka umiejętności społecznych indywidualnych i grupowych, posiadająca bardzo duże doświadczenie zawodowe, szkoleniowe i praktyczne. Absolwentka Helsińskiej Szkoły Praw Człowieka oraz kursów dla trenerów negocjacji i mediacji prowadzonych przez Conflict Resolution Research and Resources Institute w Tacoma, USA, Centrum Mediacji „Partners" w Warszawie, NLP w biznesie, Treningu Zastępowania Agresji, Praw człowieka i antydyskryminacji, Gender Mainstreaming, kursów rozwoju osobowości i coachingu. Czynna mediatorka sądowa (od 2006 do 2014 roku przeprowadziła ponad 100 mediacji). Założycielka Stowarzyszenia Centrum Mediacji TRIALOG w Legnicy. Ekspert w zakresie mediacji. Doradca - coach w zakresie rozwoju osobistego.

Papers

Section 1.

Information Technology in International Context

KEY SUCCESS FACTORS IN MULTICULTURAL PROJECTS

by

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ABSTRACT

The cross-over of the project type, organizational issues, communication, knowledge of the stakeholder about cultural distances among them and the cultural orientation of it's stakeholder indicates the suitability of Hofstede Masculinity (MAS) and Power Distance (PDI) individuals to handle the traditional projects and conditionally agile one, whereas the Individuals with higher levels of Collectivism (lower IND) and higher Uncertainty Avoidance (UAI) are expected to perform better in the research and innovative projects' management. Behaviours are context sensitive, i.e. domestic multicultural project management differs from the one abroad, even if it would take place with the same team. More commonities among the specific Hofstede profiles across the borders as compared to those within a specific nation calls for reluctancy in anticipation of specific orientations. Cybernetic feedback looping is justified as measure of control of an impact induced by the blind spot in cultural sensitivity.

Keywords: Hofstede, I, II i III order cybernetics, feedback, cultural dimension, TCI model, communication, LEAD model of leadership

INTRODUCTION

The social recognition of Mary Parket Follet 1920 (Graham 1995, 2003) that the goal orientation through increased motivation contributes to the performance increase, accelerated the modern projects as the panacea for competitive edge accomplishment (Triebe and Wittstock 2011). The easiness of data transfer created virtual enterprises across the globe and led to the novel business models (Nascimento et al 2013). Enterprise capability in handling teams with varying cultural background became a key project success factor (Chipulu et al 2014, Niesbett and Miyamoto 2005). Particular easiness of ICT global development and maintenance made cultural compentence in these projects a primary issue (Eberlein 2008).

Although the project management methods and guidelines made a substantial progress in the last 70 years, most of them are derivates of best practice guidelines like that of PMI or IPMA (PMI 2013, Caupin et at. 2006), which, by whatever reason, do not spend a word on cultural background and conditioning of the projects. So it is not surprising, that the performance of the projects remain on the level of 30-40% projects done on time and within the budget over the last twenty years (Standish Group 2009/2015). Culture is immanently bound to human factor. El-Saaba, after analysing 126 projects concluded, that the human factor is in 85% the main cause of a project failure (El-Saaba 2001). As pointly Demarco and Lister summarized it: if you find yourself concentrating on the technology rather than the sociology, you're like the vaudeville character who loses his keys on a dark street and looks for them on the adjacent street because, as he explains, "The light is better there" (DeMarco and Lister 1999).

This paper identifies the culturally induced success factors and position them within the project management processes in attempt to support the project manager to search the keys where they are really lost.

PROJECT STAKEHOLDER CULTURE

From multiple and variously inclusive definitions of culture we give the credibility to the view of DaDeppo, who deduces the culture as general rules assumed by a social group in regulating the fulfillment of personal needs (DaDeppo 2015). They comprise the shared and articulated values like value systems, philosophies, basic assumptions and beliefs, laws, traditions, rules, goals and other standards, and the unsaid, internalized mental models, decision taking patterns, linguistics paradigms etc.. Schein (2010) call it coercive background, Hofstede (2010) - mental programming, placing the culture betwenn the human nature (needs) and personality. Culture is undisputedly an attribute of the group internalized by an individual, which adopt it, identifies himself with this group and act accordingly. So the culture is consecutively externalized with observable artefacts: behavioral rules, rituals and symbols. Shared and articulated values impacts the motivation, mental models, decision preparation and taking, execution (act) and control (Figure 1).

All components of culture subject to dynamic phenomenon (Schein 2010) – with a larger persistence in a group, and higher flexibility within an individual. This put in questions any analysis of any group culture on one side, on other side opens an opportunities for the assimilation, relevant in multicultural endeavours.

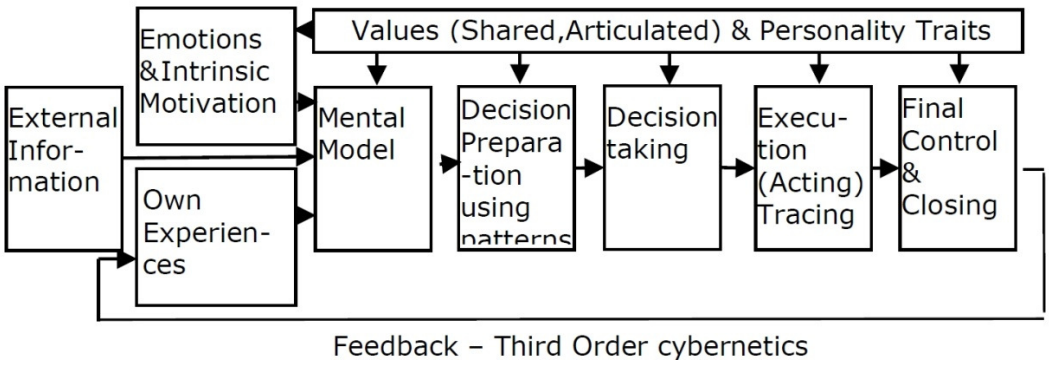

Figure 1. Culture in human decision process

Project becomes multicultural if stakeholders have different cultural heritage. In a holistic approach of ISO21500:2012 standard (2012), shown in Figure 2, and shared a.o. by Bourne (2009) and Daft (2009) stakeholders are all individuals or organisations, which ahs an interest, rights (moral or legal), ownership or contributes in the form of knowledge and own resources to the endeavour (Bourne 2009).

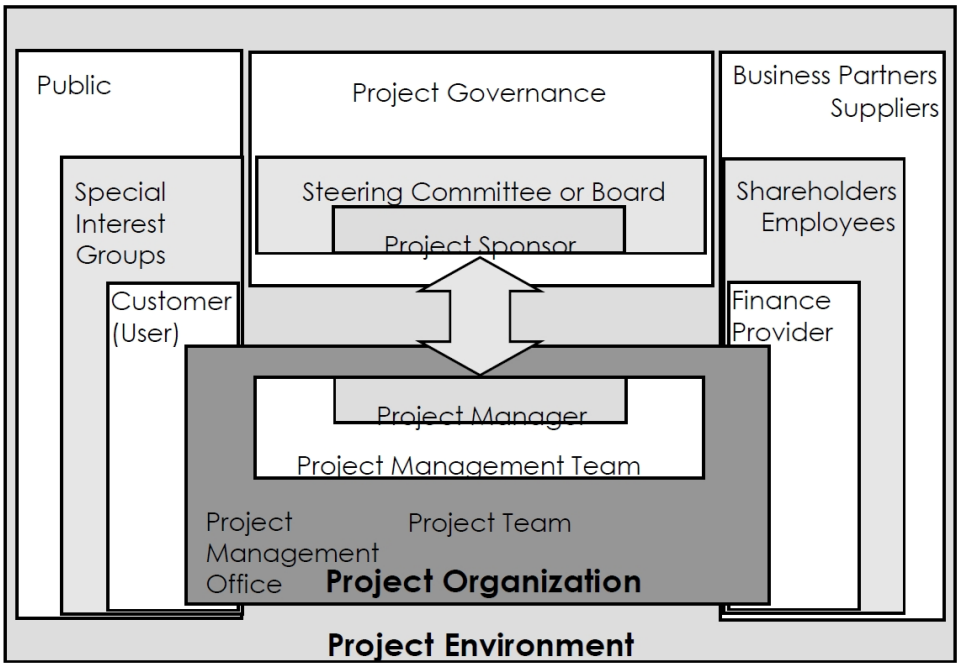

Figure 2. Project Stakeholders according to ISO 21500:2012

Daft (2009, pp 20-23) suggest to measure the organizational efficiency of a temporary project organisation rather by the effectiveness in meeting various stakeholder need then an efficiency solely (Doerffer et al. 2010, p 8). Needs, as viewed by DaDeppo (2015), are conditioned by the culture, so the knowledge of the cultural heritage of all stakeholders becomes crucial to the project success. Chipulu and others (Chipulu et at 2014, pp 364-389) and Nisbett and Miyamoto (2005, pp 467-473) proved, that culture has stronger impact on individual perceptions over and above position, age and gender.

CULTURE INDUCED PROJECT COMPLEXITY

An impact of human factor through dynamic and unpredictable behaviour on project complexity noted already Hirschman almost half a century ago (Hirschmann 1967/2015). Culture impacts both the structural (product structuring, stakeholder organisation) as well as dynamical, through the temporal behaviour determine the project complexity (Lent, 2015).

Project team culture, where stakeholders have different cultural heritage, is determined by their capability to solve both the internal as well as external problems, and to elaborate a pattern of shared basic assumptions (Schein 2010). In view of the ISO 21500:2012 comprehensive stakeholder identification, project team culture will vary in dependence of the influence and similarity or stakeholder cultures. This results in the following types of multicultural projects:

a. Domestic projects. Project run in an established cultural environment, minority of the stakeholder has varying cultural background

b. Overseas projects. Here products and services are imported for the local market (read: local culture) from the extraneous cultural environments

c. Foreign projects. An individual or a group is displaced to the completely foreign cultural environment working for and on behalf of the native organization for this foreign culture market

d. Outsourcing projects. Here parts of the productive processes are displaced between the different cultural environments to be finally integrated in one, not necessary native culture place

e. Global collaboration projects. Individuals and teams in different cultural environments work simultaneously on closely related issues, what demands frequent and effective communication and trust.

In all projects cultural assimilations concerns all involved. However, while in domestic projects it may be an unequal balance demanding substantial assimilation efforts of individuals, in other extreme – global collaboration projects – virtually all project team members undergo substantial cultural adaptation, which may bring yet a novel stakeholder culture enriching the civilization.

The unconscious part of cultural background and subsequent handling leads to the knowledge assessment in alignment with the Johari window as shown in Figure 3 (Luft i Ingham, 1955).

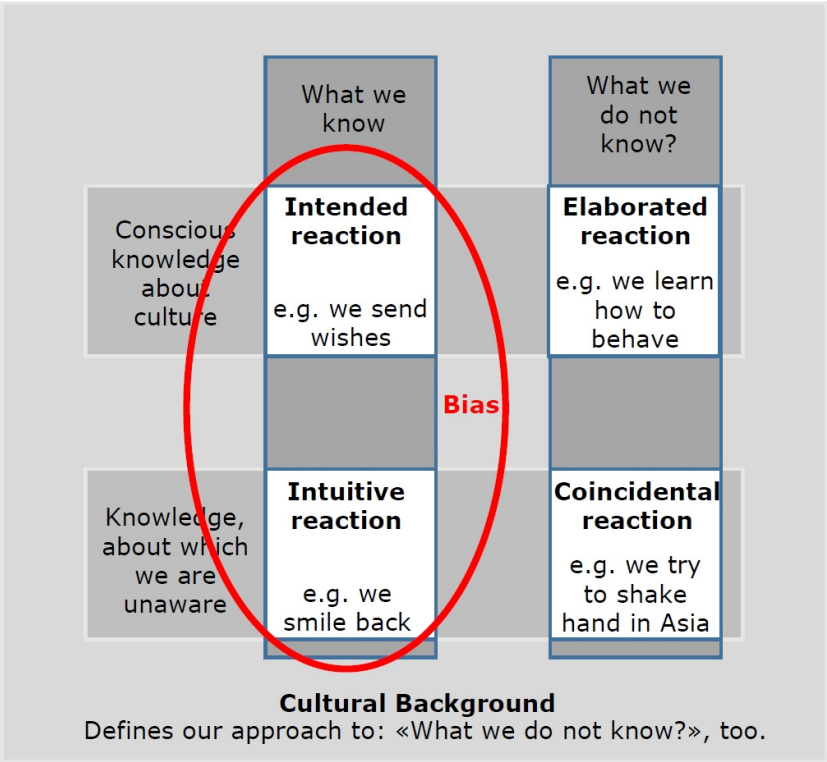

Figure 3. Knowledge about Cultural Heritage

Our conscious and unconscious knowledge about: What we know about culture?" is our bias in any social interaction. The bigger is the common part of the stakeholders in sharing the bias, the closer is their cultural relation and thus higher predictability of their mutual behaviour.

With stakeholder whose cultural background varies, we face two problems:

a. Assessment of the degree of the similarity or heterogeneity of the subjective cultures

b. Identification of: What we do now know that we do not know?

Assessment of the degree of the similarity or heterogeneity of the subjective cultures

Despite the substantial criticism (McSweeney 2002, Williamson 2002), the Hofstede (2010) nations culture model, likely for its functional and parsimonial advantages, is the model of choice

adopted by numerous researchers, most of all, relevant to this paper research by Chipulu and his colleagues, who specifically analysed the impact of cultural values on project performance (Chipulu et at 2014).

Hofstede defined in the in 1980-ties four bipolar four dimensions along which he sampled IBM employees in 66 countries, basing on the attitude surveys done between 1967 and 1973:

- Power Distance Index (PDI)large vs small
- Individualism vs Collectivism (IDV)
- Masculinity/Feminity (MAS)
- Uncertainity Avoidance vs. Preference (UAI)

Power distance describes the approach to the superiors and behaviour in their presence: according to Hofstede Austrian and Swiss feel most comfortably with the superiors (smallest distance) whereas Malaysian have the highest respect and hesitations in relation with the higher ranking persons. In our social orientation either we tend to the individual responsibility (and personal credit) or prefer group responsibility (collectivism). Masculity and its opposite, feminity refers to the assignments of roles between the genders (stereoptypes). Here the woman differences were smaller between different societies (focus: modesty and careness) than the male's value span (assertive pole). Our approach to the uncertainty is determined by the orientation towards the avoidance (according to Hofstede Greeks do all to avoid the risk, what already illustrate one of the critics issues) versus laise-faire of Singaporean (which can be challenged today, too).

Hofstede after his research in China added the fifth dimension: originally named Confucian Work Dynamism, later relabeled to

- Long/Short Term Orientation (LTO).

The LTO values for countries, where Hofstede originally did not tested this dimension, has been achieved using the Hofstede framework. However, the population, time and environmental conditions varied. Due to the correlation of LTO with other dimensions, substantial methodological failures and criticism, it gained much less acceptance and application, and was finally dropped also by Hofstede in his later research. Hereafter all five dimensions are presented in Figures 4, 5 and 6 for the countries where author is for more than a decade professionally active.

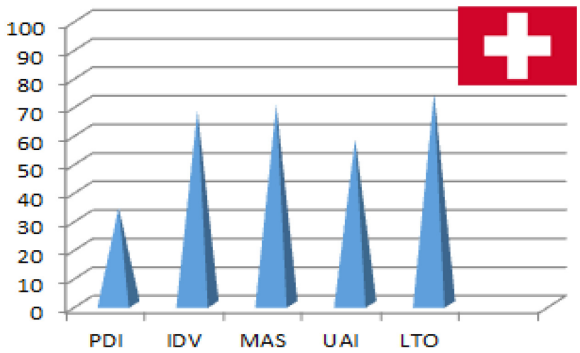

Figure 4. Hofstede Cultural Dimensions for Switzerland

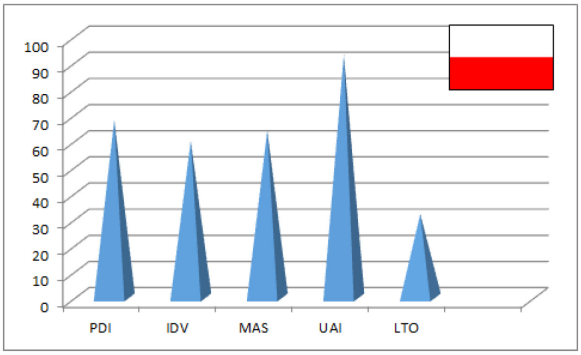

Figure 5. Hofstede Cultural Dimensions for Poland

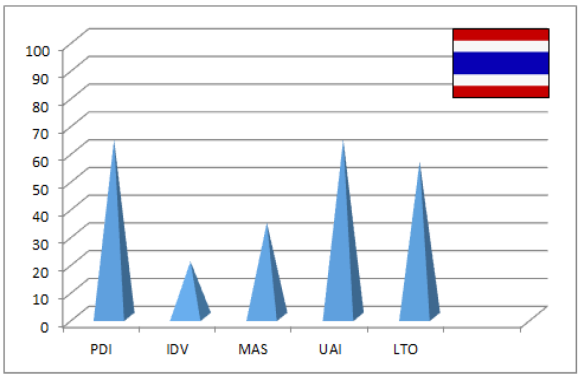

Figure 6. Hofstede Cultural Dimensions for Thailand

The trend, indicated by the Hofstede dimensions, with all the reservations and delimitations, confirms the authors' practice. The examination in Switzerland targets to probe the candidate ability to apply the knowledge and to reflect critically, both on the theory and on practice (lower power distance). Students in Poland (similar as in India) are trained to mirror the knowledge assimilated from the authority, in the same wording at the best (higher power distance). Students in Thailand, Turkey (as well as employees in Vietnam) expect from the examining person to assess their work done during the preparation to the examination, the results are less relevant in their opinion (lower individualism and masculinity); They repeat the theoretical knowledge acquired at the best in exact wording as learned from the tutor, and hesitate to take courage to formulate own conclusions or even allow itself a bit of criticism (high power distance). A common examination standard for all is virtually unattainable.

The Hofstede dimensions summarize on a very general level the key differentiating factors. Yet it is a good starting point to analyse the differences and go further into the details of a specific culture diversity. With this recognition a knowledge about the missing knowledge may be acquired and suitable actions may be initiated.

Identification of: What we do now know that we do not know?

This blind spot in Johari window can not be eliminated a priori. An occurrence of an event open first the possibility to an analysis and an a posteriori adjustment of the behaviour. This means that first the confrontation upon concrete: "Action-Coincidential Reaction" may expose the cultural differences. It shall be noticed, that only secondary observable artefacts are involved – the fundamental internal values, mental models and decision taking pattern remain hidden to the observer. This, upon assumption of a preference for conscious actions, leads to two feasible measures targeted in better management of cultural differences:

- Increased sensitivity to observable artefacts
- Cognitive deduction of possible internal values, mental models and decision taking patterns based on observed artefacts.

Observable artefacts seldom occur isolated and uncorrelated. Someone, leaving the working place on Friday few times a day with a clear regularity, most likely will also avoid certain food during the lunch in the cantine. So, upon first notion of an artefact mismatching our standards and customs, more attention shall be given the various previously consciously or unconsciously ignored details in daily collaboration.

Useful tool for cultural sensibility improvements comes from the EU projects, led by the CU-Factor company. In this project the observable artefacts of all EU countries had been evaluated and grouped into the four areas of multicultural diversity (CU-Factor 2015)

a. Cultural influences: Start of the working day, dress style, Appearance value, Punctuality, Lunch/dinner habits, Gift habits
b. Work interaction: Speed of trust, Program analysis (Methodology and level of details used in the decision making process), Decision making (Who decides, process), Time to decide, Importance of rules, Style (behavioral), Uncertainty level (degree of conservatism and risk avoidance)
c. Communication: Culture (comfort with multicultural company), Language knowledge (Foreign languages), Language tone, Handshake, Communication style (openness, feedbacking)
d. Company Structure: Organization (most common), Orientation (Social climat), Networking importance, Flexibility (scenario – driven adjustment of organization).

Cognitive deduction of possible internal values, mental models and decision taking patterns demands the intellectual capability to draft the relation between those hidden and those observable elements and to build a hypothetical relationships' network between those directly identified and possibly further, yet unconceived, elements of culture, emotional intelligence to perceive the interlocutors, and the willingness to undertake this effort. Richardson (2015), Earley and Ang (2003), Thomas and Inkson (2009) call it cultural intelligence, defined by the last in five stages of its development: Reactivity to external stimuli, Recognition of other cultural norms, Accomodation of other cultural norms and rules in our minds, Assimilation of diverse cultural norms into alternative behavior, and the Proactivity in cultural behavior, based on recognition of changing cues that others do not perceive.

IMPACT OF CULTURE ON PROJECT FATE

Project scope as defined by ISO 21500:2012 (2012) are the deliverables, requirements and the boundaries of the project objective output, bound to the quality. Project shall deliver the targeted results within the agreed budget and time frame, called after Martin Barnes iron triangle (Weaver 2007).

This may already be a challenge. Wysocki (2011) classified the projects along the degree of the clarity of the project objectives and project solutions. Traditional projects have clear goals and solutions. Clear goals and less clear solution favour agile approaches. Most frequent case in ICT endeavours. On the other edge clear solutions but ambiguous or shifting goal calls Wysocki emertxe projects (some ICT projects). When neither goals nor solutions are clear we face extreme projects (mostly novelty and research projects).

The restrictions and boundaries, extended this basic project scope with additional indicators like Contribution to Business/organization goals, Wider society Economy, Risk and Safety, Communication, Leadership and decision making or Project team, where cultural impact particularly differentiate the projects (Pinto and Slevin 1988, Muller et al. 2012, Chipulu et at 2014).

Research of the last, based on 1255 valid survey responses from 8 countries, aggregated the indicators to two factors:

- Project Control & Extra-Organisational (Project external) Goals
- Project Team Management/Development and Intra-Organisational (Project internal) Goals

Modified Hofstede scales were used to assess the individuals upon a notion of an applicability and personal values relevance over the geographical adherence. Fisher and Schwarz (2011) found higher adherence on most countries across their boundaries, then individual-level agreement within a country. This allow for conclusion, that the results, which bind the project success with an individual cultural profile, particularly in the societies with a high percentage of persons with diverging cultural heritage like Switzerland, lead to a higher credibility of the otherwise intuitively sensible conclusions:

1. Culture has higher impact on perception of the two above factors over the age and gender
2. Both Power Distance (PDI) and Individualism (IND) affects significantly the two factors
3. Higler level of Power Distance (PDI) correlate with lower level of importance being assigned to project team management/development and intra-organisational goals
4. Masculinity (MAS) and Power Distance (PDI) individuals assign more importance to project control and extra-organisational goals
5. Individuals with higher levels of Collectivism (lower IND) and higher Uncertainty Avoidance (UAI) view project team management/development and intra-organisational goals as more important.
6. Project control and extra-organisational goals oriented managers are likely to be independent and autonomous in decisions. They perform better in structured and predictable projects (Wysocki's traditional projects and conditionally agile projects)
7. Project team management/development and intra-organisational goals oriented managers are better choice for projects in complex and shifting environment with a high degree of novelty and ambiguity (emertxe and extreme projects).
8. Project managers working in alternative cultural environments (mainly Foreign Projects) view differently the project success criteria in comparison to the multicultural project managers within the same culture (Domestic, Global Collaboration Projects). A hypothesis of the project manager ability to change his culture to adapt to local business environment is yet to be proved.
9. Project complexity and cultural heterogeneity (cultural distance) moderate the effects of the cultural values of an individual.

TAKING CULTURE UNDER CONSIDERATIONS IN THE ICT PROJECT MANAGEMENT

Behavior of stakeholders in projects is biased by their inherited culture. The intended and elaborated reactions allow for some predictability, and thus are at least in part planable. Yet, a considerable part of the stakeholder reactions is triggered by the intuitive, unconscious, and coincidental reactions.

The cybernetic approach to project management, justified otherwise by Lent (2013) seems to be the best choice also to pursue the cultural intelligence and it's deployment in the project management. The feedbacking upon project occurrences provide the agility demanded by the first stage: Reactivity to the external stimuli by Thomas and Inkson (2009).

Feedbacks in the project management cybernetics occur on three levels:

- First Order Cybernetics feedbacks the reaction upon stimuli from a specific process through the project
- Second Order Cybernetics feedbacks the process outstanding issues and process recurrence in each project management process independently and asynchronously (actuator-sensor link)
- Third Order Cybernetics feedbacks the results evaluation back to own experiences, which enrich one's own mental model.

Figure 7 illustrate the first two feedback loops. Third Order Cybernetics is depiced on Figure 1 above.

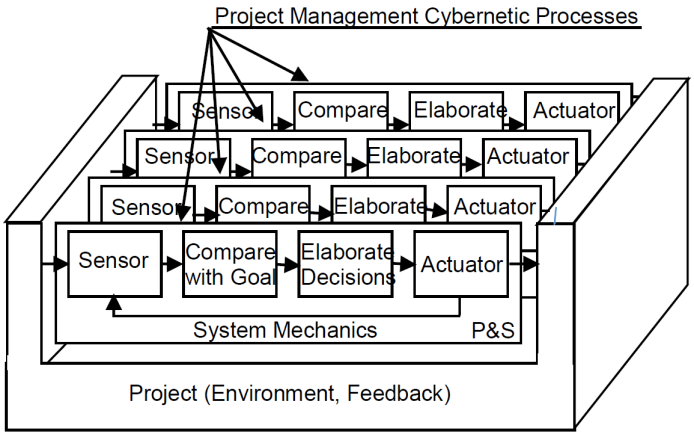

Figure 7. First and Second Order Cybernetics in Project Management

Factor Project Control & Extra-Organisational (Project external) Goals, aggregating the controlling indicators are implemented by processes, which does not take specifically human factor into account: Planning & Scheduling, Earned Value Management, Quality Management, Change Management and Balanced Scorecoard. Project Manager, who allocate the necessary resources and secure the proper execution of these processes meets the expectations of the PDI and MAS individuals. No particular steps are taken. Communication and Knowledge Management processes take care about the appropriate dissemination of information and involvement of the stakeholders.

More attention towards the cultural issues is given in the processes dedicated to the management of the human factor, extended to the "aculturization of the organization" in the Organization Management (Schein 2010). These processes emphasize the role of the perception quality, linked to the mandatory stage of cultural intelligence: Reactivity to external stimuli. Coincidental reaction (where we do not know what we do not know) shall be aided by the closed feedbacks loops on all levels, in particular on the third order – the human decision process. Individuals oriented on the second factor: Project team management/development and intra-organisational (project internal) goals find here the possibility to perceive and to influence the occurrences in project aligned with their priorities. Project stakeholders are assumed to act along the exposed values. Tacit assumptions - internalized mental models, decision taking patterns, linguistics paradigms – remain hidden. Only the visible externalized artefacts allow for the reaction: intended, elaborated, intuitive or coincidental.

The areas pf the CU-Factor multicultural diversity are met in the processes given in Table I and later described hereafter.

Table I CU-Factor artefacts and Project Management Processes

CU-Factor Artefact	Project Management Process
Cultural influences	22:00 TM Team Management
Work interaction	22:00 TM Team Management (Trust development)
	06:00 L Leadership
Communication	02:00 COM Communication Management
Company Structure	08:00 OM Organisation Management

The processes are described in the sequence as they occur in the L-Timer mental model. In this model the (working) day start at 07:00 in the morning with the first process P&S Planning & Scheduling which addresses the priorities of the individuals oriented towards Project Control & Extra-Organisational (Project external) Goals. Then follows project organization at 08:00 and so until the day closes at 18:00 with Balanced Scorecard (same individuals are in focus). Then in a two hours rythmus the Human Factor processes proceed.

08:00 OM Organisation Management

Organization Management shall assure best possible overall perception of the project achievements through right structure of all mutual relations between project team members and external stakeholders, with best possible management of the available resources. This definitions is shared by ISO 21500:2012, too.

Two culture dimensions in Hofstede (2010) framework particularly influence the project organization:

- Power Distance (PDI) and
- Individualism (IND)

Both PDI and IND play role in Graicunas (1937/2005) three types of relationships: direct relationship between the superior and project team member individually, then in a presence of other team members, and between all team members (n) independently. The number of interrelations = n*(2n-1+(n-1)) gives for 6 subordinates 222 interrelations (!) where culture becomes relevant.

The culture of the project hosting environment in most cases determines how the project organizational structure is embedded. It may be viewed as a power play and balancing act between three parties: Sponsor, Superiors (line managers in charge of project manager and team members) and Project Manager (see Figure 8.):

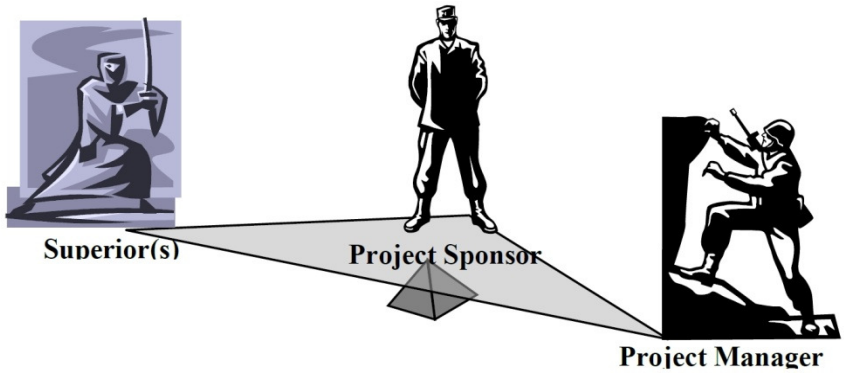

Figure 8. Power play balancing Sponsor-Superior(s)-Project Manager

In organisations were both PDI and IND reach higher values, project sponsor exercise the most powerful position followed by the line superiors, whereas project manager in staff or coordinator function faces difficulties in convincing leadership of his team. The situation improves, when project manager is at least on the same hierarchical level as other superiors (lower PDI) or at the best independent and directly responsible to the sponsor only (high PDI and IND).

Special relationship affected by culture emerge, when project coach is in action – his main task is to develop positively the attitude of the project team which in turn bases on unconditional mutual trust – real challenge in multicultural projects.

Power distance cultural traits determine the reactions of team members to collaborative tasks and project manager leading. A team colleague from Thailand will find it difficult to work in changing teams or under a younger project manager – he prefers to have a clear hierarchy decision on that, predominantly set by the seniority. Swiss will not hesitate to demand highest competence from the project manager and will openly disavow his decisions. Generally the larger the distance between the social classes (PDI) in a culture is, the more authoritarian and hierarchical decision taking is expected. This has to be taken under considerations in all types of multicultural projects.

22:00 TM Team Management

The goal of Team Management process is to maximize the effectiveness of a group byond the individual efficiency. It is unavoidable, that even in Guatemala with the lowest IND value (6, United States: 91 on a scale 0-120) an individual will try to satisfy his needs. A Theme Centered Interaction Model of Cohen (1975/2009) sees as a prerequisite for a successful project team collaboration a balance of interest of each team member on “I” (myself), “We” (interaction) and “It” (common goal), each of these items mutually influencing each other.

Special role takes here ethics and moral behavior (“I”) (Lent 2012): Western cultures put value on patents and individual copyrights, Chinese consider gut results as a globally unrestrictedly available good and copying it as a natural as any other act.

As high Individualism of Americans may drive a project, it brings also risks in Tuckman (1965) team building dynamics: medium PDI and UAI may favour the faster Forming phase, but high IND and MAS contribute to tediousness of the Storming and Norming phases. Kick-off happenings helps to identify the observable artefacts, articulate and share common espoused and deduce the tacit assumptions particularly in the Forming phase.

The IND dimension defines the value system and responsibility. Western cultures, American being best example, place some value on personal responsibility and personal gains. This against the

controlled or free adopted preference for team orientation in action and in responsibility: to certain degree an Italian and Asian virtue.

Morris and Peng conclude that the collectively oriented Chinese have greater problem-solving utility (Morris and Peng 1994). So depending on the cultural trait we may well place an individual in collaborative environment, we may or we have to allocate a bunch of tasks to the whole team from India.

02:00 COM Communication Management

The goal of Communication Management is to assure effective and efficient information flow within internal and external structures of a project with the sole goal of supporting the successful project realization.

Pinto and Slevin consider communication as a key element in transferring project strategy to tactics and successful implementation of the last (Pinto and Slevin 1988). The evaluation of IT financial projects of Bull in UK pointed breakdown in communication as a source of 57 % of project failures (IT-Cortex 1998/2015).

In the transactional model of communication (Figure 9) culture reveals itself in intellectual and emotional content of conscious and unconscious messages (Lent 2013).

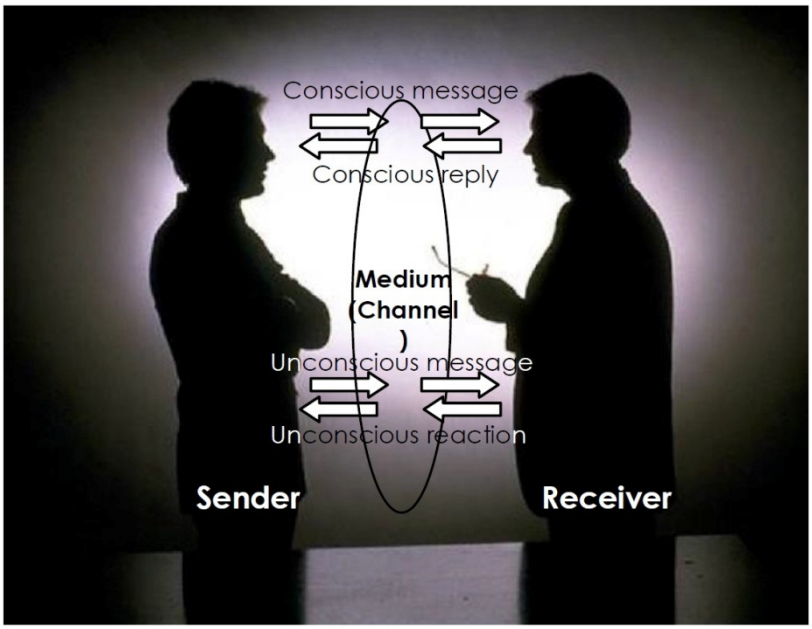

Figure 9. Transactional communication model

Schramm positioned it on the experience background of sender/receiver (Schramm 1954). Berlo in 1960 defined the communication channel (medium) attributes related to human senses (visual, auditory, kinesthetic, olfactory, and gustatory (Berlo 1960)). Verma (Verma 1996) defines the sources in Schramm experience as perceptual differences in words, culture, judgments, values, emotions and personalities).

The cultural context dimensions are:

- Context Dimension (what our message conveys). The meaning of the message is placed in personal, situational, cultural, contexts. Message may contain complete information as meant by e.g. Swiss-Germans (one extreme) or only hints to search for content in the context as

viewed by Japanese (Cardon 2008). The impact of gender determines the mutual perception of message (Bull 2002).

- Procedural Dimension (how we lead the conversation). Example from Morris and Peng (1994): Americans prefer to resolve disputes through procedures such as arbitration or adjudication in which a third party decides on the settlement. Chinese people, viewing the communication as infinite interpretation process, prefer procedures in which the two disputants reach the settlement through compromise, such as mediation or bargaining.
- Socio-technical Dimension (language, used means). Behind the obvious variation in linguistic groups much stronger impact has culture on interpretation of direct and indirect communication (there are 16 evasive maneuvers to avoid saying "no" in Japanese (Yum 1988). The e.g. contextual conditioning of Japanese over context preference of western cultures direct their interest to use joysticks and virtual reality interfaces instead of roman keyboard (beside obvious character limitations) (Ess 1999). The non-verbal communication goes beyond the facial expressions and paralinguistic channels covering most of the traits referring to body and language, such as: Face expressions (we register within 1/15 s), Eye contact (shows interest in communication), Gesture (shows feelings, personal organization), Posture, body movement, body distance (relation), Appearance (shows value system), Type of voice (thimble, tone, loudness, tempo, rhythm and dialect, shows demographics).
- Spatial Dimension (how we react on physical distance between sender and receiver). Hall (1966) created based on physiological reactions proximity theory, which gained particular relevance in analyzing spatial perception in intercultural communication. The personal spaces of Hall are:

  1. Intimate (pericutaneous), reserved for closed friends and intimates
  2. Personal (peropersonal), where we accept selected, acquainted persons
  3. Social and Consultative (extrapersonal), most comfortable for interpersonal communication and new acquaintances.
  4. Public, impersonal and anonymous distant communication.

  The original Hall perimeters are correspondingly 1.5, 4, 12 and 25 ft. Beaulieu (2006) places this distances in relativity to the cultural group. Anglo-Saxons need the largest personal space, followed by Asians, whereas the Mediterraneans and Latinos the smallest. Not surprisingly then, that American may perceive the Latino socialization as an invasion in the personal sphere.

Suitable methods and techniques of communication in multicultural environment are given in Lent (2013).

06:00 L Leaderhsip

Leadership create and mould of the mutually effective relationship between the project stakeholders, team members in particular, towards project goal accomplishment. The holistic model of Best (2011/2015) is the model choice, as it integrates both the static and dynamic factors (for more details see Lent, 2013).

Leadership development follows in four phases:

- L for Launch (Initialization of the project Leadership). Here vital questions, inspired by the Paul Gauguin canvas: "Where Do We Come From? What Are We? Where Are We Going?"

expose the cultural bias of the stakeholders. Culturally conditioned is also the perception of the five base powers of the leader (French and Raven 2001) and mandatory authenticity of the leader (Peterson and Seligman 2004). Coercive power (punishment) considered natural in cultures accepting erroneous behaviours (Anglosaxons) is in Asian cultures an expression of deep conflict situation and is reserved exclusively for the persons witrh the appropriate authority (legitimate power).

- E for Engage (Motivate and empower the project team). Engagement comprising both: the reasoning and the emotions passes the stages from trait engagement (positive views of Life and Work) through State Engagement (Feeling of Energy, Absorption) to final Behavioural Engagement (Extra-Role Behaviour). Culture and the personality condition here the level reached by the project stakeholders. The motivation survey conducted in Switzerland (Seiler et al. 2012) exposed the goal and trustful environment as the most motivating extrinsic factors. It may be different for e.g. Bangladesh.
- A for Act (Handle the daily leadership). The leadership styles are definitely culture biased: Task (priority of Project Control & Extra-Organisational (Project external) Goals oriented managers, see above section Impact of Culture) or People (Project Team Management/Development and Intra-Organisational (Project internal) Goals oriented managers). Superposition with personality traits and dynamic focus expose in this phase particularly the coincidential reaction effects (We do not know what we do not know). Utmost careness is recommended in this phase.
- D for Deliver (Assure the BSC – balanced score results). The project objective delivery is here extended with coaching expectation of the project team towards their leader (Leatherman 2008, p 46, Flannes and Levin 2005). Whereas author recurrently experienced explicitely this need in Turkey (PDI=66, IDV=37, MAS=45, UAI=85), partially in Thailand (correspondingly 64, 20, 34, 64) it was factually demanded in Switzerland (34, 68, 70, 58) and very seldom in Poland (68, 60, 64, 93). This would indicate higher interest in coaching rather in collectively and ferminity oriented cultures. Common for all cultures is: to celebrate the successful project closing.

CONCLUSIONS AND FURTHER RESEARCH

Chipulu and his colleagues (2014) proved the relationship betwenn the key project success factors and cultural background of the stakeholders. They concluded, what is also otherwise proved, that the crossborder relationship between the cultural dimensions of Hofstede and singular perceived success factors aggregated to the two basic orientations: towards controlling and extra-organisational goals and the other – towards team and intra-organisational issues.

Observable artecafts derived in the European research of the CU-Factor (2015) can be allocated to the activities performed by the selected project management processes. Management of the multicultural projects depends strongly on the type and the environment: domestic versus foreign or collaborative with dynamically shifting profiles of the individuals.

In this paper not considered are cultural aspects going beyond the above mentioned systematic, like e.g. cultural approach to self-management. The need for further research in:

a. link between the culture affected key success factors and project management processes
b. consideration of the culture induced observable artefacts beyond the CU-Factor list
c. methods in further closing the gap in missing knowledge about unknown

beside the general knowledge improvements about the cultural bias and specifically project oriented methods of efficient embedding of multiculturally conditioned stakeholders, is here acknowledged.

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DETERMINANTS OF ICT IMPLEMENTATION AND USE IN TRANSITION ECONOMIES

by

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ABSTRACT

The main purpose of this study is to explore the determinants of information and communication technology (ICT) implementation and use in organizations in transition economies. The study is based on research conducted among 129 enterprise system (ES) adopters in Poland, an example of a transition economy. The determinants are understood as considerations that have a positive impact on project success. The analyzed considerations include motivations and critical success factors. The employed success indicators include project success measure and user satisfaction. The main findings indicate that success of ES implementations first and foremost relies on people affected by and involved in the project: employees and project team members. Other crucial determinants include good training program, careful project management, and high-quality system fitting the company needs.

Keywords: ICT, enterprise system, motivations, critical success factors, transition economy, Poland.

INTRODUCTION

In the present day, information and communication technology (ICT) has a paramount and undisputable role. The impact of ICT refers to various aspects of the today's world such as business, technical, social, political, cultural, economical, educational, and legal issues. Nevertheless, most of what is known with respect to ICT is grounded in the context of well-developed economies and research on the results of ICT investments in less developed countries is scarce (Roztocki and Weistroffer, 2015). Meanwhile, research designs elaborated and used in developed countries may not take into account essential conceptual differences between developed and emerging economies (Hoskisson, Eden, Lau and Wright, 2000). In consequence, the results of research conducted in developed economies might not be easily transferrable to emerging economies.

This also refers to transition economies, which are a subset of emerging economies and include countries that are in transition from a communist style central planning system to a free market system and usually have governments that are dedicated to economic liberalization (Roztocki and Weistroffer, 2008). Prior studies suggest that there are many aspects of ICT implementation and use in transition economies as compared to developed countries, such as lack of strategic role of ICT, lower level of ICT use, need for external support in ICT adoption, significant impact of ICT-related foreign investments, inadequate planning, restricted resources, and critical role of people-related considerations (Soja & Cunha, 2015).

One of the most advanced ICT-related initiatives is enterprise system (ES) implementation. ES, having their roots in MRP, MRP II, and ERP systems, are now very complex ICT systems that support the management and integration of the whole company and offer inter-organizational integration with company's clients and suppliers (Volkoff, Strong and Elmes, 2005). ES implementation projects have a multifaceted impact on the whole organization and are characterized by various considerations. Among the numerous considerations, motivations and critical success factors (CSFs) for ES adoption deserve our special attention. The motivations for ES adoption, being situated at the very start of the

project, may have a significant impact on the shape of the ensuing project phases and on the ultimate success of the implementation (Soja and Weistroffer, 2014). CSFs, in turn, are a convenient way to capture various considerations taking place during ES adoption and use (Soja, 2015).

The goal of the current study is to identify and better understand the determinants of ICT adoption and use in transition economies. In doing so, this study employs motivations and CSFs as potential determinants, i.e. considerations that have an impact on project success. The research is conducted on a large number of ES implementation projects in Poland, a transition economy. The specific research question that this study aims to answer is:

 How do the considerations of ES adoption and use, expressed by motivations and CSFs, relate to ES implementation success in transition economies?

In order to answer the research question, this study builds upon and extends the author's previous studies on motivations for ES adoption (Soja and Weistroffer, 2014) and CSFs for ES adoption in transition economies (Soja, 2015). The remainder of the paper is structured as follows: we first describe our research methodology and our approach to data analysis. Following that we proceed with the data analysis and discussion of findings. The paper closes with lessons learned and concluding remarks.

METHODOLOGY

The current paper is an extension of the author's previous research investigating motivations and CSFs for ES implementation and use in transition economies (Soja and Weistroffer, 2014; Soja, 2015). The current research is based on a field study conducted among 129 Polish companies implementing ES in their organizations. Data was gathered with the use of a semi-structured questionnaire that was presented to various stakeholders of implementation projects including users, members of the project team, members of the steering committee, and project managers.

The analysis of motivations was based on the classification of motivations described in (Soja and Weistroffer, 2014), while the examination of critical success factors was based on the categorization of CSFs elaborated in (Soja, 2015). These classifications were developed using a qualitative approach based on grounded theory and employed open and axial coding. The elements discovered during the classification served as definitions of variables that were used in the current analysis. Each identified motivation and CSF was associated with a variable bearing the same name. A variable received a value 1 for a given ES adoption project if any respondent representing this project declared any element classified in the category described by this variable. If none of the respondents reported any element from the given group, then the associated variable was assigned the value 0.

The central idea related to determinants is connected with influence on success. In order to explore the influence of motivations and CSFs on implementation success, this study employs two ES success measures. The first measure is project success and captures the short-term understanding of ES implementation success. It is based on project duration time, budget, and implementation scope (Markus and Tanis, 2000; Sumner, 2009). The second measure is end-user satisfaction which can be treated as a surrogate for long-term overall implementation success (Sedera and Tan, 2005; Somers, Nelson and Karimi, 2003). The general research model adopted by the current study is depicted in Figure 1.

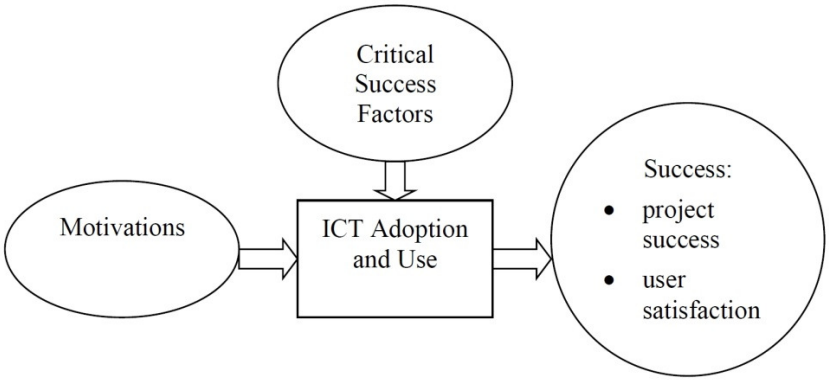

Figure 1 Research model

DATA ANALYSIS AND DISCUSSION

Motivations for ES adoption

As a result of data analysis, the discovered motivations for ES adoption have been grouped into 11 categories. A detailed description how the motivation categories have been created can be found in (Soja and Westroffer, 2014). The revealed categories are presented in the following, with the percentages of companies declaring the occurrence of a given motivation indicated in parentheses.

- Data availability and better information flow (31%) – connected with the need for fast access to reliable information and good communication and information flow among employees and departments,
- Improvement of company processes (27%) – related to overall improvement and automation of processes in various areas of the company, and the need for greater control of processes and company departments,
- Legacy system shortcomings (26%) – the pointed out shortcomings include mainly lack of desired functionality and general system inefficiency,
- Economic indicators improvement (20%) – the indicators mentioned relate mainly to quality of customer service and costs of company operations and stock keeping,
- Company development and growth (16%) – connected with establishing new company units, entering new markets, and increasing turnover,
- Organizational and system integration (16%) – organizational integration is connected with improvement of interdepartmental cooperation and easier information exchange, system integration is related to the need for standardization of software in different company departments, more centralized computer operations, and standardization of data,
- Reaction to company environment (15%) – connected with the need to respond to market changes and assuring competitiveness and reputation,
- External factors (14%) – mainly decisions taken by a parent company or changes in government regulations, forcing a company to implement new software,
- System modernization (11%) – connected with the need for greater system functionality and the necessity to replace inefficient legacy software,
- Business process reengineering (9%) – related to the reorganization of the company and changing its processes,

- Realization of company strategy (2%) – ES implementation as an element of company strategy.

CSFs for ES adoption

As a result of data analysis, the discovered CSFs for ES adoption have been categorized into 20 categories. A detailed description how the CSFs have been created can be found in (Soja, 2015). The revealed categories are presented in the following, with the percentages of companies declaring the occurrence of a given CSF indicated in parentheses.

- Project team (26%) – competent, responsible and knowledgeable members of the project team, actively involved in the project tasks,
- Employees' attitudes (16%) – employees accept the project and are convinced of its benefits, are involved in the project and willing to cooperate,
- Top management support (16%) – top managers involved in the project, determined to succeed, and pressing employees to implement the system,
- Provider (16%) – competent and knowledgeable system and implementation service provider, good cooperation with the provider,
- Management personnel attitudes (13%) – managers encouraging employees to implement the project, involved in the project, and revealing positive attitudes towards the project,
- Project definition (11%) – definition of a properly planned project schedule and appropriate implementation strategy,
- Project preparation (10%) – conducting a pre-implementation analysis and a carefully planned system and implementation partner's choice,
- Employees' characteristics (9%) – high professional qualifications and understanding of the company's processes and information systems,
- Determination (9%) – determination to succeed and attitude towards success in the company, general belief that the system adoption is necessary,
- Training (8%) – intensive training with appropriately selected participants, helpful to overcome barriers and convince employees of benefits of system implementation,
- Project management (8%) – connected with immediate problem solving, preparing documentation, controlling costs, and motivating project participants,
- Implementation participants' attitudes (7%) – employees participating in the project are actively involved in implementation duties and are determined to complete the project,
- Cooperation (7%) – inside the company (between the company's departments and between employees and the project team) and outside the company (e.g. support from other units/organizations that had adopted the system),
- System and fit (7%) – the system is of good quality (e.g. user friendly, upgradeable) and fits the company's needs,
- Communication (5%) – between the project team and the company's employees and management, informing employees of the project status,
- Organizational changes (4%) – changing organization and improving business processes during the project,
- IT department (3%) – competence, determination, and involvement of IT staff in the project,

- Company's condition (3%) – good organization and a high level of technological development of a company,
- Project manager (2%) – a person having prior experience in ES implementation and possessing knowledge about the implemented system,
- Visible benefits (2%) – fast visible positive effects of the project (e.g. improvement of work conditions, greater effectiveness).

Influence of motivations and CSFs on success

In order to investigate the influence of motivations and CSFs on success, for both measures, the analyzed projects were divided into two groups on the basis of the two success measures' median values. These groups are named "Less successful" and "More successful". Tables 1 and 2 show mean values of variables for these success groups/categories. As explained earlier, these variables represent the degree to which a particular motivation (Table 1) or CSF (Table 2) was present in a specific project group. It should be noted that the mean values in the tables also represent the fraction of companies declaring a specific motivation or CSF within the success group. The dependence between the defined qualitative variables (e.g. motivations and CSFs) and success measures has been verified with the help of the chi-squared test.

Table 1 Motivations related to implementation project success (based on Soja and Westroffer (2014))

Motivation	Overall	Project success		User satisfaction	
		Less successful n=52	More successful n=55	Less successful n=56	More successful n=72
Data availability and better information flow	0.31	0.37	0.29	0.30	0.32
Improvement of company processes	0.27	0.25	0.22	0.25	0.29
Legacy system shortcomings	0.26	0.27	0.31	0.25	0.28
Economic indicators improvement	0.20	0.23	0.18	0.16	0.24
Company development and growth	0.16	0.21	0.15	0.16	0.17
Organizational and system integration	0.16	0.21	0.13	0.21	0.13
Reaction to company environment	0.15	0.15	0.18	0.16	0.14
External factors	0.14	0.10	0.16	0.12	0.15
System modernization	0.11	0.10	0.09	0.12	0.10
Business process reengineering	0.09	0.08	0.07	0.09	0.08
Realization of company strategy	0.02	0.02	0.04	0.02	0.03

Comparing the results for the two different success measures, project success and user satisfaction, allows us to capture short- and long-term impact of considerations on project successfulness. Although the achieved results are not statistically significant, there are some elements that deserve our closer attention. This refers first and foremost to those motivations which achieved higher scores in both groups of more successful projects, as compared to less successful implementations. These include the following motivations: Legacy system shortcoming, External factors, and Realization of company strategy. We might hypothesize that these motivations might have positive influence on both project success and user satisfaction.

The first above-mentioned motivation, connected with problems with legacy systems, might illustrate the crucial role of a company's prior experience with ICT. Such an experience allowed the company to achieve some ICT maturity which, in turn, led them to the decision about replacing the old system. The second motivation captures mainly reasons boiling down to the decision of the parent company on the implementation of ES in a subordinate organization. The hypothesized positive influence of such a situation might be connected with know-how possessed by parent organizations which are often multinational companies. Finally, the third motivation, related to the realization of company strategy, illustrates the vital need of strategic planning in transition economies.

Another interesting group of motivations include those which achieved lower scores for more successful projects in the case of both success measures. This group includes first and foremost Organizational and system integration and System modernization. It appears that such a situation illustrates the risk connected with treating ES adoption as a primarily IT-related project. However, on the other hand, the results do not clearly reveal that projects aiming at company reorganization achieved higher level of success.

An interesting observation is that for some motivations, the projects with higher presence of the motivations were in the less successful group with respect to project success measure, but in the more successful group with respect to user satisfaction. Such motivations include first and foremost Data availability and better information flow, Improvement of company processes and economic indicators, and Company development and growth. It appears that such a situation illustrates the crucial role of time in goal and benefit realization, an issue indicated by prior research (e.g. Soja and Paliwoda-Pękosz, 2013).

Table 2 CSFs related to implementation project success

Critical success factor	Overall	Project success		User satisfaction	
		Less successful n=51	More successful n=55	Less successful n=56	More successful n=72
Project team	0.26	0.24	0.29	0.21	0.29
Employees' attitudes	0.16	0.08*	0.22*	0.14	0.18
Top management support	0.16	0.16	0.22	0.16	0.15
Provider	0.16	0.16	0.16	0.13	0.18
Management personnel attitudes	0.13	0.14	0.18	0.16	0.11
Project definition	0.11	0.08	0.16	0.14	0.08
Project preparation	0.10	0.06	0.13	0.13	0.08
Employees' characteristics	0.09	0.08	0.11	0.04*	0.14*
Determination	0.09	0.08	0.09	0.09	0.08
Training	0.08	0.02*	0.13*	0.05	0.10
Project management	0.08	0.08	0.09	0.05	0.10
Implementation participants' attitudes	0.07	0.08	0.05	0.09	0.06
Cooperation	0.07	0.08	0.09	0.07	0.07
System and fit	0.07	0.04	0.11	0.04	0.10
Communication	0.05	0.06	0.05	0.07	0.04
Organizational changes	0.04	0.02	0.04	0.05	0.03
IT department	0.03	0.02	0.04	0.04	0.03
Company's condition	0.03	0.02	0.05	0.04	0.03
Project manager	0.02	0.00	0.05	0.00	0.04
Visible benefits	0.02	0.04	0.00	0.02	0.03

Note: *$p<0.05$ as indicated by the chi-squared test

Comparing the results for CSFs, in order to search for determinants of ES success we should turn to the elements that were statistically significant in the case of any of two success measures. The results revealed three such items: Employees' attitudes, Employees' characteristics, and Training. All these elements also scored higher in more successful projects for both success measures, which suggests a positive influence of these considerations on both short- and long-term success.

The above-described items that can be treated as determinants might be supplemented by another group of potential determinants which includes CSFs that, although not statistically significant, scored higher in more successful projects for both success measures. Such elements include Project team, Project management, System and fit, and Project manager. The group of determinants might also be augmented by the factor Provider, which, despite revealing similar scores for both groups of projects for the project success measure, scored higher in more successful projects for the user satisfaction measure. Such a situation suggests a paramount role of the system and implementation services provider viewed from the perspective of a long-term success.

The CSFs recognized as determinants suggest that ES adoption in transition economies is a multifaceted project and touches upon various considerations connected with people, organization, and technology. In particular, it appears that success of ES adoption projects primarily hinges upon company's employees – their knowledge, experience, and attitudes. The results also suggest another fundamental group of stakeholders in ES projects: people responsible for the implementation project at an operational level and grouped in the project team or holding the position of the project manager. The successful ES adoption also relies on a good project management and training program. Finally, a good and reliable system which fits the needs of the company appears a crucial precondition for the successful project.

LESSONS LEARNED AND LIMITATIONS

On the basis of the current study, the following implications for practitioners dealing with ES adoptions and other complex ICT-related projects in transition economies can be drawn:

- practitioners should not perceive ES/ICT implementation projects as purely IT-related endeavors; such projects should be treated as business undertakings,
- successful ES/ICT implementation projects depends first and foremost on people affected by and involved in the project: employees and project team members,
- a company should assure good cooperation with the system provider, which should not only be beneficial during the implementation project run, but also during the post-implementation period,
- a company should be properly prepared for ES/ICT implementation project; it should reveal a decent IT maturity gained during prior implementation and use of legacy systems and, in a model situation, the implementation project should be part of a broader company strategy, the implementation project requires careful project management during the project run and good training program in order to prepare the company's employees for the system use,
- enterprise system or other complex ICT-related solution being implemented should be of good quality and should fit the company needs; the choice of the system should be a significant part of the pre-implementation process.

The main limitation of the current study is connected with generalization of findings. In particular, since the current research is an exploratory study based on the research conduced in one country (Poland), its findings and recommendations might be applicable first and foremost to Polish organizations. We might also generalize the findings to other countries; however, we should do this

with caution. Countries that might benefit from this study include first and foremost transition economies from the Central and Eastern Europe (CEE) region: Czech Republic, Slovakia, Hungary and Baltic states.

CONCLUSION

On the basis of an empirical research conducted among Polish ES practitioners, the determinants of ICT implementation and use were investigated. The determinants were understood as factors having influence on project success. The findings suggest that from among many various critical success factors, the actual determinants might be connected with employees, project team, training, project management, and high-quality system. The results also illustrate the crucial role of system provider, importance of company good preparation for the project, and significance of strategic planning. Future studies might focus on an in-depth examination of various factors' influence on project success using a more sophisticated quantitative approach.

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THE EFFICIENCY OF INFORMATION TRANSFER IN THE CONTEXT OF SOCIAL CAPITAL

by

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Keywords: social capital, communication, trust

The present paper discusses the efficiency of information transfer in the context of local community and its social capital. What is mainly understood by the notion of social capital is the level of trust. The emphasis is put on institutions enjoying the highest degree of social trust. In this context, for efficient information transfer it is most important by which institutions information is transferred. This paper takes advantage of the most recent field studies of the level of trust in the Silesian Voivodeship, carried out by the Regional Centre for Analysis and Strategic Planning of the Marshall of the Silesian Voivodship – within the framework of the project for the Development of Effective Public Policy Monitoring System in the Silesian Voivodeship. The author of the present paper was a scientific and technical consultant as well as co-author of the above mentioned project. The social scene for information transfer is the local community with its specific nature of information reception and a given degree of trust towards information - especially external one. Taking into account the fact that majority of Poland is made up of rural and isolated areas consisting mostly of local communities, it becomes of particular importance who transfers information - who guarantees its reliability. Technical issues are of secondary importance.

The analysis that follows can be best introduced by defining the key notion in this context, that is communication. In its etymological sense this term derives from the Latin word communicatio (derived, in turn, from the verb communicare- to inform, be in relation with someone, participate in something). [1] In the PWN Polish Language Dictionary, communication is defined as "making information available, transferring information in direct contact".[2] The notion of communication is broadly elaborated on in sociological literature. The following authors can be mentioned: John Fiske[3] writing about differences in the interpretation of the concept of communication between various sociological schools, Hanna Walińska de Hackbeil who, in her work of 1975, provides more than 200 definitions of communication, dividing them into 18 semantic categories[4], Arthur Berger and Steven Chaffee[5], Tadeusz Goban-Klas, Bogusława Dobek-Ostrowska[6] who, while analysing the concept of communication, points out to a rarely found view that communication is, among others, a response of an organism to a stimulus, a transfer of information, ideas, emotions, the induction of a response to verbal symbols, as well as the creation of common concepts, opinions, beliefs. She presents communication as an inborn element on the one hand, but above all, as a phenomenon reinforced and directed by the process of socialisation in a specific social environment. This latter approach is especially worth remembering on the plane of social dialogue which should be understood as dialogue, and not only a mere transfer of information brought down to the form of dialogue by legal enforcement. Dobek-Ostrowska mentioned above also enumerates the features of communication which she considers to be of fundamental importance in the whole process. Communication is a social

[1] M. Filipiak, *Homo Communicans*, Edited by UMCS, Lublin 2004, p.13
[2] http://sjp.pwn.pl/szukaj/komunikowanie.html (October 2014)
[3] J. Fiske, *Wprowadzenie do badań nad komunikowaniem*, Edited by ASTRUM, Wrocław 2003, p.16
[4] Ibidem., p.41
[5] D. McQuail, *Teoria Komunikowania Masowego*, Edited by PWN, Warszawa 2007, p.35
[6] B. Dobek-Ostrowska, *Podstawy Komunikowania Społecznego*, Edited by Astrum, Wrocław 1999, p.13

process – it always refers to at least two individuals, it always takes place in a social environment. Communication is always carried out in a specific social context, which is influenced by the number and character of the process participants. Interpersonal, group, mass, public and intercultural contexts are approached. Another feature of communication is expressed in creativity. The process consists in creating new concepts and acquiring knowledge about the world. This phenomenon is characterised by great dynamics; within its frame information is received, understood and interpreted. Communication is characterised by continuity – it is a life-long process. It is interactive in nature - between its participants specific relations are created; these relations often in a permanent manner influence further interpretation transferred onto the whole life-time communication process. They can be based on partnership (we then speak of symmetric communication), or based on dominance and subordination (asymmetric communication, also referred to as complementary communication). Communication is also considered to be a symbolic process, as it involves symbols and signs - which are often more easily understood than verbal messages. For parties to reach agreement, "semiotic community" is necessary, which means nothing else but using the same symbols and signs. Communication involves awareness and purposefulness. The actions of the process participants are underpinned by specific reasons, intentions. According to the concept by P. Watzlawick, J. Beavin and D. Jackson communication is an inevitable process - *One cannot not communicate*. Speaking of communication, its complexity should be mentioned. It is a multi-stage process – it can be one-sided or two-sided in nature, verbal or non-verbal, mass, direct or indirect. As the last fundamental feature of communication Bogusława Dobek-Ostrowska enumerates irreversibility – communication cannot be withdrawn, its course cannot be changed either.[7] The essence of communication is keeping in touch with someone, interference with another individual. This assumption seems to be rather trivial, yet it is often not met. The apparent ease of describing the concept does nothing to get us closer to its comprehensive and exhaustive definition. According to Maciej Mrozowski, if nobody is able to discern any movements, gestures, and one does not assign any meaning as a result, then no communication takes place. It is also important for the receiver to find a sense, suitable meaning in the overall activity. Mrozowski puts forward his own definition of communication – "a type of contact made with the use of the senses, or specific tools adopted for this purpose (means of communication), between at least two individuals, where one of them (sender) conveys some conceptual content or emotions to the other one (receiver) by means of signs understood by both sides with the intention to invoke specific reactions from the receiver".[8] A message which is one-sided, dos not take into account an independent opinion of the other side, cannot be considered communication. Unfortunately, for some unexplainable reasons, it is often considered as such. It is not difficult to come to a conclusion that one of the drawbacks creating a barrier between the inhabitants and local community authorities – ignorance and alleged omniscience of the authority has been presented in a rather ironic way. One of the effective ways to prevent such phenomena is dialogue which, for example, can be conducted with the use of public consultations.

The concept of local community mentioned herein a number of times and belonging to the so called *community study*, needs to be at least roughly defined for the sake of clarity. Local community constitutes a basic and original type of community accompanying humanity, along with the family, since the adoption of a settled lifestyle. At present, the structured form of local community in Poland is often the municipality. In its etymology local community is strongly associated with, among others, localism. Both terms are of the same origin. The word local derives from the Latin localis and designates a particular place, local, belonging to a place, assigned to a place or located in space. Cultural system of these communities is based on the identity of autonomy, historical tradition, direct

[7] Ibidem., p.13
[8] M. Mrozowski, *Media masowe władza rozrywka i biznes*, Edited by ASPRA-JR, Warszawa 2001, p.14

communication.[9] Securing these elements is fundamental for the stability of local communities. In recent history of studies on the local community in Poland works of the following authors can be found: Winicjusz Narojka, Jacek Tarkowski, Bohdan Jałowiecki, Kazimierz Sowa, Piotr Starosta, Marek S. Szczepański, Joanna Kurczewska and Jacek Wódz.[10] This is just a selection of authors, as this issue is broadly elaborated on in sociological studies. Marek S. Szczepański describes a local community as "a specific type of the human community often elaborated on in socio-geographical study. It is characterised by strongly developed social interactions, the sense of belonging to a specific group of people and territory as well as a way of life (e.g.: ethnic distinction, historical background)."[11] In geographical study, in turn, local community is defined as a group of people emotionally attached to a small territory, e.g.: town, village, municipality, parish. Such community is characterised by a limited number of members, where the relations between them are direct in nature; they share the goals and means resulting from common life, they are self-sufficient. Local community is characterised by the following set of features: direct relations and a limited number of actors (often up to 5000 individuals), direct social control, internal (exclusive) transfer of traditions - mainly oral of informal character, acknowledged, observed commonality of goals and means resulting from common everyday life, institutional structures providing existential comfort on the level of cultural self-sufficiency of a given community, individual identification with the local community and its culture, the division into "us" and "they" functioning in the public awareness altogether with the sense of separateness and stereotypes, common reference to political, cultural, historical preference forms predominant in the community, attachment to space and places, awareness of cultural heritage, understanding and decoding the meaning of the cultural symbols present in the community, individual and collective concern for the history of the local environment, economic community and overlapping of roles with their strong consolidation within the community.[12] The awareness and fulfilment of the aforementioned elements also build social capital of a given place as well as a sense of trust, which very often translates into the growth of social capital and direct investment profits.

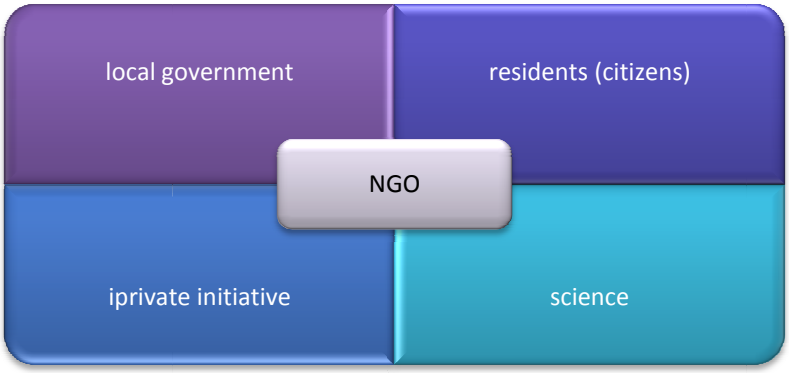
If a community functions properly in line with generally adopted norms, then ideal background for consistent communication, stability and bottom-up creativity occurs. However, if a community exists at the other extreme and one can speak of a pathological community with strong egocentric tendencies (often resulting from fear of changes), all attempts to introduce dialogue, implement programmes face a very strong resistance and representations in the form of non-governmental organisations will be limited to attempts to defend narrow and archaic interests of the community (very often of a selected elite group within the community). Each attempt to introduce dialogue or implement programmes will be interpreted as an infringement of the community's "safety" and stability. In such a case, no attempt to communicate can match the community's inner network of direct communication. It is sometimes necessary to break down such a community (also in terms of spatial separation) and take up individual recovery programmes.

Local communication as a sign of social activities is a value in itself and also constitutes a carrier of values. It is in local public opinion that Florian Znaniecki saw a basic condition for the creation and prevention of disorganisation and collapse of the community through, among others, constant consolidation of the collective value system. Social communication in local communities secures lasting unity. A crucial issue for the creation of a local community is its compact spatial

[9] B. Jałowiecki, M. S. Szczepański, *Rozwój lokalny i regionalny w perspektywie socjologicznej. Podręcznik Akademicki*, WSZINS, Tychy 2002, p. 15 - 22
[10] Ibidem., p.105-106.
[11] M. S. Szczepański, *Podróże po mniejszym niebie*, „Gazeta Uniwersytecka", 2002, Issue 4.
[12] A. Wolski, *Szanse i zagrożenia rozwoju społeczności lokalnych w warunkach funkcjonowania specjalnych stref ekonomicznych*, [in:] M. Kolczyński, W. Wojtasik (red.), *Innowacyjne i społeczne oddziaływanie specjalnych stref ekonomicznych i klastrów w Polsce*, TIN, Katowice 2010, p.8

structure, creating a feeling of being bound with the territory and a sense of community with respect to fundamental values, creating a sense of separateness from other communities.[13] All these elements are often transferred and preserved in the form of oral communication, which is direct. This is why dialogue in such communities constitutes a significant element for reaching out to the community. If a trend in communication is taken advantage of properly, a local representation is included in dialogue using local means and forms of information transfer and through local trust capital, then on such basis local development can also be created. This can be achieved mainly by passing on development trends, preparing (through local leaders) the community for changes occurring in a broader external structure (e.g.: current requirements posed by global structures). In this way also social maturity, a development of democracy in local life and knowledge acquisition are created.[14] For a simplified use of social communication (as well as public consultations) on the local plane, a diagram based on a constant flow of information, creating a specific social forum for the exchange of ideas (diagram No 1) can be proposed.

Diagram No 1 Square representing a local forum for the exchange of ideas



Source: own study, see also A. Wolski: Public consultations as a means of creating social capital of municipalities with health resort status, materials from the conference entitled "25 years of local government in Poland – individual and society – present and future", Wyższa Szkoła Biznesu National-Louis University in Nowy Sącz

It is important that the central NGO be created by the "sides of the square" (an existing local organisation can also be adapted). A local non-governmental organisation understood in this way is part of the local community, is derived from it and depends on it. This tends to create a local social link rather than opposition. A communication platform functioning this way, where regular public consultations take place, serves not only as a "free" forum for the exchange of ideas but also supports active citizenship and internal integration within the community, prepares the community for changes and, finally, builds up long-term trust.

The main assumption behind communication understood in this way is a two-way relationship - relating both to communication and also to the process of learning. It is a serious mistake when one of the parties assumes the role of an indisputable expert - this mistake is often made by the representatives of an investor, local government or non-governmental organisations. The involved parties not only get to know each other but also build the sense of trust. This process is not easy - extreme difficulties may be experienced especially at the initial phase (it requires the development of social capital and trust), however, the resulting effects are of lasting nature and the prospects of long-term duration are of great importance for the strategies of local development. Involving the citizens and non-governmental organisations in active discussions and co-management is difficult but necessary in order to: obtain data and information on the local level, plan alternative solutions,

[13] M. Gramlewicz, *Elementy socjologii,* AMR, Katowice 2004, p. 56
[14] S. Michalczyk, *Media lokalne w systemie komunikowania: Współczesne tendencje i uwarunkowania rozwojowe*, Edited by Uniwersytet Śląski, Katowice 2000, p. 42-44

confirm that all possible negative impact has been subjected to careful examination, reduce conflict situations, provide the community with the opportunity to directly influence decisions, which leads to the sense of identification with them and builds up trust, enhances transparency of the decisions made and boosts their quality.[15] It is very important, in the whole process, to create appropriate atmosphere of cooperation and mutual responsibility, which provides the foundation for effective communication and trust.

An indispensable element in the present analysis is the concept of social capital. One of the first conceptualizations of social capital were defined by Pierre Bourdieu and Loica Wacquanta: "the sum of resources, current and potential, to which an individual gets access due to the existence of a sustainable social network, which is institutionalised to a greater or lesser extent"[16]. This definition draws attention to the benefits achieved by an individual due to access to the social network shared by other individuals, which makes a perfect match with the concept of social communication, especially in local communities. The work by Robert Putnam "Making Democracy Work: Civic Traditions in Modern Italy" seems to be of fundamental importance for this concept. By social capital the author understands instruments of social organization which are mentioned above, that is trust, norms and relationships.[17] This was understood similarly to R.Putnam by Francis Fukuyama, who presents social capital as a set of informal norms and values providing the background for mutual trust. Fukuyama stresses the importance of social capital defined in this way for improvement of the economy and political system.[18] Publications often emphasise the value of social capital for the development of the society as a whole, presenting it in positive light. However, well-developed social capital may refer to individual exclusive groups only and not embrace all members of a given community, or even serve to exclude some individuals or social groups. In this regard, one can point to the work by Stephen Woolcock, who stresses the importance of maintaining balance between the sources of social capital derived from the autonomy of individuals and their integration into the social world.[19] Social capital is often related with the concept of trust. Trust is sometimes presented as one of the elements constituting social capital, sometimes as an independent variable determining the level of social capital. In his work "Zaufanie. Fundament społeczeństwa" Piotr Sztompka defines this concept as "dealing with uncertain, future actions of other individuals"[20]. Trust of an individual is dependant on its previous experience, both conscious and unconscious, taking place in a specific cultural environment and promoting either trust or lack of trust. However, none of the elements necessary for shaping social trust and social capital can be achieved without constant and purposeful communication.

In the specific context of this subject it is worthwhile to present the results of the study carried out by the Regional Centre for Analysis and Strategic Planning of the Marshall of the Silesian Voivodship - within the framework of the project for the Development of Effective Public Policy Monitoring System in the Silesian Voivodeship referring to social trust - illustrated in charts 1-3. On the basis of their analysis it can be assumed that most effective transfer of information takes place in scientific context, authorised by such institutions as: fire services, the police, health services and NGOs (not necessarily ecological ones). Also, the subjects of social assistance and health care belong to those perceived well. An example of an unsuccessful transfer of information would be the context

[15] M. Grodzioska-Jurczak, M. Tarabuła-Fiertak (red.), (red.), *Jak projektować i prowadzić działania informacyjno-konsultacyjne na obszarach chronionych?*, Instytut Nauk o Środowisku, Uniwersytet Jagielloński Kraków 2010, p. 13

[16] K. Growiec, *Kapitał społeczny. Geneza i społeczne konsekwencje*, Warszawa 2011, p. 14.

[17] M. Klimowicz, W. Bokajło (red.), *Kapitał społeczny – interpretacje, impresje, operacjonalizacje*, Warszawa 2010, p. 49.

[18] Ibidem, p. 50.

[19] K. Growiec, op.cit., p. 26.

[20] P. Sztompka, *Zaufanie. Fundament społeczeństwa*, Kraków 2007, p. 69-70.

of economic development or patriotism broadcast on national mass media and involving politicians, employers or representatives of trade unions.

Chart 1. The subjects dealt with by non-governmental organisations provided with financial assistance (%) N=471.

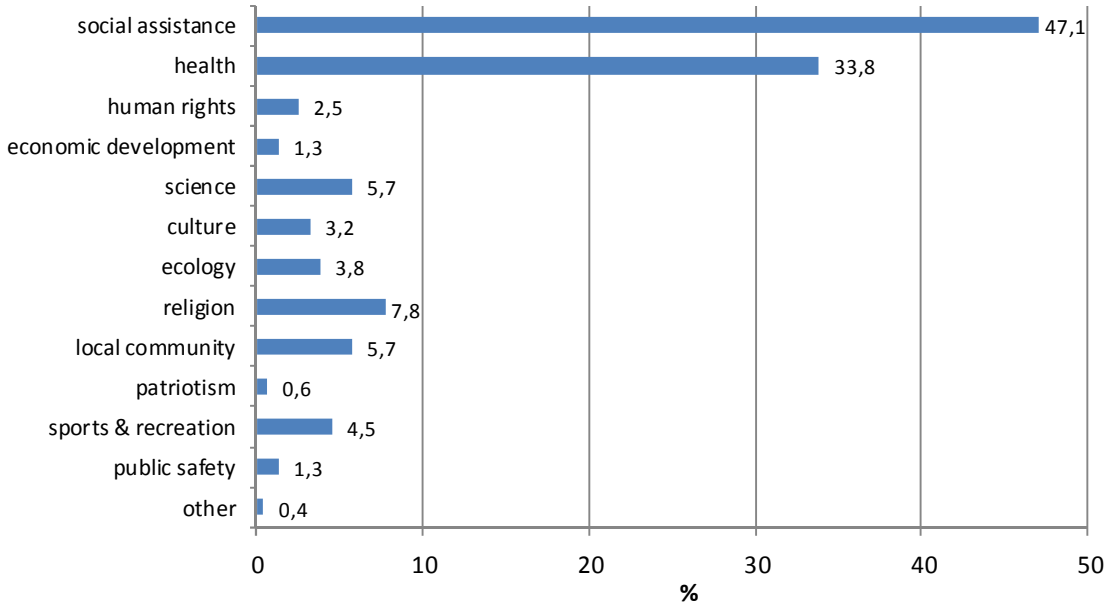


Chart 2. Reliability of the content transferred

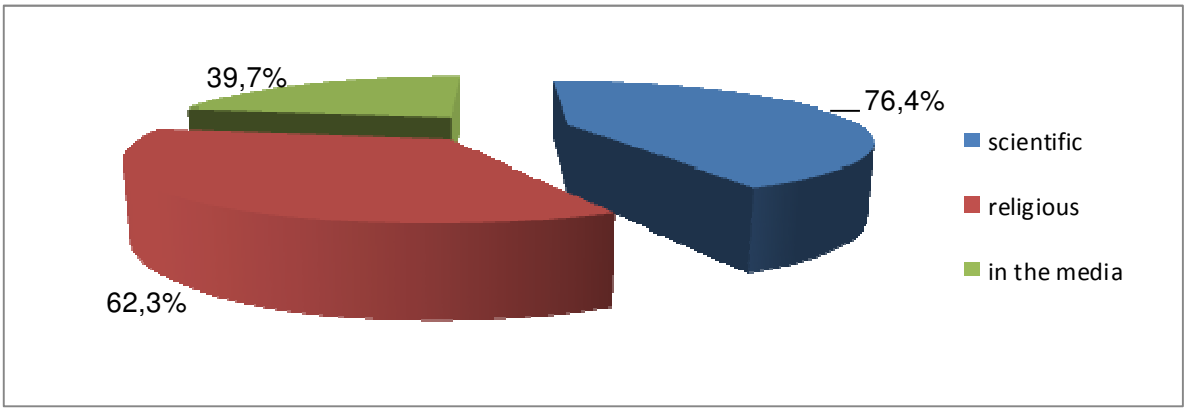
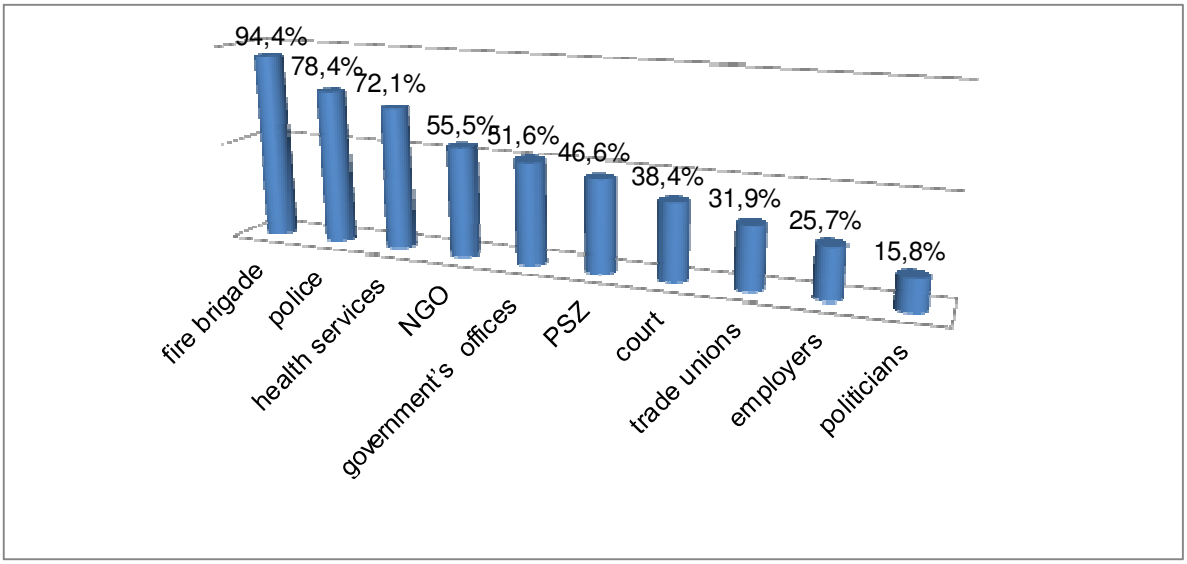


Chart 3. Trust in institutions



Exchange of information should encourage to participate in communication the broadest possible groups of inhabitants of a given territory. Local communication and its development should enhance the flow of information from public administration institutions to the social masses and vice versa. Communication should always be held taking properly into account and respecting local specificities. Free flow of information, civil dialogue within consultation forums or through local media can be beneficial, as they create a broader support for co-developed projects,which translates directly into arguments that can be taken advantage of while contacting authorities of higher level, external non-governmental organisations (including ecological ones) or investors. For clarification, it should be stressed that, in the light of the study conducted, it is more important who authorises and transfers information as well as who witnesses it rather than by which media information is transferred.

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sjp.pwn.pl/szukaj/komunikowanie.html

INFORMATION SYSTEMS IN GLOBAL COMPANIES

by

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ABSTRACT

Organizations pass across national borders and enter foreign markets rapidly. As multinational players they consists of local units with their local rules, regulations, routines, information systems and their own way of doing things. This decentralized structure creates problems with international processes, flow of documents and information, costs transparency and difficulties in implementing changes. Globalization needs integrated structure to unify company's business model. It also needs well suited information systems to exchange information between the actors in real time. To eliminate cross borders problems organizations introduce global IT systems to improve processes and share standard procedures. In this paper authors describe the preparation to the implementation of case study method to attain an understanding of the functions, development and implementation of IT systems in SESCOM facility management enterprise.

Keywords: globalization, information systems, facility management, business processes

INTRODUCTION

Organizations are globalizing to tap new markets and new sources of labor and technology. Multinational company becomes a global company as a road of development in international strategy. Multinational firms transfer key abilities, resources and skills to foreign units, where marketing strategies, sale channels and customer cooperation style stays local. Global company treats the world as a single market, where the operation and marketing strategy becomes single worldwide strategic entity [21].

The World Investment Report 2012 notes that from 1998 to 2011, the UN's top 100 multinational corporations (MNCs) grew their percentage of sales from outside their home countries from 58% to 71% [24]. Meanwhile, information and communication technology (ICT) has significant impact on manufacturing firm's performance and on the service industry [15][8][13]. Most companies from different branches appropriate Information Technology (IT) governance to increase the alignment between IT units and the business

strategic direction [16]. Global companies that operate in several countries need suitable business model and information systems (IS). When the domestic IT solutions are not capable of supporting international growth, it proceeded to implement of a global IT enterprise systems.

Within the IS domain, considerable research has focused on understanding how IT capabilities enable firm level competitive advantage [24]. Literature treat IT capabilities in many ways, defining it's levels and core functions [24][26]. Generally, all approaches consider IT capabilities as design of IT architecture, systems development, IS services delivery, IT strategy planning, IT management, IT development and explored their relationship with both resources and firm performance.

Literature provides many examples of global system implementation in multinational companies. The most common are manufacturing companies examples [20] and shipping organizations cases [14], where goods, as well as related to them documents and information goes crossing countries boundaries. Common feature of them is that business processes cross national

borders, which does not always coincides with the computerization of these processes. Global IT systems manage global processes, making the national borders "invisible". It allows the firms to share information and facilitates the flow of exchange of knowledge and expertise across international units and supports employees as they moved back and forth across countries in their work [24].

International expansion also applies to companies in the service sectors, and one of the most developing industry is a facility management. The International Facility Management Association [5] defines facility management (FM) as "profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology". FM includes space usage analysis and efficiency improvement, safety conformance, maintenance, security and crime prevention as well as many other activities [2]. FM consists of managers, skilled tradesmen, mechanics, and specific zones on locations in order to perform maintenance, inspections and repair of facilities and facility equipment [10].

The literature and case studies of FM industry globalization are limited. Particularly it's difficult to get the results of research about information systems in the industry of FM. Mostly available are papers of IT tools for technical aspects of FM like architecture, engineering and construction [5][25][23] as well as researches of IT support for management of facilities (buildings, devices, machines) in local environment [12].

The aim of this study is evaluation and comparison of global information system perception by people working in different levels and in different business areas in FM global company. More specifically, we sought to answer the following questions: What information systems have been used in SESCOM domestic business? What IT capabilities did the company develop to join the international market? What does "global information systems" means for management and employees? What global IT capabilities does the company still seek to develop?

This article is part of a large research project that examines different aspects of SESCOM company global strategy. The purpose of this project is to explore of how SESCOM transforms from national to global organization in many aspects: IT systems development, social network building, strategy of marketing building, offer development and knowledge sharing. Additionally, the research project lead to explore, sort out and describe long-term actions, which led to the SESCOM became a leader in facility management sector. Paper has been organized as follows: section 2 reviews the literature on IS systems in multinational and global companies, as well as information system development and implementation; section 3 describes the case study methodology and research design preparation; section 4 summarizes some of what has been learned and recommends future research.

GLOBAL IT SYSTEMS – THEORY DEVELOPMENT

Long history of this study starts from Interorganisational Information Systems (IOIS). The role of IOIS has been studied in the cross industry and cross sectors domains of supply chain management (SCM) such as supply chain automation and integration [17]. Networked IOIS include inter-organizational collaboration tools such as data conferencing, groupware solutions, or electronic meeting systems [11]. Due to globalization, interorganisational relations have become more extended and complex, so the fit of IT solutions to business requirements can be considered as a continuous challenge [17].

Global business demands not only IT support in people communication area but needs well suited system's solution for supply chain management, support of documents and information flow, as well as business process coordination. Popular E-logistics platforms include the functions of inventory management, warehousing, transportation and delivery management, packing and order management, and reverse logistics [20]. It is expected to improve time-to-customer, order fulfilment, customer satisfaction, resources allocation transparency and efficiency of the business logistics network.

The disparity of information technology systems presents a significant obstacle for global organizations [9]. The systems used to connect, present, analyze and use data in one country are often not the same in others. It is complex, expensive and time consuming to assemble workforce data via multiple systems. A global IT system for talent management purposes may provide the perfect solution, yet the expense may not be fiscally warranted for the company. DHL Express delivers every day packages between almost any pair of countries within a defined time-frame. To realize this tasks, the company had introduced a set of global business and technology standards [14].The challenge of operating was that if one country changed its import or export regulations, all other countries shipping to or receiving packages from that country would have to comply. Operating in 220 countries and territories meant a huge set of rules to be taken into account. DHL had defined a set of standardized processes and had implemented EGAP (Express Global Application Portfolio) to support them. EGAP is a homegrown system combined ERP/CRM/SCM consisting of commercial and internally developed and integrated solutions. EGAP meant moving from 600 US-unique applications to 145 systems [14]. For globalization, Ericsson replaced over 100 different information systems with a single Enterprise Resource Planning system (ERP) through the entire organization [6]. Basically, during the course of the transformation, financial and accounting (F&A) activities were mapped and integrated into the new ERP system. The organizational change was profound for all F&A employees, at both the local and global levels. Ghosh B. [3] presents business problem of global scope that touches organizations in functional areas. Some company manufactures hardware and software from the IT industry. Sales processes have been implemented in the global ERP system for direct and indirect sale. Bad business adjustment formed a gateway for shifting the service cost from local suppliers to manufacturer, hiding the actual data on the indirect sale.

In order to promote continuous verification and improvement of global processes and systems, Tan T. draws attention to three issues [22]: How to ensure that the current IT systems at international subsidiaries are not an inhibitor in meeting their growth targets? How to ensure all internal stakeholders have the right visibility and transparency across subsidiaries' operation to ensure that the internal supply chain continues to support growth in an efficient and economical manner? How to ensure systems and processes provide subsidiaries the autonomy they need to compete effectively, while also meeting corporate compliance and risk requirements? Other studies confirm the relationship between IT capability and international firm performance [24][29], where research results suggest a

positive link between global development and IT components: architecture, human resources, infrastructure and relationship resources

Global IT systems supports also business branches where transferring goods is critical of regulations for safety, e.g. food transport. Countries protect territory through inspections and control imported goods that represents a number of barriers. Additional obstacles relate to currency, communication, language, etc. Passing the barriers takes time and even worse, the time it takes vary substantially [7]. Although some goods should be transported in minimum time, mentioned barriers as well as manual processes and disconnected, isolated information systems introduce delays and lower the quality of e.g. food. Researches in this area suggest not to build large repositories of information but to improve shared communication standard and governance. Actors involved in transport process usually share information with only one or maybe two other close actor before or after the in the supply chain, that limits possibilities for optimizing processes [7]. It’s true - international trade limits integration systems possibilities, but do not close information sharing. Every IT system in supply chain should share unified information about e.g. container status, to limit the information gap of the current state of trade transport.

HYPOTHESIS AND RESEARCH METHOD FOR FUTURE WORK

The theory of facility management information systems, as well as global and multinational aspect of this topic are very limited. This paper contributes to the dearth of literature on global IT capabilities in FM and provides the introduction to the research of globalization and simultaneous development of IT systems in FM company. The first hypothesis considers the different points of view on what functions should have a global/multinational FM information system:

H1: Global/multinational FM information system functionality should be adjusted for actors who are involved in the FM processes at different levels and areas.

The second hypothesis considers the improvement process for FM global information system:

H2: Foreign expansion of the FM company should force changes in an FM information systems that correspond to the specifics of FM in each country.

To achieve this objective, the authors administrate case study research among the employees from different departments and levels of SESCOM international enterprise in the facility management sector. A case study was chosen as a method because of its ability to study a phenomenon of interest in its natural context [27]. The data will be collected by conducting in-depth interviews with about 40 different nations people form SESCOM departments:

Finance, Information Technologies, Technical, Logistic, Services, Services management and Marketing. Additionally, other sources of data will be used, e.g. Web side information, annual reports and internal documents to identify core business processes and their relation to leading global facility management. An important objective is to assess whether SESCOM is already a global or even a multinational company.

In accordance to case study theory [27] the research can by performed in the single company because of international range that makes SESCOM unique polish facility management organization. Here, the objective is to capture the circumstances of an IT system development in global/multinational facility management company. The research doesn't aim to generalize some conditions; it presents state of the art in real FM company and proposes digital strategies for potential improvements.

CONCLUSIONS

Facility management core processes go locally in each country, where mostly the network customer, e.g. stores with clothes, banks, hypermarkets and gas stations, needs technical support for equipment, devices and buildings. If the network customer goes global then he needs some technical support in explored country and he expects the same business model of cooperation. Facility management processes should be repetitive in different countries to ensure the quality of service, flow of work, documents and information. FM companies repeats core processes in each country, but simultaneously to local core processes runs also cross nation processes that support the main business stream by changing documents, information and transporting some technical parts to complete local activities. The FM global business ecosystem is complex and interlocked with many actors, various rules and regulations. Only business and information systems adjustment guarantee the execution of the facility maintenance services at a preset level.

Global IT systems investigation in facility management company corresponds with advantage of doing research in SME. There are many differences between SMEs and large business organizations in terms of structure, policy-making procedures, and utilization of resources. Hence, the application of large business concepts directly to SMEs may not be appropriate [28]. Large, complex, decentralized companies have unique challenges managing learning and development [9] SMEs need to develop their own understanding of business excellence, then share best practices across each other and benchmark what is being done in comparable firms.

The IT aspect of FM companies globalization becomes the real gap in the research. Even journalistic work don't provide comprehensive knowledge of this topic. But this issue is really important. Many successful small companies fail when they grow because they are unable to handle these larger, complex systems. Processes that worked when the company was a small organization in one country with one regulatory environment and currency may not work when it expands to 10 locations with 10 different regulatory environments and currencies [9]. Global information systems must take into account time shifts, cultural factors, local low etc. FM companies that have many customers from different countries and industries need information systems that will support and not hinder the Providing great service, both in the home country and other countries of the world.

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Section 2.

Psycho-social Aspects of Communication

ORGANISATIONAL CLIMATE IN A CORPORATION AS PERCEIVED BY SPECIALISTS AND MANAGERS. CASE STUDY

by

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Purpose

This research study, which is an introduction of the conference presentation, is aimed to present an issue of organisational climate (according to the conceptualisation by L. Rosenstiel and R. Boegel, 1992) and demonstrate a case study - empirical studies (and their results) conducted among staff in one dynamically developing company from the biotechnological sector with its customer service branch in Wrocław in operation since 2012 in the scope of customer service, logistic, accounting in the market of Lower Silesia). The research study served not only to diagnose organisational climate and its characteristics but, above all, to develop applications and guidelines which could serve to streamline HR and management processes in this company and thus contributed to improving work atmosphere, communication and mutual staff relations.

Methodology

The concept of organisational climate is used to explain numerous phenomena occurring within organisations but often is based on its vague notion and applied to explain too many events or organisational situations. Some contemporary concepts of organisational climate, including the concept by R. Payne (2001, Payne et al., 1996), and the approach by V. González-Romá (1999, 2002, 2005, 2009), emphasise that people working in various groups or teams can perceive corporate climate in one and the same organisation in a radically different manner. Researchers criticised the conceptualisation of climate as a corporate reflection / vision shared by all staff. The perception of climate appears to be a subjective variable under this paradigm. For the research studies the author applies the concept of organisational climate formulated by L. Rosenstiel and R. Boegel who define it as a set of characteristics specifying a given organisation which distinguishes it from others and which are also constant over time, affect organisation members as well as are perceived and assessed by these members (Rosenstiel, Boegel, 1992). To measure organisational climate, the authors adopted the method of studying organisation members' perceptions. They also refer to the concept developed by Kurt Lewin. Under the concept by Rosenstiel and Boegel, organisational climate is understood as a situation within an organisation which is subjectively perceived and interpreted by its staff. Thus, it is something which is believed in and perceived by staff rather than something which actually takes place within a company. A individual employee's behaviour in an organisational context is - according to the authors - a resultant of two main factors: personality and the environment. Organisational climate in this sense is treated as a kind of "atmosphere" of a work-place which results from the interaction between and among observable / objective factors and subjective employee's impressions. Organisational climate distinguishes an individual organisation from other organisations. Organisational climate also differentiates individuals experiencing its manifestations. Organisational climate is relatively constant over time, affects people's behaviours within a given organisation and is perceived and assessed by its members. The following dimensions
of staff assessments and perceptions were considered to be the most relevant in the study of organisational climate: staff relations, superiors' management style, work organisation, corporate information and communication, representation of staff interests as well as creation of opportunities for staff for their development, promotion, rewards. These dimensions constitute sub-scales of the tool to study organisational climate developed by Rosenstiel and Boegel.

The presented research study was aimed to find answers to the following research questions:

1. What is the level of organisational climate perceived by employees (treated as a sum of all its dimensions)?
2. What is the level of individual organisational climate indicators such as: general perception of climate (introductory questions), colleagues, superiors, work organisation, corporate information and communication, representation of staff interests and opportunities for development and promotion)?
3. Do specialists differ from managers in the assessment of organizational climate?

Questionnaire on Organisational Climate developed by Rosenstiel and Boegel (Polish adaptation by K. Durniat) was applied to measure this dependent variable. The method developed by Rosenstiel and Boegel consists of instructions, 86 items and answer sheet next to individual items. These items make up a total of 7 sub-scales. Also demographic surveys (data sheets) were prepared in order to control socio-demographic and organisational variables (level of employment, employment department etc.).The research study was conducted in late 2014 and early 2015 in Wrocław (Poland). Participation in the survey was voluntary and anonymous in spite of specifying an employment unit / department (which indeed turned out to be quite controversial). The author was the only person to run the survey and present its results in the form of a final report.

The surveyed organisation is an international company - it has outlets in 30 countries, employs several thousand people. The Wrocław branch has been in operation since 2012, thus it should be stressed that both in terms of its standing in the market and establishment of HR processes, the company has been under rapid development. The fragmentation and division of its organisational structure within various countries is the company relevant characteristic. It calls not only for frequent business trips but also for virtual communication. Its staff provide services to customers, contractors and colleagues using e-mail, telephone communication and video conferencing. Every time they communicate in foreign languages: English, German, Italian and Spanish. Virtual communication plus command of foreign languages is an additional burden, which could be regarded almost as a hindrance or disturbance of communication and cooperation. Furthermore, professional subordination to 'foreign' superiors is an additional stimulus affecting the perception of organisational climate.

Results

The survey was conducted among 80 people (including 10 team leaders) - 60 women, 13 men and 7 anonymous persons. 31 people declared their marital status to be 'single', 24 - 'in a relationship' and 15 - 'divorced'. 14 people declared to have children, 57 people declared to have no offspring. Seniority of the surveyed respondents in the company: from 0.16 up to 4 years, M = 1.96 years, and overall seniority: from 1 up to 16 years, M = 4.12 years. Age of the surveyed respondents: 26 - 25 years, M - 30.5.

For the purposes of the abstract, the results referring to the global assessment of organisational climate and its dimensions were only presented. The graph below shows the results obtained with regard to the percentage range of possible answers (the higher score within a given sub-scale, the more positive assessment of a given dimension).

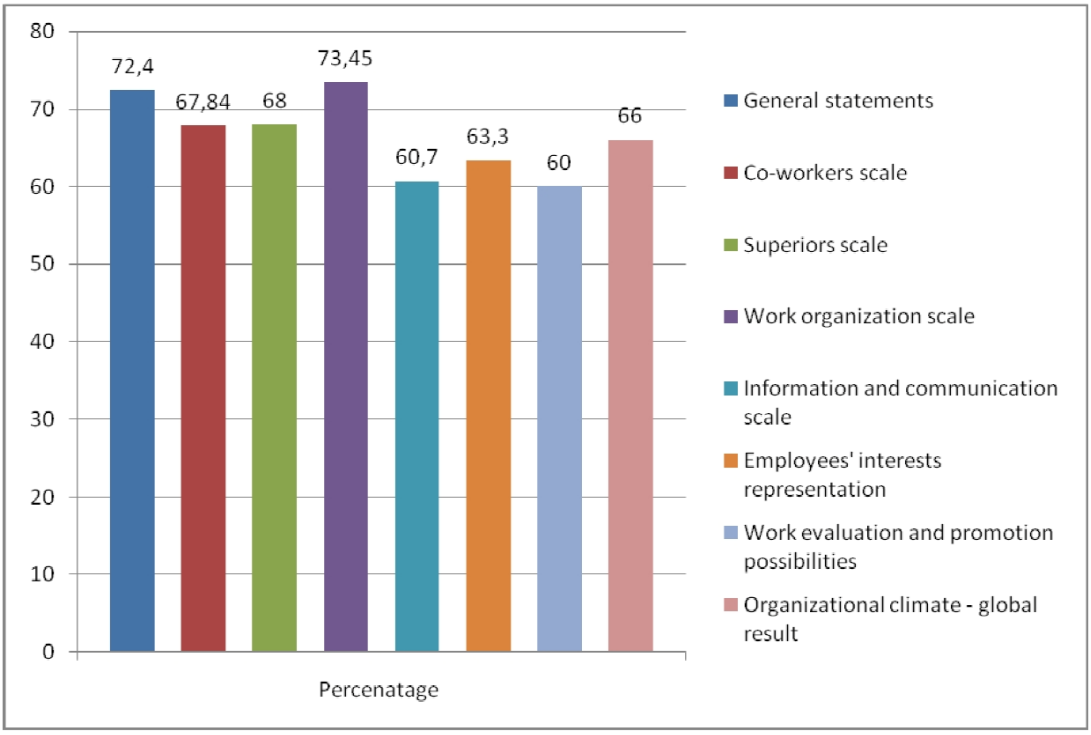

Fig.1 Organisational climate (**Rosenstiel and Boegel's Questionnaire for diagnosing organisational climate**) – results for the whole researched group

Limitations

The survey was taken rather favourably by the staff. Apart from people staying on sickness and maternity leave, the survey was attended by virtually all employees. Although the survey was anonymous (the respondents got an envelope with the methods and then gave back to the author) there were comments and concerns on making their filled-in questionnaires available to the company. 15 people kept their personal information secret, probably due to their fear of drawing negative consequences by their superiors. In spite of this, no statistically significant variances were diagnosed between the results of this group of people and assessments of organisational climate made by other colleagues.

Practical implications

The method and system of work organisation was assessed by the staff most positively.

(Examples: ***Statements about work organisation:***
The working conditions are a blemish.
Employees seldom work by their task schedules.
In order to complete the task by the deadline, you need do a lot of extra work or take overtime.
Members of other groups of employees too often mess about in the matters of our group. In our company, nobody can complete their tasks; you are constantly interrupted by getting other tasks to do).

Work specialisation is the relevant issue studied in this sub-scale (Durniat, 2012). Work specialisation is considered here in two dimensions: depth and scope of an individual task. The first dimension refers to a degree of taking control over an organisation and task accomplishment. The second one indicates a number and frequency of performance of various operations which make up the process of task accomplishment. Potential problems related to too much task specialisation are also taken into account because it can cause decreased work motivation, thus reducing the assessment of climate within a given organisation. *In order to improve this climate, the authors suggest work*

extension (increasing a range of tasks) and enrichment (increasing a depth of tasks). The point is to make employees experience a higher sense of work independence and responsibility for their accomplished tasks in order to arouse their enthusiasm and motivation to work. The questions in this sub-scale also refer to a degree of workload and appropriate assignment of tasks to staff qualifications and their capabilities. The study also covers a logistic aspect referring to some processes of organisation of work into a harmonious entity. The company general performance was assessed similarly favourably.

(General statements: Example questions:
It is essential for our company that everybody likes working here.
Our company makes efforts to provide decent working conditions.
Our company cares about the well-being of its staff).

The weakest area of the company operation, as indicated by its staff, refers to development and promotion as well as circulation of corporate information and communication. At the grounds of construction of this communication scale lies a premise of "psychological value of information" for organisational climate (Rosenstiel, Boegel, 1992. The analysis of communication processes between and among people in the organisation resulted to conclude that the mere receipt and possession of information on these processes taking place in the company provides staff with extra self-esteem, awakens a sense of importance of their work throughout the whole process of achieving corporate objectives. These feelings are reflected in a higher sense of subjectivity by staff being very valuable for whole climate in the organisation. The authors of the tool assume that staff when properly informed know the purpose of their work, place in the organisational hierarchy and their functions and tasks (Durniat, 2012). Most items at this scale applies to vertical communication within the company. It includes communication up and down, along individual levels of the hierarchical structure in the organisation. It also contains information on its corporate objectives and procedures. The content and quality of these messages depend mainly on the organisation leadership. Both communication up and down is exposed to inaccurate or incompetent transmission of information which may adversely affect organizational climate in the company.

Statements about information and communication

There are a lot of ways to get to know what is going on in the other fields of work and in other working groups.
We are satisfied with the way we are informed about important company matters and events.
We are often informed about facts and decisions that have already been made.

The information about new machinery or equipment is precise enough, so we always know what to expect.

In terms of opportunities for development and promotion, the results of this sub-scale are to indicate to what extent employees perceive that they are provided with opportunities for selfrealisation, thanks to the adequately-to-their-expectations and satisfactory system of rewards and promotions in the organisation. Some questions also apply to appreciating and rewarding creative solutions.

Statements about work evaluation and promotion possibilities

In comparison to other companies, our system of rewarding for extra achievements is very unattractive.
Professional achievements are well-evaluated in our company.
New ideas and suggestions are appreciated in our company.
There are a lot of opportunities to get promoted.
In our company you can be promoted when you know the 'right' people.

The remuneration system is very unfair.

Other results of the survey will be presented and deepened during the speech.

Value

Conducting quantitative research studies in this fast-growing organisation provides - in the author's opinion - valuable information not only on verifying psychometric properties of the tool but primarily on diagnosing operational areas within the company requiring factual improvements. For the presented organisation they were the first "in its life" (in operation since 2012) studies on organisational climate. Managers benefited from conducting these studies by an independent research worker - psychologist obtaining feedback from subordinates on work atmosphere, interpersonal relationships and communication within the company. On the grounds of the obtained results (shown to employees and managers from abroad) the HR department and senior managers prepared their incentive package and action program improving the flow of information and integrating divisions within the company. Moreover, the organisation is interested in conducting re-research studies in a few months to undertake the analyses related to the effects of strengthening and improving the perception of organisation climate as perceived by the company staff. The quantitative results of the research studies were broadened to include in-depth interviews with senior managers. This was intended to provide a more comprehensive overview of the "situation" in the company. The results form the basis not only for statistical studies related to the accuracy and reliability of the research tool itself, but primarily provide feedback to the company management. Conducting these research studies has also become a clear signal for the company staff that superiors are interested in getting to know their perspectives, opinions and feelings. This attitude of the top management can strengthen their willingness to share comments and observations, but mainly stimulates to act and sustain commitment in work since the staff can really influence decisions and processes taking place in the organisation and aimed at improving quality and productivity through increasing their psychological as well as physical comfort and well-being.

Keywords: organisational climate, perceptions of superiors and colleagues, assessment of information and communication within the company, work satisfaction, assessment of work organisation, opportunities for development and promotion, representation of staff interests

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DIFFERENCE BETWEEN COMMUNICATION AND INFORMATION

by

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I. Methodological consideration

1) Abstract

Many researchers place an equation mark between the notions of communication and information.[21] The objective of this paper is to point out that such an assumption is not only wrong in semantic terms, but also in the logical and practical dimension. First of all, the term communication is much broader than that of information, and furthermore, they both differ in the practical aspect, or sometimes in the area of logistics as well. All these analyses pertain to my study discussed in this article.

2) **Keywords**: civilization, communication, information, logistics, semantics, understanding.

3) Methodology applied: comparison, analysis and description.

4) Goals presented in the paper
To highlight the significant difference between the notions of communication and information in theoretical and practical terms as well as its implication in the scientific aspect.

5) Limitation. The study is only limited to information systems considered in technological aspects. Additionally, consequences of the division in question have been provided.

6) Using such differences mainly in teaching and scientific practice.
There are many different consequences of such a division. They usually pertain to logic and information systems for the sender and the receiver.

7) Implication. My suggestions shed a new light on the understanding of the idea of the communication and information dichotomy in the scientific aspect. Such a point of view opens new possibilities for transforming the news by means of a “tele-system“.

8) The idea presented in this paper is based on recentivism, i.e. a concept developed by J. Bańka and J. Czerny as a new practice – philosophy. Recentivism assumes that each scientific cognition brings the truth, but only at present such truth is relevant, meaning that its value is the highest.

9) Method. In this paper, I have described numerous methods used in the study, such as: analysis, comparison and description. It depends on the scientific situation as well as on what we wish to express.

10) Limitation. Our consideration limited the comparison of main general concepts, such as information, communiqué and cognition in recentivism. This subject builds the “credo“ of such a paper.

[21] J. Czerny, Logic, semantic and methodology in Lwow and British analytical School, Katowice, 1998

II. Introduction

Many scientists and researchers have often confused or misused the categories of culture and civilization, however, the terms are not identical in meaning. Culture belongs to the spiritual area, whereas civilization comprises materials or products made by men during their history. Apart from this, we have precisely analyzed the differences between communication (communique) and information. Such differences have an important meaning in both scientific and methodological aspects.

III. More considerations

In this section, we have highlighted the difference between communique and information and used selected examples to explain the discrepancy between communique (dispatch) and information. Let us consider the following case.

BBC Radio announced that, in London, there was a large demonstration of refugees from Syria demanding more public assistance. Such a type of news is referred to as communique (dispatch). But we do not know how many refugees were demonstrating and what their demands were. Let us now focus on another example, Radio Beirut said that the leader of the Palestine Organization was killed the other day. It is naturally communique, because we do not know the details of such an accident. What do we learn from the above examples?

First of all, that a communique is more general than information. Every piece of information tells provides many details of an event, whereas a communique functions as a signal (news) only. For example, if over 7 billion people convey only one piece of information to one another, in a day so, we will obtain a cosmic amount of information.

But one must keep in mind that not only men send information, since also each object of the universe does. In this way, the whole world is filled with different kinds of information.

Let us examine another example. The half-life of the yttrium isotope is 2.64 days. Hence the following question: "who or what gives yttrium the information to disintegrate this chemical element?".

Where does information come from? Does it exist inside yttrium, or may it come from the cosmos? Who or what is the sender of such information?

Professor Tadeusz Teller from the Wrocław University claims that such information comes from Ingenesa.[22] It is a metaphysical assumption, yet a very important one, and additionally particularly significant for science. As we can see, both living and lifeless substances exchange information between each other's structures on a non-stop basis.[23]

Therefore, no wonder that from a seed corn appears grain but not for example patetous and radium disintegrated into radon and the alpha particle.

But in the case of a seed corn or radium, the same rules apply, mainly information not communique. Therefore, information features natural background, whereas that of communication is anthropological in nature. It is one of the consequences of such differences between communique and information. There are more consequences of such a division. Earlier, Bertrand Russel mentioned them. He spoke about phenomena and events.[24] Phenomena are communiques, whereas events belong

[22] T. Teller, Ingeneza, Wrocław Univ. Press, ltd. 1999
[23] J. Czerny, Introduction to natural philosophy, US, Katowice, 2004
[24] B. Russell one of the research of: „British Analytical – School".

to the information sphere. Events are more detailed than any communique, and consequently in science, we are mainly interested in the information world.[25]

For science, both communique and information are important on the same level, but information is difficult to discover. The process of discovering is referred to as "science - research". But scientists often make a serious mistake.

They think that cognitive development is better when we gather a lot of information. It is not always true. Professor Bańka proved it clearly in the following equation:

$P = (1) ; (En)$

for: $n = \infty$ $P \Rightarrow 0$

where: P – prognostic level
(En) designates the number of events.
When n approaches the infinity, the entire prognostic approaches zero.
Also too much information makes prognostic evidence lower.[26]

It is a very important result of such a consideration. In the period of positivism, scientists thought that much information improves cognition, but it is not true. Is a prognostic level which goes down above a certain number of information.[27]

If anyone provides a large number of details about the future, the prognostic level will be either wrong or lower.[28]

Why the element radium has been disintegrated? Where is this information stored? In the cosmos or maybe in radium? Teller claims that it is in Ingeneza.[29]

For Teller, it is naturally only an assumption (axiom), but we question whether it is true?

There is a difference between the transfer of news and the transfer of information. Information is rather brought out, not transferred.[30] Each piece of information exists continuously but we do not know how to reach it. The whole universe is based on information, but sometimes we have no key (Leitfaden) to it. It is a fundamental problem for science. Let us consider the final example. Elements potassium and sodium are characterized by different periods of disintegration. Why is that so? Both chemical elements are built of the same particles. Hence the question: "where is this information stored?".

Probably, it is to be found in any form of energy. Cosmologists all over the world obtain over 30,000 pieces of information in 24 hours from the cosmos, but they do not know what kind of information they acquire and what its sources are.[31]

When I give someone a piece of music on paper, they do not play or sing it if they lack musical education. The piece of paper contains information, but not everyone can understand it.[32] The same happens in the sphere of science. Only a few scientists are able to understand such information. For example, cancer cells communicate with one another across the whole organism. They keep

[25] J. Czerny, Phenomena and events by Russell's teaching.
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[30] J. Czerny about essential of information, Wrocław, 2013
[31] D. Clemens, Information from the cosmos, Dundee Univ. Press, ltd, 2004 (Cosmos review, no. 7)
[32] J. Czerny, the Essentials of information

information between themselves, but to be perfectly strict, we do not know the entire communique mechanism of such a process.[33]

IV Conclusions[34]

The whole world, the whole universe is filled with information. Some of it is understood by scientists, but some is still waiting to be explained. Science is nothing but understanding of information. It is such a difficult task for researches.

Chemical disintegration, every illness or biological process are based on a specific process of information transfer.

Each scientific process involves understanding of information. The whole biological world relies on transfer of information.

Physicists say that gravitational masses attract one another owing to the gravitational field. But what is gravitational field at all?

It is just information transferred between masses. The word "field" is a colloquial expression, and not a scientific term.

Some scientists believe that there is an infinite number of information in the universe, and so cognitivism knows no limits (S. Hawking).[35]

Scientists do not complain about lack of information, but rather about understanding it. This is both the main task and the problem of each branch of science. Scientific discovery depends on understanding of certain new information which permanently exists in each structure of the world.[36]

Progress of every civilization means understanding more and more information existing in each structure. For example, diamonds and graphenes belong to different chemical substances, but both belong to carbon. Both substances have different features. Why? Because they contain different information. It is almost a revolutionary discovery. Everything depends on the number and the location of information. It is a great discovery and success of scientists.

Further progress means further discovery of information and understanding it additionally.

It is not an easy task – rather difficult and complicated, but it means the success of science.

[33] J. Czerny, Quantum physics in medicine, Wrocław, 2014
[34] Only some aspects
[35] S. Hawking, The secrets of the universe, London, 2003
[36] J. Czerny, How to make science, AHE, Łódz, 2010

LANGUAGE CODES IN SOCIAL COACHING

by

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Summary

Coaching is a relatively young field of practical knowledge which today is the subject of professionalisation. This particularly applies to methods of supporting personal and professional development of individuals in difficult life situations. Based on pedagogical sciences, coaching has been used for some time now as an innovative form of helping people in dire straits. The article is an in-depth theoretical reflection upon social coaching, in particular upon the language code used by career counsellors, teachers, social teachers and social workers who have become interested in coaching.

Keywords: language code, social coaching, social teachers

Introduction

Nowadays, coaching and its elements are applied in many fields of work done by social teachers and social workers. Coaching is also a challenge for the modern labour market. As an experienced social teacher and career counsellor, I see a great opportunity in using social coaching for numerous purposes, including to improve and permanently change one's social attitudes as well as boost their professional and personal development, or to find effective forms of support for people in difficult life situations.

The social exclusion of individuals and groups that can be observed today prevents them from fulfilling their social and professional roles or makes it much more difficult. Therefore, more and more specialists who help the socially excluded emphasize that it is necessary to adjust an individual / a group to the changing environment and be constantly ready to take on new challenges.

Coaching and the subjectivity of the individual

In recent years, coaching has become widely popular. It is possible to use it in almost all life domains. As aptly pointed out by J. Surzykiewicz[37], this concept is rooted in many psychosocial, sociological, management and organisation theories. Numerous coaching varieties can be found in the literature, e.g. individual coaching, group/team coaching, business coaching (conducted in the work environment and in companies), manager coaching addressed to the management, or coaching on-the-job, which focuses on developing specific skills.

Other detailed descriptions indicate the following:

- leadership coaching – develops leadership skills;
- professional coaching / career coaching – refers to the professional development of a coachee;
- expert coaching – focuses on topics related to a particular profession;
- life coaching – involves client's personal interests;

[37] J. Surzykiewicz, Podstawy teoretyczne coachingu w pedagogice społecznej i pracy socjalnej: ku coachingowi społecznemu (~Theoretical foundations of coaching in social education and social work: towards social coaching) [in:] J. Surzykiewicz, M. Kulszea, ed. Coaching społeczny. W poszukiwaniu efektywnych form wsparcia osób w trudnych sytuacjach życiowych, Warsaw: Difin. 2013, p. 15.

- somatic coaching – is supported with relaxation techniques;
- sales coaching;
- diet coaching – refers to a healthy lifestyle;
- autocoaching – involves systematic work with oneself and self-motivation.

Given the above typology, it can be concluded that there are various definitions of social coaching.

Jutta Kreyenberg defines coaching as a process-oriented, interactive and confidential consultancy and assistance in professional situations related to development, change, problem-solving or decision making[38]. In his definition of coaching, Jonathan Passmore emphasizes collaboration aimed at seeking solutions and achieving results, in which the coach helps the coachee in increasing his work productivity and in self-learning, also helps him enrich his life experiences and accelerates his personal development[39]. According to Jenny Rogers, the sole purpose of the coach's job is to make the client reach his full potential in a manner that he defines himself[40].

The above-mentioned definitions present coaching as a process which is to help coachees perform a variety of tasks as efficiently and, above all, as correctly as possible. It mainly involves one's individual potential, as well as how to bring out the coachee's strengths and ignore their internal barriers and shortcomings in order to make it possible for them to cope better in both professional and personal situations. Similar elements can also be found in definitions of career counselling. Ray Lamb describes career counselling as "a process in which the profession counsellor helps the client in achieving a better understanding of himself in relation to the job environment in a way as to make it possible for him to make a realistic choice or change of employment or also to achieve the adequate profession adaptation.[41]" According to Edwin L. Herr and Stanley H. Cramer, it is "a largely verbal process in which a counsellor and counsellee(s) are in a dynamic and collaborative relationship, focused on identifying and acting on the counselee's goals, in which the counsellor employs a repertoire of diverse techniques and processes, to help bring about self-understanding, understanding of behavioural options available, and informed decision-making in the counsellee, who has the responsibility for his or her own actions.[42]" While a priority in career counselling is the collaboration between a counsellor and a client aimed at solving a diagnosed problem, working with the client further down the line during the counselling process is – just like in coaching – focused on the formulation and implementation of career goals. Zbigniew Zaleski writes that goals govern human behaviour in a broad sense of the term, give life a meaning and order, help us create future and make it happen and, finally, make it possible for us to discover our own capacity[43]. Verbalising a career goal is the culminating point of the process, as all the actions to be taken revolve around achieving this goal. Problems reported by counselees are reformulated into specific and realistic goals that counselees are working to attain. The goals typically include additional job training or retraining, defining personal action plans, motivation to change one's job situation, stimulating creative attitudes, etc. Changing counselees' way of thinking and making them start to perceive their career situation as a stimulus for action is a key value of the counselling process, and, just like in coaching, it should be understood as a specific result obtained by a counselee. Similarly to coaches, career counsellors refer to the client's resources. During the counselling process, they make counselees understand the role of skills, strengths, preferences, and personal and professional competences. Realistic self-esteem and greater

[38] J. Kreyenberg, Coaching czyli wspieranie rozwoju pracowników, Warsaw 2010, p.10
[39] J. Passmor, Coaching doskonały, Warsaw 2012, p.34.
[40] J. Rogers, Coaching, Gdańsk 2010, p.14.
[41] R. Lamb, Poradnictwo zawodowe w zarysie, Zeszyty informacyjno - metodyczne doradcy zawodowego, Warsaw 1999, p. 9.
[42] E. Herr, S. Cramer, Planowanie kariery zawodowej, Warsaw 2001, p. 25
[43] Z. Zaleski, Psychologia zachowań celowych. Warsaw 1991, p.10.

self-awareness make clients more active in achieving their goals and desires. As a result, the counselee takes responsibility for his own decisions and actions, which are closely linked with the pre-set objectives. Both in coaching and in the counselling process, one of the main work tools used by coaches is feedback. Above all, feedback focuses on facts and behaviours and provides information on how the client's behaviour is perceived by the environment. The purpose of providing feedback is boosting the client's self-esteem by noticing and naming the positive aspects of his behaviour, strengthening the desired behaviour, and indicating negative behaviour. Therefore, feedback influences how the client learns and develops particular competences which are important to him. Mutual feedback is crucial, as it allows the client to gain insight into himself and his behaviour. Both during individual interviews and group sessions, feedback effectively supports the communication process and also helps achieve goals with more efficiency.

The mission of the coach and his style of behaviour and communication

The role of the coach is not only to thoroughly understand and develop client resources, but, above all, to make him goal-oriented and motivate him for action. Thus, his role focuses on supporting people who want to turn their dreams into career goals. The coach's personal involvement in the client's actions oriented towards client needs and potential is a prerequisite for success[44]. A professional counsellor/coach uses the elements of coaching and draws the client's attention to his own key skills, values, preferences, abilities and experiences, motivating him to see himself and his own situation from different perspectives. Therefore, it is the client himself who should discover the sources of his own motivation.

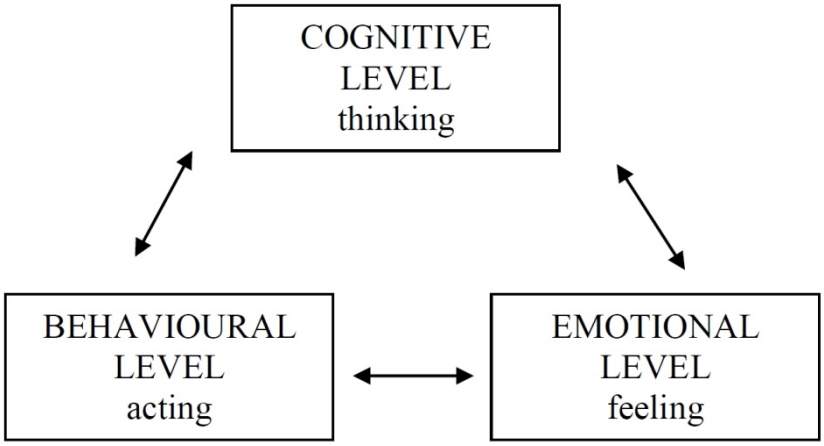
It should be noted that the coaching process should explore all three levels of one's personality, i.e.:

- cognitive level,
- emotional level,
- action (behavioural) level.

They are a major determinant of human attitudes. The diagram below presents them in a graphical form.

[44] M. Czochara, Dobre praktyki pod względem zastosowania innowacyjnych metod pracy z osobami bezdomnymi (Good practices in applying the innovative methods of working with the homeless) [in:] Stenka R., ed., 2011, Raport z fazy diagnozy. Kondycja i dobre praktyki pomocy ludziom bezdomnym w sześciu obszarach: streetworking, praca socjalna, mieszkalnictwo i pomoc doraźna, partnerstwa lokalne, zdrowie, zatrudnienie i edukacja (The report on the diagnosis phase. The condition of and good practices in helping the homeless in six areas: streetworking, social work, housing and short-term assistance, local partnerships, health, employment and education). Gdańsk 2011, p. 106.

Figure 1. Levels of social coaching



Source: J. Surzykiewicz, Podstawy teoretyczne coachingu w pedagogice społecznej i pracy socjalnej: ku coachingowi społecznemu (Theoretical foundations of coaching in social education and social work: towards social coaching) [in:] J. Surzykiewicz, M. Kulszea, eds. Coaching społeczny. W poszukiwaniu efektywnych form wsparcia osób w trudnych sytuacjach życiowych (~Social Coaching. Searching for the effective forms of support for people in difficult life situations), Warsaw: Difin, 2013, p. 33.

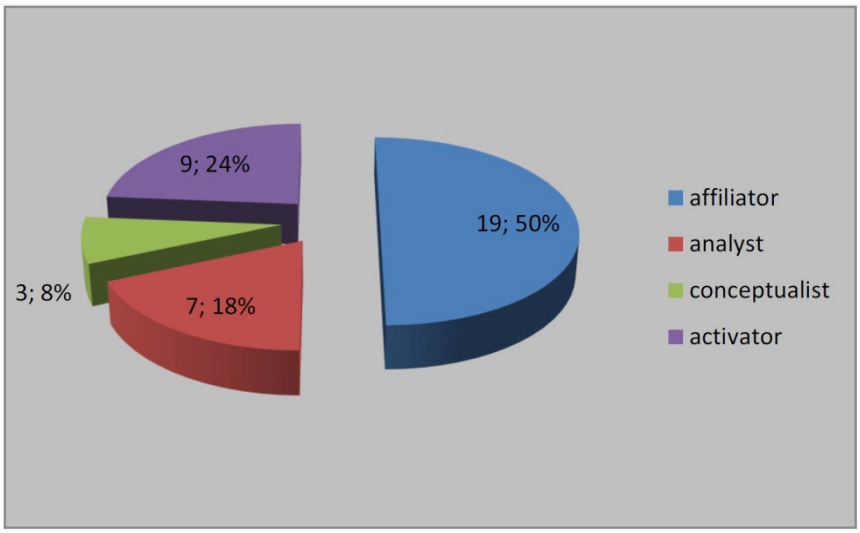
Typically, the coach is not an expert in the profession represented by the client, but he has to be one in the area of knowledge. Only a professional approach and attitude of the counsellor can bring tangible results of working with the client and give answers to specific questions. Thus, the counsellor should have a range of skills necessary to establish a proper relationship with the client and to stimulate him in the process of change. Particularly important elements in this regard include: the language of communication, a behavioural style, but also an ability to listen, observe, conduct interviews and adapt one's approach to individual client needs. What is also vitally important are certain personality traits of the counsellor such as empathy, openness, patience, consistency, reliability and client orientation. The counsellor/coach assumes that the client is naturally creative and full of ideas; he assumes a positive image of the client. Meanwhile, the self-esteem of people who find themselves in difficult situations is often quite low. Therefore, the professional counsellor's role is to bring out the resources that clients have within them but which they are often unaware of. In coaching, the basic rule of the coach's work is the ability to ask appropriate questions. The art of proper questioning is a unique skill aimed at attaining maximum development effect and a fruitful relationship throughout the counselling process. It is questions provoke self-reflection thanks to which the client discovers his new abilities. Questions should be formulated in such a way so that the coachee can dig deep into himself. They have to be clear and understandable. Grammatically, these are usually open questions that begin with words such as how? where? when? or what? Additionally, they should be short and, ideally, made up of only several words. It is often said that short questions very precisely refer to specific aspects of the coaching interview. Key questions are the ones that relate to the goal formulated by the client at the beginning of the counselling process. Good coaching questions form a logical cause-and-effect sequence, refer to the previous questions, and do not contain any specific suggestions. The counsellor/coach provides the client with feedback, which is an honest and reliable description of what the coach sees, hears and feels while listening to the client and observing his behaviour. This description is devoid of any judgement. Hence, the role of the counsellor/coach is to describe the status quo which the coachee may not be aware of. By observing the client's behaviour, the coach follows his line of thought and his actions, at the same time supporting the client with his own experience and well-proven coaching tools, encouraging him to explore, and showing him the areas that the client avoids. He is constantly asking about the goal, because the goal of coaching in the

counselling process is always tantamount to the goal set by the client. Thus, every problem is reformulated into a goal. In the job seeking process, career goals are the priority. The most important thing is for the client to understand that he may have a real impact on whether he achieves these objectives or not. The goals set by the unemployed have to be realistic, measurable, achievable, specific and with a predefined time limit. They also have to be a challenge, i.e. they have to stimulate the coachee to make an effort. The counsellor's task is also helping the client to realise his responsibility for the process of change. Just like the coach, the career counsellor respects and treats each client very subjectively; therefore, he works according to the highest ethical standards and the principles of voluntary decisions, equality and confidentiality. Any person accompanying someone else in self-development should also strive to develop themselves. This applies to counsellors, trainers and coaches. A professional cares for his craft, constantly improving it by participating in courses, workshops and training sessions, reading professional literature, and acquiring new knowledge and information about the areas that are within the scope of his duties. It is also important that he is knowledgeable about adult learning processes, which will help him select the proper course of action during the counselling process. He should have a broad knowledge of many fields of science, particularly of psychology, sociology, anthropology, as well as management and development sciences. Knowing relevant theories like the Theory of Change (ToC) and the theory of emotional and social intelligence contributes to the proper counselling process.

In conclusion, it should be emphasised that the career counsellor's/coach's role is important and very complex, as he not only has to stay focused on client goals, but also constantly improve his own knowledge and skills, which, in turn, will guarantee the most optimal conditions for client development.

What may be concluded from my observations is that counsellors display several styles of communication. Most of them are open and would like to see a person or a group finding a shared space for communication. The analysis of the communication styles[45] found in the group of 38 professional counsellors-to-be has showed that for as many as 19 of them, affiliator was the dominant communication style (50% of respondents), followed by activator (24%), analyst (18%) and conceptualist (8%).

Graph 1: Coach communication styles



Source: Own research

[45] The classification of communication styles has been adopted from B. Kowalczyk

More precisely, respondents with the prevailing communication style (affiliator) are very much interested in interhuman relations, interactions between people, their feelings, and in bonding with others. Affiliators are often referred to as warm and kind people, sensitive to the feelings of others, perceptive, and able to assess the situation in terms of human emotions that are involved. Group assessment of this type of people also indicates that they are considered to be loyal and helpful friends, although sometimes too emotional and easily influenced by others. Additionally, they often refer to past events and are past-oriented. The second largest group included activators, who put emphasis on actions and their results. They are perceived by others as good decision makers, goal-oriented and practical. Activators are focused on "here and now" and transform ideas into actions; they are dynamic and full of ideas.

Another group consisted of analysts, who attach great importance to facts and details. Their mode of action is methodical and structured; they are conceptualists, as they value concepts, ideas and theories. Analysts are perceived by others as innovative, creative and imaginative.

Considering the above, it can be assumed that the career counsellors who participated in the study represent styles which are open to cooperation with others.

Coaching interview as a tool

Both coaching and career counselling are processes and usually take the form of an interview. This is a special type of interview, during which the interviewer listens to the interviewee and asks appropriate questions, always keeping in mind the goals. However, in order for it to go smoothly, it must be ensured that the interview is natural, i.e. in conditions in which the established relationship is positive and based on partnership, where both the counsellor/coach and the client are comfortable and their attitudes complement each other. Providing the right atmosphere for the interview is a key condition for the process of change to be successful. The process of achieving the goal by changing the client's behaviour is carried out in several stages:

1. Stage I – Defining the area on which the client wants to focus;
2. Stage II – Pursuing the goal, i.e. defining what the client wants to achieve;
3. Stage III – Getting to know the reality, i.e. making the client realise what is now;
4. Stage IV – Planning by exploring different possible solutions;
5. Stage V – Development through practical exercises, and checking if the goal is consistent with the client's values.

It should be noted that having diagnosed the social and professional situation of the client, the counsellor seeks to pre-determine the client's shortcomings related to e.g. his job and education, his expectations and needs, and his level of motivation. Then, together they define the key issues on which the client wants to work. These may include improving the skills of communication and negotiation, assertiveness, resistance to stress, time management, self-presentation, choosing the right profession or education, professional or personal development, etc. The coach should try to elicit answers to the following questions:

- What do you think about your current situation?
- What did you do well in your previous job and what was difficult for you?
- What did you do in order to graduate?
- What actions do you take outside the professional realm?
- What do you think are your limitations?
- What do others/your friends say about you?

The second step mentioned above is defining the client's specific needs and expectations. The result is therefore the goal formulation. It usually is the main goal divided into more detailed objectives. The latter include specific skills and actions to be developed during the next stages of the process. Goal formulation is a crucial element of change, and all the next steps are aimed at achieving this goal.

The relevant literature suggests many helpful questions, including:

- What are your expectations and needs?
- What do you want to achieve through the counselling process?
- What would you most like to talk about?
- What result of this interview would you consider a success?
- What should be the result of our meetings?
- What clear and specific goal do you want to achieve?

The next stage allows the coach to really get to know the client and his environment. The interviewer becomes aware of the client's personal potential, resources and external environment, i.e. a place where the client could use his resources. Analysing the client's current situation makes it possible for him to see the difference between the desired goal and the unappealing reality. This increases the client's level of motivation to change.

In the language of communication between the coach and the client, there has to be room for feedback, which includes responses to the questions: Who are you now, how do you see yourself at this point?, What is your usual day like?, What are your most and least favourite things to do?, What can you do best? What things do you still have to work on?, What is currently going on in your life?, What works and what doesn't work in these areas?, or What should be changed?

The coach who works with the set goal in mind should make a list of all the actions and skills that will help to achieve it. This step is very important, because it makes the coachee believe that he is in control and he is responsible for his own actions. It also defines a time frame for achieving specific goals.

Making the client involved in the process through practical exercises develops his skills and competencies. What is extremely useful here is the client's participation in pre-arranged controlled role-plays, which lets him see how he would cope in real life situations, notice his shortcomings and initiate improvement. This step requires a lot of commitment on both sides. The coach's role is very important here, because he monitors the entire process until the client has developed the desired habitual behaviours.

The coach controls and verifies the actions, which include independent decisions made by the client, also the ones made after obtaining new resources. This allows for reviewing the mistakes and continuing to improve specific skills. This stage lasts until the client has achieved his goals. The client performs self-assessment related to the change in the quality of his actions or behaviour.

Summary

After introducing professional counselling into the business sector, there has been a pursuit of effective and quick solutions in this field, which indicates a new trend in its use. Applying it to secure the development needs of individuals and social institutions is possible by using effective communication and the language of behaviours, as well as thanks to relevant organisational and social competences.

Undoubtedly, coaching is still perceived as a temporary fad of very vague shapes and ambiguous meanings. However, its role in helping people in difficult life situations has only just started. Therefore, it is worth paying attention to coaching support used in the area of social activities.

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PSYCHOLOGIOJACAL PECULIARITIES OF SELFREALIZATION OF AN ADOLESCENT IN VIRTUAL SPACE

by

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ABSTRACT

The purpose of the research is to substantiate theoretically and explore empirically psychological peculiarities of adolescents in virtual space.

Keywords: self-realisation, actualization, virtual space, youth age.

INTRODUCTION

The relevance of studying the process of personal self-realization under the conditions of the modern transformed society is stipulated both by the need for effective adaptation to changes in the social environment, and by the need of the society for the fullest possible actualization and unlocking creative potential of citizens. Due to the process of individual self-realization a single person gets involved into public relations. Therefore, the problem of personal self-realization belongs to basic problems of human existence.

Globalization and informatization of the modern world, formation of information society causes changes in the personality of a modern individual. Interaction with information resources, sources, technical means of informatization and information networks gradually penetrates into all areas of life, extending the living space of the personality, giving both new opportunities for development and posing new barriers and dangers to the personality. A person fulfills himself/herself in different spheres of life. The most important of them include work, friendship, family, communication and hobbies.

In view of informatizaton of the society, the issues of personal self-realization in virtual space and the connection between the level of his/her self-realization in the real world and the virtual world gain importance. Self-realization becomes the integrating factor with which the problems of personal identity, choosing his/her living environments that are most appropriate for self-realization and formation of life strategies are associated. Informational space as a person's actively developed "habitat' complements his/her existence, initiates new forms of manifestation of self-organization of the person and creates new spheres of selfexpression and self-realization of personality.

In this article, self-realization in virtual space will be considered as exemplified in adolescence. Adolescent psychology is one of the most complex and least elaborated sections of developmental psychology.

As early as in the 1920s, L.S. Vygotsky noted that adolescent psychology has far more general theories than reliably established facts. To some extent, this evaluation has remained true until today. In many Western schemes of age periodization in ontogenesis, adolescence is not considered as a separate period of human development, being included in the teenage period. Scientists give different time frames to this age period. Some claim that it has the limits of 17 to 23, but, for example, V.S. Mukhina defines adolescence as the period from boyhood to adulthood, with the age limits of 15 - 16 to 21 - 25.

Adolescence is a period of completion of the physical maturation of a person, rapid development of self-consciousness, formation of the world-view, choice of a profession and start of entering into adulthood.

Adolescence brings a certain internal crisis, the essence of which is related to the development of self-determination processes. The intermediacy of social position and status of adolescents determines their mental peculiarities. Adolescents face the task of social and personal self-determination, which means clear orientation and definition of their place in the adult world.

Reflection and self-analysis are typical of this age. Adolescence is characterized by increased emotionality. The development of emotionality in adolescence is closely connected with individual and personal qualities of a person, his/her self-awareness, self-esteem. At this time steady self-awareness and a stable self-image of personality, a central psychological new formation of adolescence, are developed.

Different schools of psychology declare the contents of adolescence tasks differently, but in general the desired result is a transition to independent adult life as a result of making a number of conscious "life choices" and overcoming the age crisis.

In a broad sense, the basis of the personal self-realization problem is a fundamental contradiction between social and individual existence. Today, Ukrainian and foreign scientists also pay attention to the problem of personal self-realization, in particular theoretical foundations of the problem of personal self-realization is dealt with in the studies of foreign psychologists, A. Maslow and C. Rogers.

Personal self-realization was studied by representatives of various schools of psychology, both Ukrainian and foreign, such as psychoanalysis, Neo-Freudianism, humanistic school and others. However, there is still no single concept of self-realization. Thus, B. Ananiev, L. Vygotsky, O. Leontiev, S. Rubinstein and others explained the mechanism of personal self-realization from the perspective of psychological activity theory. Provisions of the anthropological approach were actively used to analyze the essence of the phenomenon of personal self-realization by such scholars as V. Andrushchenko, H. Batyshchev, B. Hershunskyi, K. Goldstein, L. Kogan, O. Losiev, A. Maslow, C. Rogers and others. Fruitful ideas of representatives of humanistic psychology on self-realization as one of the highest human needs can be found in the works of K. Goldstein, A. Maslow, C. Rogers, V. Frankl and others. Pedagogical aspects of self-realization as an active cognitive and creative activity are discovered in the works of contemporary scholars, such as V. Andreiev, A. Boiko, I. Ivanov, L. Kogan, M. Lazariev, L. Levchenko, V. Lozova, V. Muliar, L. Rybalko, L. Sokhan and others.

In recent years, the research interest in the problem of personal self-realization has risen sharply. Increased attention to this problem is related to understanding its decisive role in personality development and imposing more demanding requirements on such human qualities as the ability to self-development and self-improvement.

The term "self-realization" was first introduced in the Dictionary of Philosophy and Psychology published in 1902. Currently, this term is not available in the national reference literature, while it is ambiguously expounded in foreign literature. The concept "selfrealization" is most frequently interpreted as "realization of one's own potential". The methodological side of the problem of personal self-realization study consists in insufficient clearness of this concept. At the present stage of development of the notion of self-realization, it appears impossible even to classify this concept in form, whether it is a phenomenon, a process, a quality or something else.

The complexity of studying self-realization also lies in the fact that self-realization cannot be observed directly and objectively, we can only observe its effects and the results reflected in the psyche of the subject.

Most psychological theories seek to explain self-realization or a similar concept of the same level, such as self-actualization in A. Maslow's theory (1997), identity in E. Erikson's theory, life strategy in the national psychological theory (Abulkhanova-Slavska 1991) and others.

Social networks covering the majority of Internet users flourish rapidly in the modern world, with Ukraine as a part of it, nowadays. Schoolchildren and students spend a substantial proportion of their time in networks. Information space become humanitarian space, a new "habitat" which, whether we want it or not want, is being more and more explored by people and complements their existence.

N.V. Vodianova, objectively evaluating virtual reality, Internet communication and blogosphere, considers the anthropological constants of self-transcendence and self-identity as a methodological foundation in characterizing a person as a subject. On this basis, the author reveals the ambivalence of characteristics of the information society personality.

According to the researcher, the Internet gives a modern person ample opportunities to manifest himself/herself, his/her "personal principle", which is provided by the specific nature of communication, anonymity, removal of a number of restrictions. This is a peculiar creative laboratory for experiments of the personality with his/her own identity.

Agreeing with researchers that the Internet world is an extension of the real world, it may be stated that virtual self-realization also has an effect on self-actualization in real life. The "virtual coin" undoubtedly has a reverse side, the risks of withdrawing from the material world into the virtual one. However, the Internet should be accepted as a given fact, as a new reality of the new generation, resources that facilitate personal self-realization should be used and created.

It has been established that in adolescence the past, the present and the future of the personality intersect in the most contradictory way. That sense of continuity of the self, the consistency in time is put to the test. Personal self-realization is regarded as one of the basic life values of every person, reflecting his/her desire to demonstrate his/her abilities and potentials as fully as possible and implement them in the process of productive activity. We predict that the virtual environment can have both positive and negative effects on the course of such processes.

Studying the impacts of the virtual environment on personal self-realization is relevant in the modern world due to the fact that this environment becomes quite significant, and sometimes dominant, in the realities of the information society. The scientific novelty of this paper consists in studying certain links between certain psychic phenomena, such as selfrealization and Internet addiction, on new subjects, namely adolescents.

Since despite the vast variety of theoretical approaches to understanding selfrealization nowadays, there is no unified theory or even some unified approach in science to the definition of this concept, the approach of the humanistic school of psychology was selected for the further empirical research, according to which the concept of self-realization is used in the sense of self-actualization.

The following research was organized to identify the regularities of virtual space impact on personal self-realization.

Research program and trial facilities.

The research program was as follows:

I. Preparatory stage. Research planning.

The group under investigation in this research: Internet users aged 16 to 25. The research was conducted involving 223 subjects under investigation.

II. Main stage

The research process:

The Internet Addiction Test according to Kimberly Young' procedure will be offered for completion by the adolescents. 100 people with the score of more than 49 points will be selected based on the results of this test.

The Self-Actualization Test (SAT), the situational self-actualization diagnostic technique and the questionnaire will be offered for completion by the persons who were selected during the background research.

100 of the respondents with less than 49 points according to Kimberly Young's procedure will be selected to pass the Self-Actualization Test (SAT) as a control group.

II. Main stage

Data collection. The process of direct investigation involves the researcher's contact with the research subject, which results in obtaining a set of characteristics of that subject. The characteristics obtained are the main material to test the working hypothesis and solve the problem.

The respondents were sent all necessary instructions via the Internet. The completed questionnaire data was received in the same way.

After conducting a background research, a sample of 100 respondents with the Internet addiction score higher than 49 was formed.

In addition, a control group of 100 respondents with the Internet addiction score lower than 49 was formed.

III. Final stage

Data processing. Having collected the set of data, the researcher starts processing them obtaining higher level information which is subject to further interpretation. The following statistical data processing methods were used in the research: the Student's t-test, Pearson's correlation coefficient.

The practical significance of the research is that the research outcomes can be used in psychology and pedagogy, namely, in psychological counseling of adolescents; in activities of an applied psychologist in the area of aid to Internet-addicted people; in diagnostics and aid in the correction of self-realization level of adolescents; in the preparation of seminars and training aimed at the effectiveness of self-realization, success, facilitation of career growth of young specialists; when forming virtual scientific communities, creating websites, pages; in further study of the effects of various virtual environment factors on personality; when forming corporate policy of access to Internet resources in the psychology of management.

The following dependences were discovered as a result of the analysis and calculation of the statistical dependences:

- The connection between preoccupation with virtual space and self-realization of an active Internet adolescent user was established at the 99.9% level of significance.
- The impact of different options of using virtual space on self-realization was established in the following context: the level of self-realization of the adolescents preferring online games and having an above average Internet addiction level differs from the level of self-realization of the adolescents preferring online communication and having an above average Internet addiction level at the high level of statistical significance, and from the adolescents that prefer searching information online and have an above average Internet addiction level at the absolute level of statistical significance. Levels of self-realization of online communication and information search groups do not differ statistically.
- Achievements reached during the intensive use of virtual space can cause an increase in the subjective evaluation of the self-realization gained, with a low objective self-realization level, in 62% of cases.
- With the increase in time that a person spends in virtual space, his/her self - realization level reduces with the 95% significance level for Internet-addicted individuals who mainly use virtual

space for online games. For people who use virtual space for another purpose, the increase in time has no direct impact on self-realization.

It was suggested that a condition when self-realization in the real world suffers as opposed to self-realization in the virtual world may be changed by giving full information about negative consequences of such a situation and how to use the Internet space to increase the self-realization level both in the virtual world and in the real world.

The task of the formative experiment was to focus the attention of a person on a problem situation, provide full information on the negative aspects of Internet addiction and low self-realization level, make him/her think about the result obtained while passing the SAT the first time.

Data from the previous stage of the study was used at the formative stage of the research. First, a group with the lowest self-actualization level according to the SAT was selected from the sample of the respondents. Two groups of 25 people - an experimental group and a control group - were formed of the selected respondents.

One of these groups was given the results of all their tests with interpretation and explanations. The following information was additionally sent to them by e-mail over a period of a month:

- Every three days - an article on Internet addiction of a negative nature;
- Every three days - an article on successful self-realization in some field and general educational information;
- Every three days - neutral information of a positive nature.

After 30 days, the SAT was conducted in both groups again. In addition to the test, the first group received a short questionnaire.

Analyzing the answers in the questionnaire in the course the formative experiment for the experimental group, the following tendencies were revealed:

- In the control group, the answer to the question “What do you use the Internet more frequently for?” remained unchanged during the second completion in 96% of the questionnaires. In the experimental group – in 64%.
- In the experimental group, the list of the most frequently used sites changed in 30% of the questionnaires.
- In the control group, the total hours of Internet use decreased by 2%, in the experimental they decreased by 13%.
- The answer to the question “Have you thought over your successfulness in real life during the last month? If yes, what incited you to do that?” was affirmative in 28% of cases in the control group and in 80% of cases in the experimental group. In the experimental group, 40% of those who answered affirmatively to 4 questions think that this choice was related to obtaining information of a negative nature about their condition, 30% believe that the choice was related to obtaining information of a positive nature about the possibilities provided by virtual space, and 30% of them do not relate this choice to passing the experiment.

Thus, it was established that if provided with full information on negative and positive effects of virtual space on self-realization:

70% of the respondents pay attention to their own level and think on improving their results,

Poles of interest in virtual space shift towards more productive sources.

In case of 95% significance level, that leads to changes in SAT scores when comparing data before and after the experiment.

Conclusions:

Virtual space has a significant impact on the self-realization of adolescents. The level of personal self-realization reduces with the increase in time spent on unproductive use of resources of

the virtual world. In addition, achievements reached in the course of the intensive use of virtual space may cause an increase in subjective evaluation of the self-realization gained with a low level of its objective state. It was found that when provided with full information on the actual level of self-realization, the negative effects of its low-level, as well as on the way to use the Internet space to increase the self-realization level both in the virtual world and in the real world, the people under investigation thought over their own selfrealization, and focuses in the use of network resources shifted towards more productive sources. This tendency led to positive changes in SAT scores.

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- Center "Academy"

A CASE STUDY ON THE METROSPIRITUALITY

by

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Abstract

What do sex and spirituality have in common? They are currently the top two marketing models for promoting products as varied as chocolate, athletic clothes and cars. Perhaps it's due to the extensive use of sex in advertising, but recently, spirituality has gained momentum and become advertiser's number one tool to attract and sell. This emerging phenomenon in advertising culture even comes with new branding name: they call it metrospirituality. Metrospiritual culture tries to bridge the gap between our discernable physical/emotional needs and our often indiscernible and intangible spiritual needs. By offering a piece of a set of beliefs, or even pieces of different sets of beliefs, metrospirituality promises a sense of enlightenment, of doing something good, without asking too much in return.

Keywords: Metrospirituality, Consumer Behaviour, Beliefs, Motivation

Introduction

The concept of spirituality dates back almost two thousand years to St. Paul, but it is only in the last two decades or so that it has been systematically researched in the social sciences. The American Heritage Dictionary defines human spirit as "the vital principle, the animating force traditionally believed to be within, and the essential nature of every human being." While over two hundred articles have appeared on the topic of spirituality and management between 1999 and 2005, hardly any papers address how spirituality could be harnessed in the marketing context. The small amount of literature that does exist on spirituality and marketing tends to be largely been practitioner-oriented and seems confined to the marketing of churches or cults (Lyon 2000). This case study contends that businesses are fast realizing the role of soul and spirit in human consumption and have begun to effectively capitalise on the spiritual needs of consumers even in marketing materialistic products such as sports cars and soft drinks.

Introduction:

Industry observers say spiritual trusts such as Sri Sri Ravi Shankar's Art of Living, Baba Ramdev's Patanjali Ayurved, Aurobindo Ashram, Pujya Bapuji's Sant Shri Asharamji Ashram, Coimbatore-based Isha Foundation and the organisation that runs Swaminarayan Akshardham are all on the cusp of emerging large consumer product makers. Some of them plan to widen distribution of their products-so far largely sold at their ashrams-through kirana stores, supermarkets and online retailing. Some are entering into back-end integration for commodity sourcing and are building distinct brands. Spencer's plans to sell such products at its outlets-there are more than 200 of them-and are open to offer larger shelf space than even some mainstream brands.

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PROFITS FOR CHARITY

Baba Ramdev started retailing his Patanjali line of FMCG products via through kiranas and modern retail in April. Acharya Balkrishnan, promoter of Patanjali Ayurved Products and a close aide of Ramdev, said this would allow the firm more than quadruple its sales to 2,000 crore this fiscal from 455 crore in 2011-12. If achieved, this would make Patanjali larger than Fair & Handsome and Boroplus-maker Emami and at nipping distance of Colgate-Palmolive.Being not-for-profit organizations, spiritual trusts plough back all their profits to sustain their organisations and charitable work.If Patanjali has decided that none of the board members will earn from the company's profits, others too say profits from sales will be used to support their activities.

Through the sale of the products, Art of Living funds its various service initiatives like the 185 free schools which it runs in the Naxal and the tribal belts of India by Sri Sri Ayurveda Trust, the FMCG arm of Art of Living. The trust makes creams, shampoos, body care lotion, scrubs, cleansing milk, soaps, ayurvedic energisers and juices. Isha Foundation, which has recently ventured into the FMCG space, says the foray is to support its various activities. Pondicherry-based Aurobindo Ashram, which forayed into FMCG products as vocational development for its inmates, now retails incense sticks, soaps, candles, perfumes and furniture through Khadi Bhandar and even in overseas.

HOME, AWAY & ONLINE

Consumer goods companies take years to build a distribution channel and consumer base while devoting large investments into branding. Big ashrams already have a loyal consumer base among their devotees running into millions. The devotees are primary consumers more than 300 million followers across the world by Art of Living. It sells its products through 'Divine Shops' set up at locations where it organises its programmes, as well as through the world's largest online retailer Amazon. Ahmedabad's Sant Shri Asharamji Ashram sells its products through outlets at ashrams, mobile vans and at devotees' homes. Bochasanwasi Shri Akshar Purushottam Swaminarayan Sanstha (BAPS), the socio-spiritual Hindu organisation that runs Swaminarayan temples and Akshardham in New Delhi and Gandhinagar, retails at 800 temples across India, US and UK. Its chyawanprash, honey, oil, tea, shampoo and dental care products, sold under BAPS Amrut brand, are also retailed online. Baba Ramdev, meanwhile, has big-ticket plans for rural India. His Patanjali Ayurved plans to

launch swadeshi seva kendras with self-help groups by August.Some of the major initiatives undertaken by Patanjali Ayurved to open around one lakh swadeshi kendras, especially in villages with less than 3,000 people so that they become self-sufficient and empowered.

BONDING OF SPIRITUALITY WITH CONSUMER GOODS

So what ties spirituality with consumer goods? "Once you come into the spiritual path, you understand how it is connected with the body and mind. You tend to become conscious of chemicals being used on your body and prefer more organic food. Sant Shri Asharam ji Ashram's brochures say its products extend the benefits of "the pristine rishi culture to the masses at lowest cost possible". Patanjali Ayurved is pitching its products as "swadeshi," claiming they are at least 30% cheaper than national brands.

Research Questions:

1. **How spirituality influences the marketing of products and services.**
   Marketing through spirituality has become a significant topic of discussion as it affects the consumption behavior of people. Therefore, spiritual organizations are launching and selling their own products for the customers to capture the market. Yoga and pranayam are considered as the dimensions of spirituality and it is observed that people generally rely on a spiritual guru for performing yoga and pranayam. Swami Ramdevji is the most famous guru in teaching yoga and pranayam in India and he, through Patanjali Yogpeeth, has launched several products not only based on ayurvedic medicines but also on FMCG.

2. **Do you think people have a spiritual emptiness that they need to fill?**
   This spiritual emptiness within humanity is demonstrated from our early childhood. One of the first words out a baby's mouth is, "Mine." As we grow older we try to fill this emptiness with earthly possessions and power. This is not all bad, but it does demonstrate a longing for something to make our life complete.
   Some people try to fill their spiritual emptiness with sports, intellect, social significance, power, political positions, and worldly religions. In the business world we try to fill our spiritual emptiness with our job positions and money.
   In Buddhism, for example, the concept of emptiness, known as Sunyata, is associated with renouncing ego and desire in order to achieve openness, inner peace, receptivity, and ultimately, enlightenment. This kind of emptiness is a way of perceiving experience without the attachment of ego or self, and it is a goal for practitioners of Buddhism. Similar themes of renouncing worldly desires and greed appear in many forms of Christianity, Judaism, and Islam, though the ultimate goals of achieving emptiness can vary among the traditions.

3. **What do you use to fill your spiritual and emotional needs?**
   From toothbrushes to night suits, from breakfast cereals to body cleansers, there is a spiritual touch in each item up for sale. Consumerism blended with spiritualism needs, courtesy religious gurus and organizations, is giving companies a run for their money. They have a fan base that is so emotionally connected with the brand that it becomes a cult or religion for them. So spiritual gurus with the help of emotional and spiritual needs able to create customer communities for pushing products in the shopping basket without much effort.

Conclusion

It seems that the world is smitten by the spirituality bug and marketing academics are oblivious of this development. Consequently, marketing scholars are largely ignorant about what has brought about the resurgence of spirituality and how this development plays out in the marketplace. Spirituality is increasingly impacting the beliefs and behaviors of consumers the world over. Spiritual motivations are not simply restricted to the choice of a particular sect, guru, or religion. Secular corporate firms are increasingly using spiritual appeals to identify and bond with consumers. The community of marketing scholars needs to urgently comprehend and research the role of spirituality in modern consumption. Management scholars have already taken cognizance of the significance of spirituality, as evidenced by the number of articles on workplace spirituality figuring routinely in contemporary management journals. Journal editors in the field of marketing could help accelerate theory development on spirituality and marketing by inviting and publishing papers exploring spirituality. Doing so will bring us closer to closing the gap between theory and practice.

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Research in progress

USING ICT TO MANAGE DIVERSITY IN LEARNING – – CHALLENGES AND APPROACHES OF E-LEARNING

by

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E-learning offers not only adequate support for learner, but new business behind this and ICT in general as well. Especially in emerging countries like Slovakia, Poland and the Czech Republic, where is a large growth of distance e-learning offers and target groups (Martel, 2015), new business – e-business – can take place. Latvia and the Czech Republic have the fastest average internet connection in Europe (Akamai's State of the Internet, 2014). ICT open the doors for an economic growth, which brings emerging countries closer to the industrial one's in a fast way (Łogwiniuk, 2014). A great example is the development of Cracow within the last eleven years (Szabat-Pręcikowska, 2014). This makes e-business and e-education very important for the economic growth in emerging countries. Industrial and emerging countries can learn from each other's experience in this field.

Companies, bothering business in the area of sciences, technology, engineering and mathematics (STEM-fields), are looking for high educated people – often called valuable as human capital – to work for them, but have problems to find and get such employees. STEMprofessionals are missing. This is obstructing business and the economic growth in general. The employment share of high professionals in the STEM-field in Germany are low in a European comparison and problematic for the future requirements, though they are important for the technological performance of the country (Baethge et al., 2015). Additional the university dropout rate is the highest in this field (Autorengruppe Bildungsberichterstattung, 2014). Mathematical competence is an important base, at which many students fail at the beginning of study (Dehling, Roegner & Winzker, 2014). If we take a look at the education system, we can recognize challenges in diversity. Diversity contains not only observable differences, but unobservable differences as well (Sepehri & Wagner, 2002). The educational background, professional competence (Ditzel, 2015) and learning style (Downes, 2015) are such examples. While the economy, professions, work processes and so on are changing, the way of education has to change as well. To train more people to (STEM-)professionals we have to motivate more people to study, support them to stay the course and prepare them already before studying. This situation brings us to the question and challenge of how to support a diverse target group, which is inhomogeneous in experience, knowledge and the way of learning, in the right way. ICT allows a more student-centered way of learning and teaching (Treagust & Tsui, 2014) and a nationwide supply. Especially emerging economies could benefit from the use of ICT for serving personnel recruitment, assessment and development. Another benefit is the gaining of digital skills/information competences for future professionals. Emerging countries can and should learn now from this problem by developing them educational system in an adequate way, before making the same mistakes as industrial countries. The missing of (STEM-)professionals influence the global competitiveness and with it the economic growth.

The presentation will give an overview of how emerging and industrial countries can learn from each other in the way of using ICT for business and education, how to reach a diverse target group and how to teach them before studying in a diverse way to prepare them for study and the expectations in work life. Therefor serve experiences from different projects at Dresden University of Applied Sciences. Research data of learning outside of university and school supported by ICT are hard to find

(Rennie, 2014) and are another aim of gain. All are following in perspective the main aim to increase economic growth.

Keywords: E-Learning, Diversity, ICT, STEM, professionals

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COMPARATIVE STUDY OF TEMPORAL AND MATERIAL RESOURCES, AND ATTITUDES TOWARDS GLOBALIZATION PRELIMINARY ANALYSIS OF RESEARCH BASED ON LIMITED GROUPS OF YOUNG ADULTS AND SENIORS IN POLAND AND SWEDEN

by

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The Department of Management and Engineering, Linkoping University, Sweden, and the Institute of Psychology, Wroclaw University, Poland, have started a joint project in order to fill this gap by investigating different profiles based on two models:

- Socio-economical (time-rich/time-poor and money-rich/money-poor developed by Helena Lindskog
- Attitudes towards globalisation by Zbigniew Los and Alicja Senejko

Both the Polish and Swedish sides are currently in parallel collecting information through the same questionnaire in both countries. The collected information will be analysed in each country and then compared. We hope to get answers to questions such as:

- Are there differences between time-rich/money-poor and time-poor/money-rich as well as time-rich/money-rich and time-poor/money-poor towards globalisation and usage of Internet for contacts with companies and government and for private usage?
- Are there differences between the sexes, age and education together with the divisions presented above?
- What is common between the two investigated countries and what differs?

We would like to present the preliminary results of the survey carried out in Poland and Sweden with special focus on two groups:

- Young adults (investigate age group ss20 – 44 years)
- Seniors (investigated age group 61 – 75 years)

The preliminary results will be investigated in order to compare:

- Young adults with seniors in Poland and Sweden as well as between Poland and Sweden
- Young adults in Poland compared with young adults in Sweden and Poland
- Seniors in Poland compared with seniors in Sweden and Poland

Keywords: temporal and material resources, time-rich and time-poor, globalization, Internet

Section 1.

Management and Psychology

ORGANIZATIONAL BEHAVIOR AND HUMAN POTENTIALITY IN COMPARATIVE STUDY ON THE EXAMPLE OF POLAND AND GERMANY. EXPLORATORY STUDY.

by

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State of the Art and Purpose

The goal of the paper is to examine the ethical behavior and human potentiality differences of human capital development between transition and developed economies, in information systems. The goal of the study is to test the differences concerning the relation of human potentiality (HP), and organizational citizenship behaviors (OCB) between transition and developed economies, on the example of Poland and Germany.

Design/Methodology

The qualitative and quantitative methods were used during the process of translation, adaptation, validation and reliability verification of the new tools and in the research hypotheses testing. The structured online survey comprised adapted questionnaires in Polish and German studies: Inventory of the Human Potentiality in achieving career goals (HP) and Employee Behavior Questionnaire (EBQ). The studies are based on two random sample of 263 IT users in Poland and 32 IT users in Germany.
Results

The new tools (HP and EBQ questionnaires) were elaborated in Polish and English languages. The differences of HP and of OCB of IT Users were examined between countries, with consideration of the socio-economic features of transition and developed economies.

Limitations

Studies should be continued in other transition and developed countries for more numerous research samples, in various branches of the economies.

Research/Practical Implications

The conclusions of our research can be addressed to IT Users and professionals, especially HR staff in transition and developed economies. Analyzing the differences of HP and OCB and popularizing ethical ideas in mentioned above economies can be a factor of human and economic development that increase efficiency and commitment.

Originality/Value

The study fill a gap in the field of socio-economic IS development research with new tools, testing spirituality intelligence in terms of intentionality, rationality in achieving career goals and ethical attitudes - OCB components. The cultural differences between transition and developed

countries were indicated in the field of the factors of OCB increasing, first time in Poland and in Germany.

Keywords: developed economy, differences, Human Potentiality (HP), IT Users, Organizational Citizenship Behaviors (OCB), Poland, transition economy, Germany

UNIVERSITY TEACHER IN THE PROCESS OF SHAPING INTELLECTUAL CAPITAL OF THE COUNTRY

by

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The notion of intellectual capital is very complex, as in theoretical context it is formed by human capital, social capital, structural and development capital.

The tasks that teachers have to face in shaping intellectual capital in the society based on knowledge are elaborate. The mission refers to four spheres, which are to establish human capital, establish grounds for knowledge development, knowledge widespread and intergenerational knowledge transmission. This paper tackles the issue of analysis of new tasks that university teachers have to manage in the context of research results from the Report on Intellectual Capital of Poland and The 2030. Development Strategy for Lower Silesia.

Key words: knowledge-based economy, intellectual capital, higher education, diversification of teacher's mission

COMMUNICATION IN THE SOCIAL NETWORKS AS A WAY TO OVERCOME LONELINESS IN MIDDLE AGE

by

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ABSTRACT

The rapid development of Internet technology has created a new social space - the social networks that provides rich soil for new psychological researches. Loneliness is one of the most serious psychological problems of a modern human. The article is devoted to the study of individual aspects of the experience of loneliness when communicating in social networks.

The sample for the study was formed on the basis of an online consultation center, working in the mode group in the social network VKontakte. The research was attended by 150 people aged 17 to 39 years of different professions and education.

For the experimental group were selected those respondents, who have a tendency to overuse the Internet or have Internet addiction and devote the most time to communicate in social networks. For the control group were selected those respondents who use the Internet sparingly.

In experiment were tested the following hypotheses:

- Persons, who are susceptible to overuse the internet and prefer to communicate in social networks, have high level of loneliness.
- Persons, who are susceptible to overuse the internet and prefer to communicate in social networks, prone to disharmony in interpersonal relationships.
- Married persons, who are susceptible to overuse the internet and prefer to communicate in social networks, have low levels of satisfaction in marriage.
- Persons, who build virtual intimacy, prone to Internet addiction.

Hypotheses were confirmed.

Researcher have developed the recommendations, that should help customers to reduce feeling of loneliness. After following the recommendations within a month, customers noted a reduction of time they spent using the internet. Rates of loneliness, on average, fell from high to moderate levels.

Keywords: loneliness, social networks, mean age

Section 2.

IT Management

STRATEGIC IMPLEMENTATION OF OFFSHORE OUTSOURCING IN IT SERVICES: A LITERATURE REVIEW

by

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The purpose of this paper is to assess present publication base and research trends in offshore outsourcing of IT services. The scope of this analysis has been confined to papers published in academic journals dealing with changes that have undergone companies that for strategic reasons have decided to implement offshore outsourcing. We perform a literature review and analyze the concerned papers focusing on theoretical foundations, research scope and focus points. Based on 45 papers published between 1999 and 2013, we identify main trends and gaps that offer opportunities for further research. We discover that current research is focused mainly on organizational changes undertaken while starting outsourcing processes, with scarce reference to their secondary effects on companies' structure. Moreover, this paper examines the role played by widely applied theories in the theoretical analysis of offshore outsourcing.

Keywords: offshoring, outsourcing, IT Services, literature review

STRATEGY “EUROPE 2020” - USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES FOR ECONOMIC GROWTH IN EUROPE

by

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In the recent years much attention has been given to the building of a knowledge-based economy. Of crucial importance in this process is the designing and practical use of innovations. They enhance the competitiveness of enterprises, regions and countries. Among the innovations of rapidly increasing significance are information-communication technologies, which make it possible to accumulate, process and circulate an ever-growing number of data over a short period of time. This allows a widespread and highly dynamic diffusion of knowledge.

Technological progress in the EU is a considerable driving force behind economic growth, citizen engagement and job creation. Information and communication technologies (ICTs), in particular, are reshaping many aspects of the world’s economies, governments and societies.

In countries of EU, public officials, businesses and citizens are working together to harness the transformative power of ICTs to make services more efficient, catalyze economic development and strengthen social networks.

In recent years, progress in information and communication technology (ICT) has caused many structural changes such as reorganizing of economics, globalization, and trade extension, which leads to capital flows and enhancing information availability. Moreover, ICT plays a significant role in development of each economic sector, especially during liberalization process. Growth economists predict that economic growth is driven by investments in ICT.

At the present time, ICT has become a serious part of economy UE. Almost all firms and consumers use computers and Internet connection for economic purposes, such as providing consumers with a more diversified and customized products, improving product quality, and selling goods and services. Evidently, the extension of ICT and its influences on economic growth in UE has increased very fast during the last two decades - The Lisbon Strategy (2001 - 2010) and Europe 2020 (2011 >> 2020).

The Europe 2020 strategy, adopted by the European Council on 17 June 2010, is the EU agenda for growth and jobs for the current decade. In emphasizes smart, sustainable and inclusive growth as a way to overcome the structural weaknesses in Europe’s economy, improve its competitiveness and productivity and underpin a sustainable social market economy. The Europe 2020 strategy is the successor to the Lisbon strategy.

To ensure progress towards the Europe 2020 goals the European Union uses several instruments, such as:

1. **‘Innovation Union’** aims to create a more conducive environment for innovation by improving conditions and access to finance for research and development. Facilitating the transformation of innovative ideas into products and services is seen as the key to creating more jobs, building a greener economy, improving quality of life and maintaining the EU’s competitiveness on the global market.
2. **A digital agenda for Europe’** aims to advance high-speed broadband coverage and internet structure, as well as the uptake of information and communication technologies across the EU.
3. **“An agenda for new skills and jobs”** aims to advance reforms, which would improve flexibility and security in the labour market (flexicurity); create conditions for mod-ernising labour markets and enhance job quality and working conditions. Further-more, it endorses

policies aimed at empowering people, through the acquisition of new skills, through the promotion of better labour supply and demand matching and raise labour productivity.

The paper discusses the theoretical aspects of information and communications technologies (ICT) development and presents the theoretical frameworks of ICT development impact on labour productivity and economic growth, identify indices and indicators for measuring ICT development.

There is a broad consensus among economists and policymakers concerning two major phenomena: that the European Union's economic performance has not matched the ambitions formulated in Europe 2020, and that the EU has not reaped the same benefits from modern Information and Communications Technology (ICT) as has the United States. Improving the efficiency of the Europe 2020 strategy requires in the period 2015-2020: Productivity developments and use of information and communication technologies (ICT): weak productivity growth is seen as one of the reasons for economic growth in Europe lagging behind that of other advanced economies over the last 30 years. The EU thus needs to boost productivity both as a source of growth and to address its shrinking working age population due to population ageing. In this regard, information and communication technologies (ICT) are considered crucial levers of growth and productivity in the EU.

Keywords: technology ICT, economic development, informative society

LOGISTIC OPTIMIZATION THROUGH GREEN SUPPLY CHAIN MANAGEMENT SYSTEM

by

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Sustainability and green supply chain initiatives are rapidly becoming high priorities at many companies as they seek to reduce supply chain costs while reducing their carbon footprint and becoming better stewards of the planet's natural resources. Over 75% of a company's carbon footprint is related to transportation and logistics activities. Reducing costs and saving our planet are aligned in many ways. A transportation management system can help your green supply chain initiatives (TMS) while cutting freight expense by 5% to 40%.

The main objective of logistics is to co-ordinate these activities in a way that it meets customer requirements at minimum cost. In the past this cost has been defined in purely monetary terms. As concern for the environment rises, companies must take more account of the external costs of logistics associated mainly with climate change, air pollution, noise, vibration and accidents. This research project examines ways to reduce these externalities and achieves a more sustainable balance between economic, environmental and social objectives.

Ex: Toyato renovated with Hydrogen based fuel car to reduce the carbon emission.

Keywords: Logistic Optimization, Green Supply Chain, Management System, Sustainability

Section 3.

Language in Communication

TRANSLATION OF EU LEGISLATION AND THE CHALLENGE FOR THE PRINCIPLE OF EQUAL AUTHENTICITY: A CORPUS-BASED STUDY

by

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For the purpose of effective communication in the European Union, EU legislation is adopted in 24 official languages. From the legal point of view, all language versions of the documents are equally authentic, which means that none of them should be considered as the original or the translation. This rule, known as the principle of equal authenticity (Šarčević, 1997: 64) results from the multilingual policy of the EU, according to which it is obliged to "respect its rich cultural and linguistic diversity" (The consolidated version of The Treaty on European Union and the Treaty on the Functioning of the European Union). In order for all language versions to have the same legal effect, they should display the same structure and convey the same meaning. Given the anisomorphism of languages and various degrees of incompatibility of interlingual conceptual networks, the principle of equal authenticity is a real challenge for translators. The paper aims to investigate whether English and Polish versions of the EU legislative texts show quantitative differences that are typically found between originals and translations. The differences in question lie in the lexical composition of the texts compared, and can be observed in different type/token ratio, sentence length, and the proportion of high-frequency words in the total word count (see Steiner 2012; see also Laviosa 1998, Grabowski 2013).

Keywords: EU, legislation, translation, quantitative, corpus, type, token

EFL UNIVERSITY STUDENTS' PERCEPTIONS OF AUTONOMY IN A BLENDED LEARNING ENVIRONMENT

by

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As autonomy is undoubtedly one of the key features of successful language learners, the question of how to promote autonomous learning is often addressed by teachers and researchers alike. Information and communication technologies (ICTs) offer a wide range of possibilities of improving the quality and effectiveness of teaching and, at the same time, fostering learner autonomy. One way of integrating ICT into English as a foreign language (EFL) education is by means of blended learning, which combines online and in-class delivery methods. This model might reinforce learner autonomy by offering greater flexibility and allowing students to develop time management skills. There are, however, certain drawbacks of such courses, and students might have problems with accepting greater responsibility and sustaining their motivation to learn independently.

This article reports on a questionnaire study whose main goal was to investigate EFL university students' perceptions of their own autonomy in the context of blended learning environment. The participants took part in two-semester blended course designed to help students develop listening and reading skills, expand their vocabulary, and improve their ability to express themselves in speech and writing. The results are analyzed in terms of students' willingness as well as their readiness to control and manage their own learning.

Keywords: learner autonomy, blended learning, EFL students.

COMMUNICATION AND CULTURE

by

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The aim of this paper is to address the issue of training communicative competence in English as a foreign language in the context of guidelines of Common European Framework of Reference for Languages (CEFR). The paper analyses authentic materials for learners as an illustration of interlingual communication in a specific context and situation. The paper underlines shortcomings of communicative methods and the necessity of change.

Keywords: CEFR, communication, competence, materials, EFL, teaching

METAPHOR AS THE VEHICLE FOR A DEEPER UNDERSTANDING AND IMPROVING OF THE RELATIONSHIP BETWEEN THE TEACHER AND L2 STUDENTS

by

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The present paper discusses the possibilities of metaphor use for raising L2 students' awareness of teacher responsibilities and conditions conducive to establishing a positive climate in the language classroom.. It is written with reliance on and reference to the Lakoff and Johnson Conceptual Metaphor Theory highlighting the mental background of metaphor as underlying its linguistic surface. The paper aims to investigate the contribution of the subjects' metaphorical expressions to a deeper understanding of themselves as language learners having certain expectations in relation to the teacher and his/her behaviors, roles, beliefs or attitudes. The questionnaire administered to 118 students of English yielded a number of metaphors, the creation of which invited the respondents' to meaningfully and argumentatively reflect on the quality of L2 teacher work and its implications for class involvement in proposed activities as well as for students' functioning as members of supportive community.

Keywords: metaphor, vehicle, deeper understanding and improving of the relationship, teacher, student

Section 4.

IS for Global Organizations

INDUSTRY 4.0: MACHINE-TO-MACHINE (M2M) COMMUNICATION AS A DISRUPTIVE INNOVATION FOR MEDIUM SIZED BUSINESSES IN THE SECTOR OF MECHANICAL AND PLANT ENGINEERING

by

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The high development in the industrial production sector is one important fundament for the European wealth and success in economy in comparison to other continents. In the past, the industrial production, chiefly the sector of mechanical and plant engineering, was a very traditional sector in the global economy. The industry sector hasn't used the variegated possibilities which the fast growing of digitalization offered them. That's one reason why the industrial production sector in (Western-) Europe lost significance compared to the nonproductive industries and in comparison to other continents like Asia in the last years. However, the fast development in the digital world will not stop forever in front of the industrial production. In the near future the so called "Industry 4.0" will be more and more important for organizations, and Europe will experience a re-industrialization (VDMA, 2015). Industry 4.0 in connection with M2M1 communication offers new chances in the way of production and disposition. The digitalization of the value added chain offers enterprises the possibility to produce individual products at lower costs and with less input of resources, what supports a sustainable economy. The predicted effects are an annual increase in efficiency of 3.3% and a cost reduction of around 2.6% per year (PWC, 2014). Furthermore, factories will be smaller and more regional, what could be very advantageous for small and medium sized businesses (VDMA, 2015). More and more customers prefer a customer-oriented and flexible production. In the future the companies have to react faster and more flexible for customer demands and regional needs. These requirements can be best satisfy by small and medium sized businesses, which possess intelligent networked factories.

On the other hand Industry 4.0 is not just a chance for already industrialized countries to start a re-industrialization, also and primarily emerging countries can benefit from the new development. Since 1991 the absolute worldwide manufacturing value added has almost doubled, from EUR 3,451 billion to EUR 6,577 billion until 2011 (Roland Berger Strategy Consultants, 2014). Emerging countries held currently a share of around 40% of the worldwide industrial manufacturing. They have doubled their share in the last two decades, while Western Europe lost over 10% of manufacturing value added, and held currently a share of 25% (Roland Berger Strategy Consultants, 2014). Hence, Industry 4.0 offers a chance to close the gap between industrialized and emerging countries regarding to the unequal distribution of prosperity between the different regions on the world. Requirement is, that the emerging markets invest into the digitalization of their industrial production.

Thereby, M2M communication has potential as a disruptive innovation, it needed wellthought-out business models. In the future the existing business models will be changed because of Industry 4.0. The goal will be the increase of the customer value through added value solutions, development of digital services and enhanced networking products (PWC, 2014). For the sector of mechanical and plant engineering means that a change from the classical selling of physical products to more solution-oriented business models. One example is the flexible accounting of printing machines. Instead of selling a whole printing machine to a customer, the company just sells the printed pages, it's the idea

of selling machine hours instead of machines to the customers (PWC, 2014). A practical example for currently using the progress of Industry 4.0 is the German machine tools manufacturer Trumpf. They have produced the first "social machines" to work. Each component is "smart" and knows what work has already been carried out on it, because the production facility already knows its capacity utilization and communicates with other facilities, production options are automatically optimize. Customers can receive pictures of the machines in real time during the production process and have the chance to provide feedback very early on, which can help to build even better machines (Roland Berger Strategy Consultants, 2014).

The presentation will give an overview of how Industry 4.0 and M2M communication will change the business models especially in the sector of mechanical and plant engineering. One aim of the presentation is to illustrate the potential of the disruptive innovation, which the digitalization offers the industry. Additional it presents how emerging economies can use the disruptive innovation and business models in the mechanical and plant engineering sector to close the gap of economic output and standard of living between industrialized and emerging countries with the help of ICT management.

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Keywords: Industry 4.0, M2M communication, business models, mechanical and plant engineering

IMPLEMENTATION OF IT SOLUTIONS IN THE POLISH BANKING SECTOR – NEW FORMS OF COMMUNICATION WITH CUSTOMERS. SAFETY AND QUALITY OF CONSUMER SERVICE

by

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Nowadays, transfers, mobile and NFC payments are the most popular solutions which banks offer to their customers. But are they safe enough? Is there any possibility that someone else could have an access to customer's private data and money? Are the banks prepared to face the risks concerning cyber security? Cyber banking consists of various banking e-services; an access to those e-services should meet particular safety standards and eliminate possible threats.

Using internet or mobile banking without the possibility of any threats depends on the safety of the access device (e.g. computer, tablet, smart phone). Proper security system of the access device as well as its safe usage are the most important factors as far as the safety of internet banking is concerned.

Internet banking development influences the increase of various forms of criminal activities. Mobile revolution is recognized as the main threat for data safety. Criminal threats in internet banking are inevitable and their number will grow along with disseminating internet banking services which are more and more popular and easier to get access to; they are attractive mostly for their quick and convenient access to the bank account at any time, at any place, without going to the bank. The scope of criminal activities in internet banking depends also on the way customers act, for they are not always aware of the possible threats. They often do not know about such threats or how to protect themselves from them.

Although internet banking development is closely related to threat increase, customers still want internet banking to be easier, simpler and quicker. Unfortunately, such simplification costs them their safety. When deciding to use internet banking services, a customer ought to get familiarized with the security system of internet banking in order to knowingly choose such security measures which could help them use internet banking in a convenient way that is also moderately safe.

Because of the fact that the growing number of new channels allow to access internet banking, it is necessary to change safety approach. The more customers are satisfied with the internet banking, the less attention they pay to their safety. The users are the weakness of the system; they do not know anything about the basic safety rules of cyber banking. Bank security measures are not to be blamed. However, even the knowledge of safety rules, regular updates of the antivirus software or tokens usage will not protect customers from hacking attacks. Without customers following the basic safety rules, the best technological solutions will not provide a full trust concerning innovations in internet banking.

Innovations in internet banking development are problematic as far as customers education is concerned, especially education for elders or customers with primary education. As for now, the problem remains unsolved, thus creating a serious access barrier dividing the society.

Digitization of banking processes is a chance and at the same time a challenge for the banking sector. The digitization era brings to the discussion two problems: appropriate adjustment of mobile services to the needs of bank customers, e.g. smart phone keyboard has small buttons and it is easy to make a mistake. The other problem and the barrier which limits digital banking development is the

customers' fears of transfer safety. Customers' fear of their money safety may appear to be one of the main barriers limiting cyber banking development.

At present, though traditional forms of banking are very popular, it can change in the nearest future. Banks without branches as well as banks offering both access to traditional and mobile channels can function next to traditional banks. It is of a great importance, however, that banking can be accessible to the customers in various forms. Nowadays, some of the banks tend to promote mobile and internet banking, and the same time limit the access to traditional banking without taking into account that the new technologies are some of the tools that could contribute to decreasing or limiting cash business.

Keywords: Implementation of IT solutions, Polish banking sector, new forms of communication with customers, safety and quality of consumer service

SERVICE INTER-LAB CENTRE AUDIT PLATFORM – MODERN IT TOOL FOR MULTILEVEL AUDITING OF THE ORGANIZATION

by

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In the article we present a dedicated information system developed to create and conduct the original audits in the organization - Service Inter-Lab Centre Audit Platform. The platform is the result of our previous experiences in auditing organizations taking into account the innovations and pro-innovative attitude of the organizations. On this basis we observe a need to develop a system with a broader spectrum of action, which would give the ability to prepare different types of audits consist of unlimited number of areas, questions and methods of assessment.

The presented audit system is IT tool created as a part of a Centre for the Transfer of Knowledge and Innovation for Service Sector - SERVICE INTER-LAB (SIL). It is unique environment to create and conduct audits in order to assess various aspects of defined types of organizations. As a background of the developed solution is used the Sharepoint environment, which in practice is responsible for the audits management.

The system gives the ability to prepare unlimited number of audits, active in the specified time period. Each audit can be created by the particular number of various types of questions (eg. single choice, multiple choice, matrix, etc.) assigned to specified research areas, and each answer can be scaled by using the weights. Additionally, it is possible to create the indicators letting for the assessment of the chosen audit areas and presentation the results in tabular and graphical form in automatically generated reports (PDF file). The system allows to export the data to .csv, .xls, .sav formats, if the obtained results are insufficient and further in-depth analysis is needed. Multilevel alerts system designed for the communication with the platform users (eg. to inform about new audits, necessity to complete the started ones) as well as the content management environment enabling the creation of the audits' webpages without the knowledge in the programming languages are the additional components of the system.

The Service Inter-Lab Audit Platform is an instrument, which functionality is currently tested by the Szczecin University academic staff. However, the system can also be used by other interested organizations (universities, companies, government agencies, etc.) to assess specific areas of their business activity.

Keywords: Audit, Audit platform, Service Inter-Lab

Section 5.

Education and Communication

DIFFERENCE BETWEEN „INFORMATION“ AND „NEWS"

by

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Many people and sometimes also scientists don't differ (don’t distinguish) in colloquial speech the terms; „information“ and „news“. Similary, many people don’t distinguish the difference between "culture“ and „ civilization" (Oswald Spengler). So, we can say, that those people confused these words using them wrongly in scientific sense or in scientific aspect. We are going to point out such differences and many examples which show quite clealyr what they really mean. The word "information" has a natural background. But the word “ news“ has a cultural origin. For example: "the universe was born at about 14 millliards years ago“. But on the other hand: "Hitler loves dog" belong to the news, because such statement has no natural source. In this paper we analysed many details concerning these problems, which give more comprehension in the science field. Up to now nobody has made such analitical study, which seems useful in science. This paper delivers many ideas which should be important for IT professionals and people for the computer science field.

Keywords: computer science, civilization, information, news, universe

CONFLICT MANAGEMENT AT SCHOOL AND IN MEDIA. A STUDY OF THE CASE „PROCEDURE OF ENTERING THE CLASSROOM" OR „DRILLS AT SCHOOL”

by

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The problem presented in the article was connected with conflict management in an educational facility. Dr Zajączkowska presented and characterised development of conflict caused by one of the parents. The conflict, publicized by media, transformed a difficult situation into a crisis which caused a difficult situation in school and demanded specific competence from the headmaster. The reasearch was done on the basis of journalists articles about the conflict, published in the Internet. Dr Zajączkowska used the theory of conflict in order to explain and present the case study.

Conflict management in school facility was presented in the article on the role of discipline in learning. A first grader's mother published in the Internet a note about rules and procedures of entering the classroom for graders. The article publicized in media triggered a discussion about rigor at schools in Poland. A Minister of Education, the Ombudsman for children and a presidential candidate have taken part in a discussion concerning children rights, the role of rigor and critisized the set of rules established at school. However, the headmaster, the school counsellor, a psychologist and the parents were in favor of the procedures explaining that the school's aim is to help children with special educational needs and the set of rules has been created to help them overcome their problems. The national debate raised awareness towards the need of rigor and procedures but also transformed a difficult situation into a crisis. The articles about the conflict and crisis management, written by journalists, were deeply analyzed and discussed. The description of the conflict was based on the theory of crisis and communication with the media.

Keywords: school, conflict, headmaster, mass media, crisis

THE TYPES OF PERSONAL INTEGRITY OF THE MODERN UKRAINIAN MULTICULTURAL SOCIETY

by

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The aim of our research is to identify and describe the types of personal integrity in modern Ukrainian society.

Methodology: questionnaire that defines the socio-cultural values of certain social way: traditional, modern, postmodern and a modified questionnaire to determine the integrity of the individual characteristics (used methods: Ryff's Psychological Well-Being Scales, the Existence Scale of Längle (Längle A. (1986), Leontiev's Test of Life Sense Orientations, Zimbardo Time Perspective Inventory and the Method of Semantic Differential of Time).

The abstract describes the results of Pilot study. Sample: 158 students of 1-5 years of study (128 women, 30 men) aged 17 to 25 years.

A factor analysis of indicators of social and cultural lifestyles (model with 4 factors explained 58.526% of total variance) was made.

Factor 1 (23.845%) includes indicators such as self-realization (0.804), purpose in life (0.772), achieving results (0.687) control of surrounding (0.675), positive relationship (0.658), personal growth (0,618), focus on the future (.600), self-acceptance (0.567), autonomy (0.410) and positive past (0.322). This type of high integrity determines the desire for self-realization.

Factor 2 (14.597%) combines indicators of self-transcendence (0.817) postmodern way (.801), freedom (0.674), autonomy (-0,435), self-distancing (0,423), positive relationship (0.381). This type is characterized by the integrity of the individual belonging to a postmodern way. Such personality is able to feel emotional value and meaning of life, provide emotional significance to survive; self-distancing. They are dependent on the opinions of others.

Factor 3 (10,095%) includes indicators liability (-0.772), positive history (.535), freedom (-0.432), personal growth (0.374), positive relationship (0.369), autonomy (0,348), self-distancing (-0,345). That is, low rates combined existence as distinct indicators wellbeing. This type is characterized by the lack of planning and control of their lives.

Factor 4 (9,989%) combines indicators modern way (0,841), the traditional way (0.796), orientation to the future (0.391). This is the type of subjective well-being by creating a project for the future.

The results can be used by psychologists, lecturers in further research.

Keywords: integrated personality, life existence, subjective well-being

Section 6.

People and Contemporary Organizations

ICT AND 'FREE' CULTURE. AN ANALYSIS OF NEW BUSINESS MODELS FOR CULTURAL GOODS ON THE INTERNET

by

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The technological breakthrough has induced fundamental changes in cultural industries, especially those producing informational goods, e.g. book and press publishing, television and radio production, film production, music recording or video games programming. As a consequence, the internet has seen a flooding of cultural goods accessible for free to nearly every internet user. Their major part, produced within the market system, has been exchanged by consumers, who previously bought or acquired them from other users. Another part has been represented by original creations, produced outside the traditional system of cultural industries, and offered for free to the public by artists themselves. In fact both, consumers and artists offer cultural works in a kind of altruistic act of giving. This change has also induced a flourishing of new business models, where cultural products are distributed for free.

These 'new' circulations of culture, called also 'free' or 'open' culture, have been since then analyzed from different perspectives. The term 'free' culture has been proposed by L. Lessig, whose work, focusing on copyright and culture in the new digital environment, has completed and also triggered a number of studies on copyright and piracy on the internet (e.g. H. Varian, S. J. Liebowitz, F. Oberholzer-Gee, and K. Strumpf, A. Tarkowski and M. Filiciak, J. Karaganis, M. David and D. Halbert). The issue of 'open' culture has also been approached from the perspective of 'gift culture' and 'gift economy' continuing a long tradition of research in anthropology and sociology (e.g. D. Cheal, G. Pinchot, G. Barbrook, C. Anderson). This concept has evolved into a new research field of 'sharing', referring to 'openness', 'social production' and 'online collaboration' (Y. Benkler, D. Tapscott and A.D. Williams, P. Aigrain), as well as that of 'prosumption' and 'fan culture' (A. Toffler, H. Jenkins, P. Siuda).

As regards the issue of business models on the internet, there is a significant number of works dealing with it (e.g. T. Jelassi, H.S. Lai, P. Timmers, A. Afuah and C.L. Tucci, M. Rappa, H. Chesbrough). In 2009, C. Anderson wrote 'Free: The Future of a Radical Price' where he proposed four main business models for goods offered to customers for free. This concept matches in a certain way with that of the 'gift economy' and the idea of 'sharing', however it has been hardly studied, especially in relation with the cultural sector.

This lack of studies has encouraged the author of the present paper to undertake the research, whose purpose is to examine the economic effectiveness of 'free' business models proposed by Chris Anderson, in relation to the cultural industries mentioned above, as well as their possible influence on the 'traditional' part of these sectors. The analysis is principally based on the method of scientific reasoning from the perspective of the meso-level in economics (sector analysis), as well as on the market observation and literature studies. Multifaceted character of the issue requiring a multidisciplinary approach should be seen as the main limitation of the study, which undeniably will not be exhaustive, although original. The novelty may be principally identified in combination of such areas as ICT, cultural industries, economics and a very specific field of gift culture.

The study of 'free' business models allows us to conclude that, without yet being as effective as pre-digital business models of cultural industries, they may become sufficiently productive to ensure an income and, in consequence, a long lasting production of other cultural goods. There is no doubt that to increase their efficiency they demand a rapid and reasonable implementation, preferably in

combination with one another. Also, what is noteworthy is that when based on close cooperation and friendly relationships with consumers, they may be seen as an additional and important source of income to the industry. It also should be noted that traditional economic theories, applied hitherto to explain this “outside the market” activity continue to be inappropriate, which certainly opens the way to new theories based on interdisciplinary studies and methods.

Keywords: Cultural industries, cultural goods, gift economy, Chris Anderson, ‘free’ business model, freeconomy, ICT

A BETTER EMPLOYEE: DOES ONE HAVE GENDER? WOMEN AND MEN DIFFERENCES IN ORGANIZATIONAL CITIZENSHIP BEHAVIOURS AND COUNTERPRODUCTIVE WORK BEHAVIOURS

by

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The study explores gender differences in expression of organizational citizenship behaviours and counterproductive work behaviours, investigating chosen antecedents of the issues. Structural equation modeling was used to examine data based on 327 responses from 165 female and 162 male employees. It emerges that while citizenship is "core" organizational behaviour for women, counterproductivity is for men, and there are different antecedents for both types of behaviour, depending on the gender. Women's OCBs could be increased by elevation of their job satisfaction and remuneration. Men's OCBs depends on job satisfaction that does not rely on salary. Men's CWBs depend on citizenship performance, but women's CWBs are not related to any factors included in our model. Considering citizenship and counterproductivity, both women and men differ rather in specific behaviours than in the dimensions of OCBs and CWBs. The results could be useful in building employees' motivational programs.

Keywords: gender, organizational citizenship behaviours, counterproductive work behaviours, job satisfaction

YOUNG SOCIAL LEADERS IN UKRAINE (THE PSYCHOLOGICAL PERSONALITY TYPES)

by

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During the last two decades Ukraine has made many steps of the way to the civic society. One of them was to support the social projects, realized by young leaders of "Zavtra.ua" scholarship programme, founded by the Victor Pinchuk Foundation. The implementation of social projects mainly depends on the social and psychological processes which accompany their implementation. In practical terms it is important to consider the problem of increasing the effectiveness of a leader who implements social projects. This research aims to classify personality features of these young Ukrainian leaders, who participate in social projects. To study the leaders in social projects three theories are most appropriate: dynamic leadership (D.Greenfield, 2007), transformational leadership (Bass, B.M. & Avolio, B.J., 1996) and situational leadership (Hersey, P., 1985).The conducted research allowed to allocate three predominant personality types of leaders. The first, "action type" (61,7% of the sample) is characterized by a high independence, high self-esteem, and high level of social activity. The second, "growth type" (25,5%) has respects for interpersonal relationships and have, though quite low, level of social activity. It consists mostly of young leaders with previous education in humanities. The third "interaction type" (12,8%) is characterized by resoluteness; it has the highest level of activity and most represented by economic professions. These types of leaders in social projects have their limitations. Therefore, developed training program was sent to work with leader's limitations. Meaningful steps of training were: leaders of social projects demonstrated their personal achievements in project, awareness of personal limitations, work with personal limitations, development of personal leadership development strategies without restrictions. The results indicate both the growth of the importance of personal activity of leaders, which was under huge pressure in soviet times, and lack of interpersonal interaction that indicates that there is still no unity in Ukrainian society.

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Key words: Leadership, social projects, youth

INFLUENCE OF INDIVIDUALS VALUES ON PECULIARITIES OF THEIR MORAL CHOICE

by

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INTRODUCTION

Target of research: to reveal and analyse the trends of interrelation of values and moral choice of adults. Object of research: moral choice of an adult. Subject: psychological peculiarities of influence of individuals values on their moral choice.

Structure and factors of influence of values on moral choice have been determined and a three-level model of moral choice and he program of empirical study have been developed as the result of theoretical analysis of the literature.

METHODOLOGY

Schwartz Value Survey Questionnaire and L. Kohlberg's technique to assess the level of moral consciousness. Method of descriptive statistics as well as correlation and factor analysis have been used for statistical processing of results. Sampling: 52 adults (20-25 years).

Assessment of development of moral consciousness of study participants allowed us to form two groups of the testees: first: individuals with conventional level of development of moral consciousness; second: individuals with autonomous (post-conventional) level. In each group, peculiarities of consciousness and behaviour values of the participants have been diagnosed, common and different features have been detected for the both groups.

RESULTS

Testees with conventional level of moral consciousness development showed a lesser number of values for the description of their behaviour unlike the group with autonomous moral. Definite appetence to power (procedural choice) is a qualitative feature of individuals with conventional moral, while focusing on achievement (effective choice) is for people with autonomous moral level.

Respondents with autonomous level have divided traditional social values and universal human values both in consciousness and behaviour as well as their combination with value of kindness. For people with conventional level these values are integral both in behaviour and consciousness and combined with value of safety. This means the difference in motivation of moral choice: conventional model is avoiding punishment, while autonomous is focused on help.

Characteristic trends of influence of values on moral choice have been detected. A weak value differentiation combined with external behaviour integrity and one-way focusing of the value sphere towards general safety and maintenance of existing order is observed in the group pf individuals with conventional moral level. Along with this, a sufficient internal inconsistency and conflict of values are observed. A group of individuals with autonomous level of moral consciousness development has a strong differentiation of values combined with their strong consistency, i.e. clear awareness of their conscious and behavioural expressions.

Keywords: values, moral choice, conventional level of moral consciousness, autonomous level of moral consciousness

Section 7.

Research in progress - Management and Communication

E-LEARNING IN THE LIGHT OF THE PROCESS OF KNOWLEDGE MANAGEMENT

by

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The goal if this paper is to show the relationship between e-learning, especially self-study and knowledge management on the basis of critical literature review and initial qualitative research in Poland, a transition economy. Knowledge management is a developing process in transition economies, especially important for organizations and schools. The feature of this process is the presence of distance learning in school, in educational organizations and specific rules and forms of learning like directed self-study. Directed self-study is an effective form of training, which consists of stand-alone acquisition of knowledge by the learner. The authors try to find what kinds of activities and kinds of incentives can attract people to use the medium of distance learning more efficiently. The authors try also to find the cause of the reluctance or resistance of students to use the methods of distance learning. The authors prepare the project of the research that should help also to arouse motivation to undertake distance learning, and especially directed self-study.

The distinguishing feature of the seminar and guided self-study in comparison to the course (the traditional form of teaching) are individual consultations, contact classes limited to the minimum necessary, educational packages, lectures recorded on video cassette and CD, in lectures posted online in an interactive formula, teleconference. Distance education is characterized by the following features:

- teachers and students are not staying in one room, but share their spatial and temporal distance
- the teacher organizes and manages the teaching process (which is different from the distance education self-study)
- the student has the opportunity to occasional contact the teacher, according to their needs and abilities
- the mediator between the teacher and the student are technical measures, such as printing, communication, computer, radio, television, telephone, etc.

In terms of the terminology used to describe this type of educational process there are the following terms: the Internet, distance education, distance learning, distance learning, distance education, distance learning, distance teaching, teleteaching, multimedia.

The main feature of distance learning is self-learning organized by the teacher (also known in English language as tutor). The teacher (education organizer) defines a learning mode, indicates the educational and technical measures that will be used during the training.

The learner in the remote system has more education opportunities for determining the course of learning than in a fixed model of education. The students decides together with the teacher about the frequency and the manner of consultations. There are following choices: telephone, voice mail, traditional correspondence, electronic correspondence, personal consultations, using the tips counseling centers.

It is important that the teacher and the student consulted with each other on a regular basis and that the contact with the teacher was possible out of the deadlines set, because some unforeseen difficulties in understanding the material or the content of the tasks might appear. Learners should also have contact with the learning center to settle administrative formalities and be offered help of other than the designated teacher at convenient time.

Distance education represents a major challenge to the student as, for example, he/she needs to be consistent, systematic and punctual. All materials that the student receives for independent learning should be developed in a transparent manner and written in a clear and understandable language. Teaching content should be divided into modules, which facilitates the learning process, so it will give the students a sense of success and will confirm his own ability to cope with learning at a distance.

Keywords: challenge, distance learning, distance education, teaching

THE USE OF INTERPERSONAL COMMUNICATION TOOLS IN THE MANAGEMENT SYSTEMS OF SMALL AND MEDIUM-SIZED ENTERPRISES

by

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Constantly growing set of requirements on management issues is causing deployment in organizations dedicated systems developed by world standards. The source requirements are legislation and economic environment of companies that currently work only with organizations with in this area certified. Prepare and maintain documented management systems in a changing economic environment requires constant updating of information. Managers of small and medium-sized enterprises declare their lack of financial resources and infrastructure for the comprehensive implementation of such integrated information systems to facilitate interpersonal communication in plants. For practical recognize the use of simple applications to handle processes supported by the popular Microsoft Office software and the use of traditional tools of information. The main reasons for this position is the low level of skills to exploit the opportunities held programs and relatively high turnover of personnel. A large supply of products information and communication technologies such as the technical infrastructure and software is the cause of their widespread use in interpersonal communication, but threatens the effectiveness of data security. We continue to see low awareness of staff production facilities in the field of information security, especially when working on the computer and using traditional media. Inconsistencies in data security are identified in companies providing network services and organizations carrying out processes on behalf of the client. In this paper we describe the issues in the use of interpersonal communication tools to handle tasks in the production, taking into account aspects of data security. In this paper we used the results of research carried out in 50 small and medium-sized enterprises located in Lower Silesia.

Keywords: interpersonal communication tools, management system, management, process, computer applications, information security

THE ROLE OF EMOTICONS IN SHAPING NONVERBAL COMMUNICATION IN COMPUTER-MEDIATED COMMUNICATION

by

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The present research analyzed whether or not emoticons could be exploited as proxies for nonverbal behavior when inserted into online discussions. Specifically, prior research has recommended that women who are more communal and concentrated on forming interpersonal bonds may not be able to form such bonds effortlessly when communicating via email because of the lack of nonverbal cues (cf. Guadagno and Cialdini, 2002; 2007). It was anticipated that by inserting emoticons into a persuasive online communication, women would be more exposed to persuasion compared to women who saw no emoticons, whereas it was not expected to matter for men. A total of 100 (47 men, 53 women) completed the study. In contrast to predictions, results specified that exploiting a verbal equivalent of the emoticon in an online discussion essentially produced more favorability towards the message for both men and women. Furthermore, results revealed that individuals' level of femininity foreseen attitude towards the topic. Similarly, the verbal equivalent proxy influenced positive mood, which may also help clarify the results. Implications for persuasion vial online devices will be discussed.

Keywords: emoticons, CMC, nonverbal communication, persuasion

BUDGET TASK IN TERMS OF THE PUBLIC INSTITUTIONS AND RELATED PRACTICAL PROBLEMS

by

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The reform of public finances made introduction of budget task force necessary. The main goal of this introduction was to improve the transparency and raise the standard of efficiency in spending public finances. Succeeding normative acts brought the necessity to define goals by institutions responsible for projects and public finances. These acts introduced also classification of spending cost according to the needs and assignments, not to a single tasks connected to these assignments. This way the method of measuring and presenting benefits gained through financing projects from public money was sanctioned legally. It also made possible to present costs and compare them versus benefits of the measurement and management of public spending efficiency the importance of public finances reform. This article deals with practical problems of budget task force requirement.

Key words: public finances, budget task force, the management of public funds

JOB SATISFACTION MEASURES IN THE LIGHT OF HYGIENE AND MOTIVATION FACTORS – COMPARATIVE AND EXPLORATORY STUDIES

by

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The article presents Motivation-Hygiene Theory applications based on early Herzberg's research, juxtaposed with contemporary findings obtained in the group of Polish knowledge-workers. Two-Factors Theory proclaimes dual nature of motivational factors. According to Herzberg's Theory hygiene are company policy and administration, supervision, relationship with supervisor and subordinates, work conditions, salary, status and security. Whereas achievement, recognition, work itself, responsibility, advancement and growth belong to motivators. Polish findings shed light on change of factors responsible for job satisfaction and dissatisfaction in modern Central European country. These results are applicable to personnel's motivation in order to maximize job performance. The authors present two different tools of job satisfaction and results of two different independent studies. However common idea was found in both studies that factors of hygiene and motivation can have different meaning in contemporary economy than this described by Herzberg. Both contemporary studies show that Hygiene factor can include satisfaction with pay and promotion while Motivation factor can comprise satisfaction with colleagues, with supervisors and work itself.

Keywords: job satisfaction, hygiene factors, motivation factors

COMMUNICATION PROBLEMS IN EUROPEAN UNION REGARDING INFORMATION ABOUT NEW LAW REGULATIONS AND THEIR INTERPRETATION

by

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Poland as EU country is obliged to adhere to EU rules and regulations. The law regulations which are binding in EU are introduced via decrees. Unfortunately in Poland the information regarding new EU law regulations is not widespread and their interpretation is very often equivocal. Institutions which are supposed to control the compliance with a new law regulations often do not even post them on their websites making it very difficult for businessmen to find any kind of information, decree or standards. This article is dealing with communication problems in informing Polish Citizens about new law regulations and their interpretations. The problem is very serious from a Polish Citizen perspective because lack of information or ambiguous interpretation of the law regulations firstly leads to a confusion and secondly creates grey zone where a fine for not adhering to EU rules depends on a personal interpretation of controlling institutions employees.

Keywords: controlling institutions, law regulations, interpretation of law, communication state-contractor

COMMUNICATION COMPETENCES OF TEACHERS

by

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The paper presents some conditions of communication competences of teachers, considering theoretical premises, globalization processes, and the requirements of education department. It emphasizes the role of nonverbal communication, so-called body language, as an important element of teachers' communication competences. It discusses the results of the empirical research concerning one of the aspects of nonverbal communication – the ways of using interpersonal space and distance between students and a teacher during classes. It was assumed that the proxemic aspect is easy to observe, and also it communicates very clearly the attitudes and emotions of teachers. The results depicting the real use of space and distance between teachers and students were compared to what students considered the most desirable in this matter. The conclusions may serve as a premise to modifying curricula and the professional training for teachers.

Keywords: communication, competences, teachers

FACTORS OF THE FEELING OF LONELINESS IN THE AGE OF EARLY ADULTHOOD

by

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Purpose: Despite the information and technological potentialities available, the feeling and perception of loneliness are having a significant impact on the personality development of young people. Understanding of factors that cause this phenomenon's appearance are crucial for creating effective counseling and training strategies to help people overcome the challenges they face concerning loneliness. This paper focuses on the analysis of connection between loneliness and personal features and values; emphasizes the positive role of loneliness in the formation of a mature personality.

Methodology/Design: Object of the research was the feeling of loneliness; subject – psychological factors of loneliness feeling by young people. The sample was represented by 89 second- and fifth-year students, who filled in the forms of psychological questionnaires. The aim was to identify such personal traits as 'optimism', 'pessimism' and 'selfishness' and individual features of the value sphere. The data was subsequently processed and interpreted with the help of correlation, regression and dispersion analysis.

Results: The results of our research indicate that such traits as optimism and pessimism are closely related to the feeling of loneliness and affect it. We have also found out that perception of loneliness is influenced by the components of value sphere, which are responsible for self-development and preservation of individuality. In addition, age differences had been indicated, stating that elder students had more positive attitude towards loneliness than their younger colleagues. The trait of selfishness appeared to have no significant affect on the feeling of loneliness.

Limitations: The controversial nature of the phenomenon of loneliness and an imbalance between men and women in the sample were the main limitations.

Research/Practical Implications: Based on our findings we created a training program for young people aimed to actualize the positive potential of loneliness and help them gain useful skills for maintaining effective relationships with others.

Originality/Value: The results of research helped to broaden the knowledge about features of the feeling of loneliness in the age of early adulthood. These findings can be used for creating psychotherapeutic and counseling technics of overcoming loneliness.

Keywords: loneliness, feeling, personal traits, optimism, pessimism, selfishness, value sphere

Section 8.

Research in progress - Education and Communication

EASTERN UKRAINE CIVIL POPULATION POST-STRESS DISORDERS

by

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The military confrontation in Eastern Ukraine began in April 2014. Thousands of human victims and tremendous regional and national economic damage are the results of this situation development. As a result of this military conflict, dozens of thousands civilians were psychologically injured one way or another. To a greater or lesser degree, this war influenced negatively on hundreds of thousands Ukrainian citizens from different country regions. Psycho-traumatic warfare situational factors promote formation of psychotogenic reactions, and therefore behavior disorders nascency. Military engagement survivance is closely connected to new kinds of reaction such as permanent suspicion states, environmental hostility, immediate reactions and responses (mainly aggressive and unpredictable). These states are generated as a reaction for some source of a menace.

The aim of this work is to explore some post-stress disorders of military area population. In June 2015, as a part of scientific activities of State Institution "Scientific practical medical rehabilitating diagnostic centre of the ministry of health of Ukraine", Konstantinovka city, Donetsk region, Ukraine, the investigation of military engagement civil population psychical sphere was conducted. **The subject** of our investigation was adult regional civilian population with various social statuses (aged of 18-70). Total number of examinees was 239 people.

The anxiety is a main emotional state among regional civil population; almost three-quarter of examinees (71%) suffered of this kind of mental aberration. Almost the third of examinees suffered of fear and annoyance (accordingly 37.2 and 28.4%) as a result of regional social situation. Particular emphasis should be done on patients who suffer of helplessness and despair (accordingly 23 and 20%). It is important to note predominant development of negative emotions for a long time period (as a military conflict began). Such emotions could promote various somatic and psychosomatic pathologies, social, functional and personal disorders. Actually, two-thirds of respondents consider themselves as moral victims of such situation, more then one third of them lost whole or part of their private property. The number of people who suffer of some kind of posttraumatic stress disorder (sleep disorder, decreased activity, bad mood) grows gradually (about 3% of examinees). In equal measure, number of posttraumatic stress disorder patients grows rapidly (13%).

Conclusions: longtime psycho-traumatic and stressful situation, as a result of Eastern Ukraine military confrontation, promotes civilians' adaptation recourses exhaustion, negative emotions formation, development of posttraumatic disorders and psychosomatic pathologies. Such disorders specificity presumes establishment of some rehabilitating system, and clinical psychologist plays lead role in this system along with Eastern Europe.

Keywords: Eastern Ukraine, Civil Population, Post-Stress Disorders, establishment of some rehabilitating system

CHILDREN'S HEALTH PSYCHOLOGIC ASPECT IN ATO

by

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Actuality of the research is defined by the necessity of children's emotional sphere study, living in the region of shooting war. Obtained results will allow to solve important tasks concerning maintaining and stimulating of children's psychological health effectively and to carry out into practice preventive activity on prevention disorders in personality development and full functioning of it in the society.

The goal of the research is the psychodiagnostics of children's emotional sphere (4-14 years old) under critically stressful situations.

It has been defined that there is a growth of emotional-willing disorders in children living in the region of shooting war.

Methods and materials: The research has been made on the basis of town's preschool institutions and one of the comprehensive schools. 380 children have taken part in the research. The contingent under research has been subdivided into two age groups. The first group has consisted of children from preschool institutions. It has been 180 children. (47, 36%), the second one has included 200 children (52, 63%). Psychognostic instrumentation includes projective technique "Cactus", children's enquirer of neurosis, the scale of anxiety by Kondash.

The children of the group aged 5-7, have had mostly apparent fear of the war which has been diagnosed in 48, 9 %, "Aggression" – 18, 9%.

Unsatisfied necessity in defense has been diagnosed in 21, 7 % of children.

In children of 10-14 years old have been found out such indexes as: "Anxiety" – 11, 5%, "Asthenia" – 7, 5%, "Distribution of sleep" – 50%, "Hostility" – 21, 1%.

Research received results of children's emotional disorders show the high level of anxiety, aggression, distribution of sleep and presence of fears. Back-log of needs in safety, as one of the base necessities in child's motivational sphere results in hierarchy irregularities of higher level needs.

Statistically important differences in aggression indexes have been found in children with the fear of war (p= 0, 05), which show apparent aggression in children who are afraid of war. Selected complex of psychognostic methods allows evaluating adequately the indexes of emotional-willing sphere and children's psychological health.

The results of psychodiagnostics can be actual in organizing medico- psychological help to children, who have witnessed shooting war and have been under the conditions of military conflict.

Keywords: Children's health, psychologic aspect in ATO, the necessity of children's emotional sphere study, psychodiagnostics of children's emotional sphere, town's preschool institutions, the comprehensive schools

INFORMATIONAL AND COMMUNICATIONAL TECHNOLOGIES FOR DRIVERS MEDICAL CONDITIONS CONTROL

by

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Nowadays Ukraine is a European road traffic accident mortality leader. Therefore the main Ukrainian government aim is to integrate internationally acclaimed approaches to the national road traffic safety system. Primarily there is a need to eliminate so called "human factor" negative influence, to establish drivers' psychological and psychophysiological conditions control measures. It is critically important to establish government bodies' interdepartmental cooperation for departments which are responsible for the road safety management.

The aim of our investigation is to analyze the road safety management system development opportunities in Ukraine with a help of informational and communicational technologies.

Materials and methods: legislation and regulatory system analysis, statistical data analysis, proprietary methodologies.

The results: nowadays one of the road safety system main components is drivers' medical psychological examination system establishment. At present time vehicle upkeep operation system is established in Ukraine, there is a special computer database with its results. But still there is no special computer database with drivers' medical examination results at the present time. All of that prevents government control system establishment. There is no responsibility for drivers' medical conditions control authorities, no opportunity for road safety police officers to operatively control drivers' medical conditions.

There is a need to create centralized governmental road safety control system. It is very important to establish effective cooperation between Ministry of Infrastructure, Ministry of Home Affairs and Ministry of Public Health in Ukraine. **This system aim** is to collect, adapt, store and analyze all information about: a). preventive drivers' medical psychological examination results, b). information about all medical providers of such examination and their medical assessment reports, c). information about medical stuff who provides drivers' medical examinations.

A lot of measures in this field have been done in Ukraine recently. "The registry of medical examining board for driver candidates and vehicle drivers, their medical certificate" and "The registry of medical stuff that provides vehicle drivers' medical examinations" has been developed. Electronic "Registry of drivers' medical psychological examinations results" is planned to be developed. General principle of this work is based on electronic (hardware-software) data storage method. All of that will let us to create and effectively use national vehicle drivers' computer database.

The conclusions: EU directives provisions point out the necessity and importance of drivers' medical psychological assessment system establishment. There is a need to change some Ukrainian normative legal acts, to establish medical psychological examination system for vehicle drivers in Ukraine.

It is necessary to establish the governmental informational telecommunication analytical system for road safety control. There is need to develop drivers' medical psychological examination electronic registry. All of that will provide opportunity for countrywide data exchange between Ukrainian offices of state. It will be possible to increase medical psychological drivers control system transparence level,

to easily intercommunicate for Ukrainian government facilities with any information systems, including European.

Key words: vehicle drivers, road safety, medical psychological examinations, registry of drivers' medical psychological examinations.

Keywords: vehicle drivers, road safety, medical psychological examinations, registry of drivers' medical psychological examinations

THE FORMS OF SOCIAL ACTIVITY OF MODERN YOUTH

by

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The current generation of young people could be called the generation of (relative) stability. In contrast to the generation of the 90s, the formation of values which had a period of instability and value vacuum, causing the growth of unjustified ambitions of material claims, consumerism, the external prestige, reliance on luck, luck and the ability to "jump over step", today's youth forms it's identity in different conditions. This relative overcoming value vacuum, reducing the feeling of uncertainty ordering rules of the game (although the global economic crisis and has made some adjustments to these conditions). According to sociological research different for today's young people as a whole is characterized by a stronger desire for good jobs, careers, education; more willing to start a family and raise children; less pronounced emphasis on material values. There was a transformation of the image of success: in the 90 years he was associated with higher income, but now - with professionalism and / or career advancement, as well as with the family. Accordingly, today's youth is characteristic of a strong focus on education, profession and good jobs, and money as a bonus. The youth of today is characterized by a high degree of stratification in terms of material wealth, place of residence, involvement in social networks. Of course, in such cities as Kiev has more opportunities to obtain information, vocational training and employment, leisure activities, but in metropolitan areas stratification within one city is greater than in the small settlements. Makes itself felt, and the influx of migrants, including and illegal

Thus, social practices, which are generally regarded as a manifestation of social activity of youth can be divided into the following groups: youth volunteerism, student government, political participation, including youth parliamentarism, and participation in the activities of youth associations.

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Keywords: social activity, youth development, social responsibility, merging the public, government