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Welcome Address

It is a great honour and pleasure to welcome you to the Management, Knowledge and Learning – MakeLearn international conference 2013. The conference is a great opportunity to make your contribution to and share the most recent developments in the field of knowledge management with experts from all over the world. The title of the MakeLearn international conference 2013 is Active Citizenship by Knowledge Management & Innovation.

International School for Social and Business Studies (ISSBS) is organising MakeLearn 2013 together with University of Zadar, Croatia and in cooperation with co-organisers, i.e., Kasetsart University, Thailand, Maria Curie-Sklodowska University, Poland, and Al Akhawayn University in Ifrane, Morocco. The conference deals with the management of knowledge and learning, particularly with issues brought forward by active citizenship. We believe that knowledge drives innovation in all spheres of the society, hence the focus of the conference on active citizenship by knowledge management & innovation.

In recent years, knowledge management has been given a lot of attention in businesses and other organisations as well as in rapidly increasing numbers of scientific and expert publications. The ISSBS encourages the discussion and exchange of knowledge also through the International Journal of Management, Knowledge and Learning, as well as through the Academic International Publisher ToKnowPress.

We are proud to present 160 papers from 36 countries and would especially like to welcome our keynote speakers: prof. dr. Frederick Kohun (University Professor of Computer & Information Systems, Robert Morris University, USA) and prof. dr. Branko Katalinić (University Professor at Vienna University of Technology, Austria). We would also like to thank everyone who helped us to organise MakeLearn 2013, and wish you all a successful conference and a pleasant stay in Zadar.

Dr. Srečko Natek, Dean of the ISSBS, Slovenia
Dr. Ante Uglešić, Rector of the University of Zadar, Croatia

with co-organisers
Kasetsart University, Thailand
Maria Curie-Sklodowska University, Poland
Al Akhawayn University, Morocco
Conference Boards

Conference Board
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Dr. Binshan Lin, BellSouth Corporation Professor in Business Administration at College of Business Administration, Louisiana State University, USA, Conference Director
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Dr. Mohamed Dahbi, Dean, Al Akhawayn University in Ifrane, Morocco, co-organiser

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Dr. Zaid Bouziane, Assistant Professor of Communication Studies and Undergraduate Programmes Coordinator, School of Humanities and Social Sciences, Al Akhawayn University in Ifrane, Morocco
Dr. Anca Draghici, University of Timisoara, Romania
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Dr. Dušan Lesjak, International School for Social and Business Studies, Slovenia and Faculty of Management, University of Primorska, Slovenia
Dr. Agnieszka Leszczynska, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Ru-Jen Lin, Vice President, Lunghwa University of Science and Technology, Taiwan
Dr. Mirosław Loboda, the CEO of the UMCS Development Foundation, Maria Curie-Skłodowska University, Poland
Dr. Radosław Mącik, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Karim Moustaghfir, School of Humanities and Social Sciences, Al Akhawayn University in Ifrane, Morocco
Dr. Haruthai Numprasertchai, Associate Dean of Academics, Faculty of Business Administration, Kasetsart University, Thailand
Dr. Daniela Pasnicu, Spiru Haret University, Romania
Dr. Kongkiti Phusavat, Director, Center of Advanced Science in Industrial Technology, Kasetsart University, Thailand
Dr. Anna Rakowska, Head of the Enterprise Management Department, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Cezar Scarlat, University Politehnica of Bucharest, Romania
Dr. Agnieszka Sitko-Lutek, Vice Dean of the Faculty of Economics for Research and International Cooperation, Maria Curie-Skłodowska University, Poland
Dr. Elżbieta Skrzypek, Head of the Quality and Knowledge Management Department, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Urszula Skurzynska-Sikora, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Seweryn Spalek, Faculty of Organization and Management, Silesian University of Technology, Poland
Dr. Charles Thomas Tackney, Copenhagen Business School, Denmark
Dr. Abdouli Touhami, Faculty of Arts and Humanities, University of Sousse, Tunisia
Dr. Natascha Zeitel-Bank, Management Center Innsbruck, Die Unternehmerische Hochschule, Austria
Dr. Bartłomiej Zinczuk, Faculty of Economics, Maria Curie-Skłodowska University, Poland
Dr. Egon Žižmond, Faculty of Management Koper, University of Primorska, Slovenia

Organising Board
Goran Đaković, Head of Research Department, International School for Social and Business Studies, Slovenia, Head of Organising Board
Marko Smrkolj, International School for Social and Business Studies, Slovenia
Gaja Gologranc, International School for Social and Business Studies, Slovenia
Jody Tubi, International School for Social and Business Studies, Slovenia
Conference Aims

Through International scientific conference MakeLearn 2013, the ISSBS encourages the sharing of most recent developments in the field of knowledge management between Slovene and foreign experts, as well as promotes itself and higher education in the Central and South-Eastern Europe. By including individuals from major regional businesses, MakeLearn also encourages discussion and the exchange of knowledge between the academia and the economy. In particular, this year’s conference focuses on the issues of knowledge, management and innovation intertwined with active citizenship, which is reflected in the subtitle of the conference ‘Active Citizenship by Knowledge Management & Innovation.’

Active citizenship means that members of organisations or nation-states have certain roles and responsibilities to the society and the environment. For example, they should try to help others, particularly by offering them high-level professional expertise in different areas such as management, business, education and technology. All people should be enabled to gain new and valuable experiences, meet new people, learn new skills, be innovative, and be better connected to local, national or global communities. This may strengthen social democracy, encourage people’s sense of responsibility, solidarity and belongingness, enhance inclusion in a society and improve mutual knowledge and understanding of cultural diversity which are important foundations of modern societies.
Culture takes many forms including national, ethnic, professional, organizational, religious, etc. In the context of a political/economic system, it can be argued that dominant cultural identity can shift to the political/economic context. However, crises, such as an economic recession, can shift cultural context back to baseline identity. This talk discusses the context of and/or cultural consideration beyond language in both policy and political decision making. Second, and third order consequences of decisions can and do affect further economic and crisis decision making particularly with respect to higher education and healthcare.

Frederick G. Kohun, Ph.D., University Professor of Computer and Information Systems at Robert Morris University in Pittsburgh, Pennsylvania has more than 37 years of experience as a professor and academic administrator (department head, associate dean, dean, and associate provost), and was the founding director of the doctoral program in Information Systems and Communication. He holds a bachelor degree in economics from Georgetown University, graduate degrees in economics and information science, from the University of Pittsburgh, and a Ph.D. in applied history in technology from Carnegie Mellon University. At Robert Morris University he led the design and implementation of eight technology based academic programs at the undergraduate and graduate level (including a doctoral program) as well as the attainment of ABET-CAC accreditation. He is known both nationally and internationally from his numerous publications and presentations in economics, health informatics, decision support, technological impact, and culture. Currently, he is active internationally as an accreditation evaluator and team leader having participated in more than 22 accreditation visits. In 2007 he was named the International Computer Educator of the Year by the International Association of Computer Information Systems. In 2012 he received the honor of an endowed doctoral scholarship fund named after him.
Our civilization is a technology and science based civilization. Both, technology and science are developing very quickly with the tendency to increase dynamic of changes. The organization of the society is continuous modifying and adjusting to the state which gives maximum benefits from the possibilities of present used technology and science. At moment our civilization makes transformation to the knowledge based society. Knowledge becomes key resource and power of further development of our civilization and society. Creativity is main strategy to generate continuous changes and improvements newly following the idea of sustainability. Education has the task to prepare new generations of high level educated people with abilities to run and improve this development. The worldwide educational system is very traditional, not up to date, and can fulfill neither in quality nor in quantity the requirements and needs of the time coming. This system lose more and more connection to the reality and must be evolutionary modified and adapt to the new situation and trends. In the lecture will be presented: the results of the analysis of present state, key problems, and proposed strategies and scenarios for future development.

Branko Katalinic, born 1952 in Starigrad Paklenica, Croatia, is professor in robotics, flexible and intelligent automation, at Vienna University of Technology and University of Zadar, and visiting professor at eighth universities in Europe and Asia. He made the studies in robotics and automation at the FSB – University of Zagreb and Royal Institute of technology in Stockholm. Present interests: Intelligent manufactoring systems, Self organizing production systems, Robotics, Mechatronics, Megatrends in Science and Technology, International scientific and academic cooperation, and Scientific Publishing. He is founder and president of DAAAM International network www.daaam.info for academic and scientific cooperation. He is founder and editor of three international journals. He designed and realized more flexible manufactoring systems, flexible assembly systems and industrial robots. Since last year he is Vice President of International Academy of Engineering and President of Central European Branch of IAE. He is honored with more than twenty international recognitions including five doctor honoris causa and more professor honoris causa. As coordinator or partner he is involved in many international and European projects. Since six years he is executive adviser and project director of one worldwide leading concern in automation, and responsible for the cooperation with universities, academy of science and all other institutions where knowledge generated, systemized and transferred to group or new generation.
The Role of Higher Education: Educating for Active Citizenship

Forum Chair: Dr. Srečko Natek
International School for Social and Business Studies, Slovenia
Thursday, 20 June 2013 • 13:30–14:30

The Academic Leadership Forum aims to bring distinguished Rectors, Presidents, and Deans around the world to share their ideas about educating for active citizenship. The topics of forum include civic mission, development of individual capacity for civic engagement, service learning, life-time learning, and global partnership.

Forum Members

Dr. Oscar F. Bustinza, Vice Dean for International Relations, Faculty of Human Resource Management, University of Granada, Spain
Dr. Tibor Csizmadia, Vice Dean, University of Pannonia, Hungary
Dr. Gary J. DeLorenzo, Director, California University of Pennsylvania, USA
Dr. Valerij Dermol, Vice Dean, International School for Social and Business Studies, Slovenia
Dr. Bogdan Klepacki, Vice Rector, Warsaw University of Life Sciences – SGGW, Poland
Dr. Frederick Kohun, University Professor, Robert Morris University, USA
Dr. Dušan Lesjak, International School for Social and Business Studies, Slovenia
Dr. Leonardo Marušić, Vice rector for mobility and projects, University of Zadar, Croatia
Dr. Marek Miłosz, Vice Dean, Lublin University of Technology, Poland
Dr. Joanna Paliszkiewicz, Director, Warsaw University of Life Science, Poland
Dr. Zbigniew Pastuszak, Dean, Maria Curie-Skłodowska University, Poland
Dr. Kongkiti Phusavat, Director, Kasetsart University, Thailand
Dr. Bordin Rassameethes, Dean, Kasetsart University, Thailand
Dr. Steve Kuang-Hsun Shih, President, Koto University, Taiwan
Mgr. Vladislav Valach, Head of the International Relations Office, Slovak University of Agriculture in Nitra, Slovakia
Insights from Journal Editors

Panel Chair: Dr. Binshan Lin
Louisiana State University in Shreveport, USA
Friday, 21 June 2013 • 9:00–10:15

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

Panel Members
Dr. Nikša Alfirević
Editor, Management: Journal of Contemporary Management Issues, www.efst.hr/management/
University of Split, Faculty of Economics, Croatia

Mr. Alen Ježovnik
Head, University of Primorska Press, www.hippocampus.si
University of Primorska, Slovenia

Dr. Gorazd Justinek
International School for Social and Business Studies Slovenia

Dr. Mateusz Lewandowski
Managing Editor, Contemporary Management Quarterly, www.wzkwartalnik.uj.edu.pl
Jagiellonian University, Poland

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

Dr. Joanna Paliszkiewicz
Warsaw University of Life Sciences, Poland
Dr. Zbigniew Pastuszak  
Editor, *International Journal of Services and Standards*,  
www.inderscience.com/ijss  
Maria Curie-Skłodowska University, Poland  

Dr. Kongkiti Phusavat  
Editor-in-Chief, *International Journal of Innovation and Learning*,  
www.inderscience.com/ijil  
Kasetsart University, Thailand  

Dr. Steve Kuang-Hsun Shih  
performancesforum.org/index.html  
Chinese Culture University, Taiwan  

Dr. Nada Trunk Širca  
Editor-in-Chief, *International Journal of Management, Knowledge and Learning*,  
www.ijmkl.si  
International School for Social and Business Studies, Slovenia  
University of Primorska, Slovenia  

Dr. Agnieszka Sitko-Lutek  
Editor-in-Chief, *International Journal of Synergy and Research*,  
www.ijsr.umcs.lublin.pl  
Maria Curie-Skłodowska University, Poland  

Dr. Suparerk Sooksmarn  
Editor, *International Journal of Business Development and Research*  
Kasetsart University, Thailand  

Mgr. Vladislav Valach  
Representative of Editor-in-Chief Dr. Peter Bielik  
Visegrad Journal on Bioeconomy and Sustainable Development  
http://www.vua.uniag.sk/journal/editors  
Slovak University of Agriculture in Nitra, Slovakia
Maritime Highways: Development in Spirit of Active Citizenship

Forum Chair: Dr. Valerij Dermol
International School for Social and Business Studies, Slovenia
Friday, 21 June 2013 • 11.45–12.45

Business Excellence Forum is an opportunity to identify and discuss entrepreneurial and business challenges in a globalizing international environment. Entrepreneurs and businessmen from Europe and elsewhere will highlight practical experiences, good practices and opportunities which they have identified in their activities. The Forum is also an opportunity to reflect on the relevant business and academic responses to existing and future corporate and business challenges.

Speakers who will, in accordance with business practice and their own experience, present their views on the topic of the forum ‘Maritime Highways: Development in Spirit of Active Citizenship,’ are:

Dr. Pornthep Anussornnisarn, Faculty of Engineering, Kasetsart University, Thailand
Dr. Toni Bielić, Head of Maritime Department, University of Zadar, Croatia
Dr. Jan Chadam, Gaz-System S.A., Poland
Dr. Petar Kragić, Member of the Board of Tankerska ploviba, d.d., Croatia
Academic Networking with Boat Trip to Kornati Islands
Friday, 21 June 2013 • 13.00–21.30

MakeLearn 2013 international conference includes the special opportunity for academic networking with boat trip to one of the Croatian national parks, the Kornati islands. According to the legend, Kornati, a maze of sea passages and islets, were created from a number of rocks God had left over after creating the world. He tossed them into the sea, looked at them, and decided nothing else needed to be corrected. The Kornati archipelago consists of 140 uninhabited islands, islets and reefs comprising an area of only 70 km². They are famous for the peculiar shapes of reefs and crags but particularly for their high cliffs.

Trip includes sailing next to the island Ugljan, through sea straits Mali Ždrelac and Mala Proversa towards Telašćica. Lunch will be served on the boat. After coming to the open sea, there will be an opportunity for the amazing view on Kornati archipelago. Sailing next to the island Tanjurić will offer the view of high cliffs. Trip then continues to the small fish town called Sali on the island Dugi, where there will be some time for relaxing. On the way back to Zadar we will pass the Lavdar canal while enjoying the sunset, traditional food and music from this region.

Photo: D. Lesjak
Conference Programme

Wednesday, 19 June 2013
18.00–20.00 Guided tour around Zadar’s historical centre
Meeting point 1 at 18:00: in front of Hotel Kolovare.
Meeting point 2 at 18:30: University of Zadar (UZ) headquarters.
20.00–21.00 Registration · UZ lobby
20.30–22.00 Welcome addresses and welcome reception · UZ Citadela
UZ Rector and ISSBS Dean with all co-organisers

Thursday, 20 June 2013
08.30–09.00 Registration · UZ lobby
09.00–09.30 Conference opening · UZ Aula Magna
Dr. Srečko Natek, Dean of International School for Social and Business Studies, Slovenia
Dr. Leonardo Marušić, Vice-Rector of the University of Zadar, Croatia
Dr. Valerij Dermol, International School for Social and Business Studies, Slovenia, Programme Chair
Dr. Binshan Lin, College of Business Administration, Louisiana State University, USA, Conference Director
09.30–10.10 Keynote speaker: Dr. Frederick Kohun · UZ Aula Magna
10.10–10.45 Photosession and coffee break · UZ, by the seaside
10.45–12.00 Concurrent sessions A1, B1, C1, C5, D2, F1, G3, H2, I3
12.00–13.30 Lunch · UZ passage
13.30–14.30 Academic Leadership Forum · UZ Aula Magna
14.30–15.00 Coffee break · in front of the UZ bookshop
15.00–16.15 Concurrent sessions A2, B2, C2, C6, D3, F2, G4, H3, I4
16.15–16.30 Break
16.30–17.45 Concurrent sessions A3, B3, C3, C7, E1, G1, G5, I1, I5
17.45–19.00 Concurrent sessions A4, B4, C4, D1, E2, G2, H1, I2
20.30–22.30 Dinner and social event with best paper announcement · Hotel Kolovare

Friday, 21 June 2013
08.30–09.00 Personalized Teaching and Learning – Supported by Pearson: Ms. Erzsebet Csibi (presentation)
09.00–13.00 Exhibition of Journals · UZ lobby in front of Aula Magna
09.00–10.15 Editors’ Panel · UZ Aula Magna
10.15–11.00 Coffee break with networking for publishing opportunities · UZ, by the seaside
11.00–11.40  Keynote speaker: Dr. Branko Katalinić · UZ Aula Magna
11.40–11.45  Short break
11.45–12.45  Business Excellence Forum · UZ Aula Magna
13.00–21.30  Academic networking with boat trip to Kornati islands (lunch and snack/dinner on the boat)
                  Conference closing

Saturday, 22 June 2013
09.00–10.00  Programme Board meeting (working breakfast for invited guests only) · Hotel Kolovare

Sessions Timetable – Thursday, 20 June 2013

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<th>Time/Room</th>
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The distribution of papers by session is of informative nature and is subject to change. The final information will be available on-site.

Sessions
- Knowledge Based Society and Knowledge Management (A1, A2, A3, A4)
- Strategic Management, Business and Competitiveness (B1, B2, B3, B4)
- Education, Learning Society and Organizational Learning (C1, C2, C3, C4, C5, C6, C7)
- Human Resources Management (D1, D2, D3)
- Economics, Finance and Accounting (E1, E2)
- E-Commerce Management and Marketing (F1, F2)
- Innovations in Public Sector and Business (G1, G2, G3, G4, G5)
- Information Systems Management and Decision Support Systems (H1, H2, H3)
- Knowledge Management Practices (I1, I2, I3, I4, I5)

Post-Conference Programme
- Doctoral Students’ Workshop 2013 – Academic Writing for Publishing Scientific Papers in International Journals, 21–22 June (Zadar, Croatia)
- Summer School 2013 – Innovation in Business: Environmental Challenges, 24 June–5 July (Celje, Slovenia)
A1 Knowledge Based Society and Knowledge Management 1

Thursday, 20 June 2013 • 10.45–12.00 • Room A
Session Chair: Narasimha Rao Vajjhala

Barriers to Knowledge Sharing in Medium-Sized Enterprises in Transition Economies
Narasimha Rao Vajjhala, University of New York Tirana, Albania
Mohamed Hussein Hassan, Mogadishu University, Somalia
Keywords: transition economies, SMEs, knowledge sharing, barriers, Albania, innovation
Full Text

Knowledge Management of Knowledge Intensive Business Processes with PKA Method
Matjaz Roblek, University of Maribor, Faculty of Organizational Sciences, Slovenia
Tomaz Kern, University of Maribor, Faculty of Organizational Sciences, Slovenia
Maja Zajec, University of Maribor, Faculty of Organizational Sciences, Slovenia
Keywords: knowledge management, process management, PKA method, NPD process
Full Text

Knowledge Exchange Coaching in the Network Company
Daria Holodnik, Opole Polytechnic University, Poland
Kazimierz Perechuda, Wroclaw University of Economics, Poland
Keywords: knowledge based coaching, knowledge exchange system, knowledge diffusion
Full Text
A2 Knowledge Based Society and Knowledge Management 2

Thursday, 20 June 2013 • 15.00–16.15 • Room A
Session Chair: Katalin Dobrai

Knowledge Transfer for Engagement and Inclusion: Nonprofit Organizations Striving for Mission Fulfillment
Katalin Dobrai, Faculty of Business and Economics, University of Pécs, Hungary
Keywords: knowledge transfer, nonprofit organizations, engagement, inclusion, learning
Full Text

Discovered Perspectives of Tacit Knowledge as Interpretive Frames
Robert Joseph Skovira, Robert Morris University, USA
Keywords: tacit knowledge, knowledge management, Polanyi, Nonaka, perspectives
Full Text

Organizational Culture Conditions of Knowledge Management
Dorota Chmielewska-Muciek, Maria Curie-Skłodowska University in Lublin, Poland
Agnieszka Sitko-Lutek, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: organizational culture, knowledge management, knowledge management culture
Full Text

Knowledge Assets, Supplier & Customer Coordination and Product Performance
Richard Yam, City University of Hong Kong, Hong Kong
Keywords: knowledge assets, coordination, product performance
Full Text
A Critical Look at Citizen Participation Processes in Knowledge-Based Societies within the Framework of Representative (Parliamentary) Democracies
Stella van Rijn, Nyenrode Business University, The Netherlands
René Tissen, Nyenrode Business University, The Netherlands
Keywords: knowledge, active citizenship, citizen participation, knowledge democracy, collective wisdom
Full Text

Good Governance and Political Communication in the EU
Natascha Zeitel-Bank, Management Center Innsbruck, Austria
Ute Tat, Management Center Innsbruck, Austria
Keywords: good governance, political communication, European citizen, participation, social media
Full Text

What Traits Make Citizens Really Active?
Edit Komlosi, University of Pannonia, Hungary
Keywords: locals’ trait emotional intelligence, local communities, traits determine active citizenship
Full Text
A4 Knowledge Based Society and Knowledge Management 4

Thursday, 20 June 2013 • 17.45–19.00 • Room A
Session Chair: Kongkiti Phusavat

A Networked Government: Learning from Thai Health Promotion Foundation on Accident Prevention
Kongkiti Phusavat, Kasetsart University, Thailand
Pornthep Anussornnitisarn, Kasetsart University, Thailand
Sasivimol Meeampol, Kasetsart University, Thailand
Suparerk Sooksarn, Kasetsart University, Thailand
Bordin Rassameethes, Kasetsart University, Thailand
Thaneerat Siripachana, Kasetsart University, Thailand
Keywords: knowledge management, networked government, public participation
Full Text

Active Citizenship and Knowledge Management: A Practice-Based Perspective
Michael Olsson, University of Technology, Australia
Helena Heizmann, University of Technology, Australia
Hilary Yerbury, University of Technology, Australia
Keywords: knowledge management, active citizenship, knowledge sharing, practice-based perspective, discourse analysis
Full Text

Citizenship Performance Behaviour of Young Czech Citizens: A Comparative Study
L. N. A. Chandana Jayawardena, University of Peradeniya, Sri Lanka
Ales Gregar, Tomas Bata University in Zlin, Czech Republic
Keywords: citizenship performance behavior, gender, academic settings
Full Text

Creating Active Citizenship through a Project-Based Learning Management Class
Pichayalak Pichayakul, Chiang Mai University, Thailand
Keywords: active citizenship, project-based learning, management
Full Text
B1 Strategic Management, Business and Competitiveness 1

Thursday, 20 June 2013 • 10.45–12.00 • Room B
Session Chair: Małgorzata Kamieniecka

Environmental Accounting as an Expression of Implementation of Corporate Social Responsibility Concept
Małgorzata Kamieniecka, Maria Curie-Skłodowska University in Lublin, Poland
Agnieszka Nóżka, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: green accounting, environmental reporting, accounting of social responsibility, sustainability accounting
Full Text

The Development of the Corporate Social Responsibility in Companies in the Czech Republic and Austria
Jiri Dedina, College of Polytechnics Jihlava, Czech Republic
Kamila Dedinova, University of Economics Prague, Czech Republic
Keywords: corporate social responsibility, environmental protection, volunteering, stakeholders, sustainable development
Full Text

Ecological Innovations in the Concept of Corporate Social Responsibility
Barbara Mróz-Gorgoń, Wrocław University of Economics, Poland
Keywords: corporate social responsibility, innovations, environment
Full Text

Sport Social Responsibility as a Driver for Organisational Change on Example of Polish Sport Organisations
Agnieszka Rak, Wrocław University of Economics, Poland
Keywords: community, management, SSR/CSR, sport, reputation
Full Text

CSR in Poland as an Important Foundation
Katarzyna Hys, Opole University of Technology, Poland
Liliana Hawrysz, Opole University of Technology, Poland
Keywords: idea of CSR, stages of development of the concept, CSR in Polish context
Full Text

Internal CSR Models In Hungary
Réka Polák-Weldon, Ágnes Balogh, Eszter Bogdány, and Tibor Csizmadia, University of Pannonia, Hungary
Keywords: employee-oriented CSR, internal CSR dimensions, organisational culture
Full Text
B2 Strategic Management, Business and Competitiveness 2

Thursday, 20 June 2013 • 15.00–16.15 • Room B
Session Chair: Jan Chadam

Strategic Project Management as Component of Innovative Organization
Zbigniew Pastuszak, Maria Curie-Sklodowska University in Lublin, Poland
Jan Chadam, CEO, Gaz System Ltd., Warsaw, Poland
Kongkiti Phusavat, Kasetsart University, Bangkok, Thailand
Malgorzata Polkowska, Spokesperson, Gaz System Ltd., Warsaw, Poland
Keywords: project management, efficiency, innovation
Full Text

An Interdisciplinary Perspective on the Evolution of Strategic Performance Management Systems
Suwit Srimal, Prince of Songkla University, Thailand
Jack Radford, Lincoln University, New Zealand
Chris Wrigth, The University of Adelaide, Australia
Keywords: performance management, performance measurement, intellectual capital, quality management, management control, convergent evolution
Full Text

Application of Balanced Scorecard Method as a Tool for Strategic Management of Chosen Municipality
Petr Řehoř, University of South Bohemia, Czech Republic
Darja Holátová, University of South Bohemia, Czech Republic
Keywords: balanced scorecard, management, municipality, strategic map, objectives, town Borovany
Full Text

A Balance Sheet for Knowledge Evaluation and Reporting
Ju-Chuan Wu, National Penghu University of Science and Technology, Taiwan
Chinho Lin, Institute of Information Management, National Cheng Kung University, Taiwan
Keywords: knowledge management, knowledge asset, intellectual capital, resource-based view, balance sheet-based model
Full Text
B3 Strategic Management, Business and Competitiveness 3

Thursday, 20 June 2013 • 16.30–17.45 • Room B
Session Chair: Jernej Agrež

Process Management Conceptual Evolution Map
Jernej Agrež, Faculty of Information Studies in Novo mesto, Slovenia
Nadja Damij, Faculty of Information Studies in Novo mesto, Slovenia
Keywords: process management, management, process evolution map, development time line, conceptual architecture
Full Text

Analyzing the Success of Social Enterprises: Critical Success Factors Perspective
Martyna Wronka, University of Economics, Poland
Keywords: social enterprise, critical success factors, innovation, social mission, management
Full Text

‘Humanizing’ Takt Time and Productivity in the Labor-Intensive Manufacturing Systems
Milan Fekete, Comenius University in Bratislava, Slovak Republic
Jaroslav Hulvej, Comenius University in Bratislava, Slovak Republic
Keywords: ‘humanizing’ productivity, labor-intensive manufacturing, concept of takt time, lean management
Full Text

Theoretical Conceptions of Optimal Capital Structure
Aneta Michalak, Silesian University of Technology, Poland
Keywords: capital, capital structure, company value, education, management
Full Text

A Research Framework Revisited: The Cultural Affect on Managerial and Organizational Theory and Curriculum Post-2007 Global Economic Crisis
Frederick Kohun, Robert Morris University, USA
Robert Joseph Skovira, Robert Morris University, USA
Gary J. DeLorenzo, California University of Pennsylvania, USA
Vladimir Burčík, Comenius University, Slovakia
Keywords: culturally determined decision making, knowledge management, management style
Full Text
B4 Strategic Management, Business and Competitiveness 4

Thursday, 20 June 2013 • 17.45–19.00 • Room B
Session Chair: Matej Lahovnik

Innovation Management and Technological Capabilities as a Source of Competitive Advantage
Matej Lahovnik, University of Ljubljana, Slovenia
Lidija Breznik, University of Ljubljana, Slovenia
Keywords: competitive advantage, innovation, resources, technological capability
Full Text

SOA Governance Model
Matjaz B. Juric, University of Ljubljana, Slovenia
Eva Zupancic, University of Ljubljana, Slovenia
Keywords: SOA, governance, services
Full Text

The Change in Size of SMEs in Light of Succession
Eszter Bogdány, University of Pannonia, Hungary
Ágnes Balogh, University of Pannonia, Hungary
Tibor Csizmadia, University of Pannonia, Hungary
Réka Polák-Weldon, University of Pannonia, Hungary
Keywords: succession, change in size, SME, change, professionalization
Full Text

Description of a Process Development Project
Terho Uusitalo, University Vaasa, Finland
Keywords: perceived quality by the customer, competitive advantage, added value creation, business process reengineering, business process management
Full Text
C1 Education, Learning Society and Organizational Learning 1

Thursday, 20 June 2013 • 10.45–12.00 • Room C
Session Chair: Ute Tat

Self-Leadership Development: The Link between Body, Mind, and Reflection
Ute Tat, Management Center Innsbruck, Austria
Natascha Zeitel-Bank, Management Center Innsbruck, Austria
Keywords: leadership development, self-leadership, experiential learning, awareness, embodiment
Full Text

Relations as a Source of Threat to Enterprise
Bogusław Gulski, Maria Curie-Skłodowska University, Poland
Keywords: relational advantage, organisational opportunism, prisoner’s dilemma, defensive behaviours
Full Text

Characterization of Virtual Project Teams for E-Learning Communities
Aldea Cosmina, ‘Politehnica’ University of Timisoara, Romania
Michael Reiner, IMC University of Applied Sciences, Austria
Anca Draghici, ‘Politehnica’ University of Timisoara, Romania
Keywords: virtual teams, e-Learning communities, management, marketing survey
Full Text

The Choice of the Appropriate Leadership and Management Style in Order to Enhance Work Performance of Employees
Jiri Dedina, College of Polytechnics Jihlava, Czech Republic
Keywords: management style, decision making, autocratic style, group decision making, managerial grid theory
Full Text

How to Get More Integrity in Managerial Behaviour: The Role of Moral Learning in Management Moral Crisis Condition
Mario Bogdanović, Faculty of Economics, Croatia
Keywords: moral learning, manager socialization, management moral crisis, manager ethical education, value internalization, integrity
Full Text
C2  Education, Learning Society and Organizational Learning 2

Thursday, 20 June 2013 • 15.00–16.15 • Room C
Session Chair: Nada Trunk Širca

Learning for Active European Citizenship Starts in Schools
Nada Trunk Širca, International School for Social and Business Studies, Slovenia
Andreja Barle, Ministry for Education, Research and Sport, Slovenia
Jasmina Mohorko, International School for Social and Business Studies, Slovenia
Katja Kolenc, International School for Social and Business Studies, Slovenia
Valerij Dermol, International School for Social and Business Studies, Slovenia
Keywords: European citizenship, citizenship education in Europe, European dimension, lifelong learning
Full Text

Relative Efficiency of Public Education in the New EU Member States: The Case of Primary Education
Aleksander Aristovnik, University of Ljubljana, Faculty of Administration, Slovenia
Keywords: efficiency, primary education, DEA approach, new EU member states, EU, OECD
Full Text

Education as Key Factor of Smart and Inclusive Growth: The Changing Education Policy of Hungary Compared to Europe 2020 Strategy
Laura Tandi, University of Szeged, Hungary
Keywords: education system, smart growth, reform
Full Text

Internationalization of Higher Education for Active Citizenship: European Perspective
Valentina Jošt Lešer, International School for Social and Business Studies, Slovenia
Nada Trunk Širca, International School for Social and Business Studies, Slovenia
Keywords: European identity, internationalization of higher education, European citizenship
Full Text
C3  Education, Learning Society and Organizational Learning 3

Thursday, 20 June 2013 • 16.30–17.45 • Room C
Session Chair: Laura Rožman

Learning to Learn as a Key Competence and Setting Learning Goals
Laura Rožman, International School for Social and Business Studies, Slovenia
Andrej Koren, International School for Social and Business Studies, Slovenia
Keywords: learning to learn, key competence, self-regulated learning, goal setting, achievements
Full Text

Implementing Game Elements into Didactic Process: A Case Study
Magdalena Borys, Lublin University of Technology, Poland
Maciej Laskowski, Lublin University of Technology, Poland
Keywords: gamification, learning improvement, didactic methods
Full Text

Factors of the Innovation Development in School
Franc Cankar, National Education Institute, Slovenia
Tomi Deutsch, National Education Institute, Slovenia
Stanka Setnikar Cankar, University of Ljubljana, Faculty of Administration, Slovenia
Keywords: primary school, enterprise circles, head teachers, pupils, innovation
Full Text

A One Day Innovation Business Game for Pupils
Börge Kummert, Degree Programme Innovation Management, Austria
Hans Lercher, Degree Programme Innovation Management, Austria
Andreas Rehklau, Degree Programme Innovation Management, Austria
Keywords: innovation process, Trendmapping, morphological matrix, 6-view screen, business-model
Full Text

The Professional Profile of Teachers: Analysis and Development of Competences and Teaching Methodology
Gina Chianese, Free University of Bolzano, Italy
Keywords: assessment, teachers, competences, learning, knowledge
Full Text
Impact of the Financial and Economic Crisis on Public Expenditure on Higher/Tertiary Education in Europe and Slovenia
Vesna Skrbinjek, International School for Social and Business Studies, Slovenia
Dušan Lesjak, International School for Social and Business Studies, Slovenia
Keywords: tertiary education, higher education, public funding, financial crisis, economic crisis, Europe, Slovenia
Full Text

Team Composition and Team Performance: Achieving Higher Quality Results in an International Higher Education Environment
Carmen Zarzu, University Politehnica of Bucharest, Romania
Cezar Scarlat, University Politehnica of Bucharest, Romania
Pınar Falcioğlu, Işık University of Istanbul, Turkey
Keywords: project teams, team roles, team performance, higher education, entrepreneurial university
Full Text

International Business Strategy: Reasons and Forms of Expansion Into Foreign Markets
Katarzyna Twarowska, Maria Curie-Skłodowska University in Lublin, Poland
Magdalena Kąkol, Maria Curie-Skłodowska University in Lublin
Keywords: international strategy, management, collaboration, strategic alliances, management
Full Text

New Trends in Higher Education Management: Teachers’ Perception of the Inclusion of Libraries’ E-Services into LMS
Anita Papić, J. J. Strossmayer University of Osijek, Croatia
Ivanka Stričević, University of Zadar, Croatia
Snježana Stanarević Katavić, University of Zadar, Croatia
Keywords: academic libraries, education, students, teachers, learning management system
Full Text

Impact of Mentoring Program on Faculty Performance in Institution of Higher Education: A Developing Country Study
Olajide O. Agunloye, Georgia Regents University, USA
Keywords: mentoring, performance, higher education, developing country
Full Text
C5   Education, Learning Society and Organizational Learning 5

Thursday, 20 June 2013 • 10.45–12.00 • Room D
Session Chair: Katarina Krapež

(Un)originality of Scientific Papers
Katarina Krapež, University of Primorska, Faculty of Management Koper, Slovenia
Keywords: originality, scientific papers, editor’s responsibility, quality standards
Full Text

Game-Inspired Framework Supporting Faculty Management
Jakub Swacha, Institute of Information Technology in Management, University of Szczecin, Poland
Keywords: faculty management, faculty work, game design elements
Full Text

Data Mining for Small Student Data Set: Knowledge Management System for Higher Education Teachers
Srečko Natek, International School for Social and Business Studies, Slovenia
Moti Zwilling, College of Law and Business, Israel
Keywords: data mining, knowledge management system, predicting student’s success rate, small data set
Full Text

Personal Financial Literacy of Academic Support-Employee in Chiang Mai University
Suchanphin Suwanaphan, Chiang Mai University, Thailand
Keywords: financial literacy, spending and saving behaviors
Full Text

The Role of University-Level Business Education in Overcoming the Challenges of SME Managers in Serbia
Maja Kocevar, Carinthia University of Applied Sciences, Austria
Dietmar Horst Sternad, Carinthia University of Applied Sciences, Austria
Keywords: education, SME, management, managerial challenges, Serbia
Full Text
**C6  Education, Learning Society and Organizational Learning 6**

Thursday, 20 June 2013 • 15.00–16.15 • Room D
Session Chair: Maria Jakovljevic

**Forming Communities of Practice in Higher Education: A Theoretical Perspective**
Maria Jakovljevic, Sheryl Buckley, and Melanie Bushney, University of South Africa, South Africa

Keywords: communities of practice, communities of practice model, communities of practice theoretical constructs, higher education, action research, knowledge sharing, online learning, entrepreneurial initiative

*Full Text*

**Explaining Entrepreneurial Intention of University Students: The Role of Entrepreneurial Education**
Rita Remeikiene, Daiva Dumciuviene, and Grazina Startiene, Kaunas University of Technology, Lithuania

Keywords: entrepreneurial intention, entrepreneurial education, personality traits, younger people, students

*Full Text*

**‘City – University – Company’ Coordinated Strategic Development: Industry Zone in Győr Focused on the Vehicle Industry**
Bálint Filep, Zsolt Kovács, Ákos Kara, and Teodóra Tömböly, Széchenyi István University, Hungary

Keywords: higher education, triple helix, cooperation between higher education and industry

*Full Text*

**Knowledge Management and Development of Managers and Students**
Darja Holátová, Petr Řehoř, and Vlasta Doležalová, University of South Bohemia, Czech Republic

Keywords: development of knowledge, knowledge, learning, managers, students, coaching

*Full Text*

**Students’ Competences and Entrepreneurs’ Expectations: The First Stage of the SYNERGY Project Evaluation**
Lukasz Wiechetek, Maria Curie-Skłodowska University in Lublin, Poland
Nada Trunk Širca, University of Primorska, Slovenia

Keywords: self-esteem, competencies, students, synergy project

*Full Text*
C7  Education, Learning Society and Organizational Learning 7

Thursday, 20 June 2013 • 16.30–17.45 • Room D
Session Chair: Kristijan Breznik

On the Erasmus Student Mobility for Studies
Kristijan Breznik, International School for Social and Business Studies, Slovenia
Vesna Skrbinjek, International School for Social and Business Studies, Slovenia
Kris Law, The Hong Kong Polytechnic University, Hong Kong
Goran Đaković, University of Twente, the Netherlands
Keywords: erasmus, students, mobility, network
Full Text

Global Collaborative Knowledge Systems in Higher Education
Małgorzata Plechawska-Wójcik, Lublin University of Technology, Poland
Marek Miłosz, Lublin University of Technology, Poland
Keywords: GCKS, collaborative knowledge systems, knowledge sharing systems
Full Text

The Role of Education and Culture in the Development of Youth Entrepreneurship in European Union
Jacek Jakubczak, Maria Curie-Skłodowska University in Lublin, Poland
Anna Rakowska, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: entrepreneurship, education, culture, European Union, youth
Full Text
D1 Human Resources Management 1
Thursday, 20 June 2013 • 17.45–19.00 • Room D
Session Chair: Arthur Zijlstra

Diversity in Professional Expertise: Learning and Working Intertwined Outline for a Research Programme
Arthur Zijlstra, Amsterdam University of Applied Sciences, The Netherlands
Martha Meerman, Amsterdam University of Applied Sciences, The Netherlands
Keywords: learning, labour, professional development, diversity, transitional labour markets, research programme
Full Text

The Analysis of Unethical Behavior among Employees in Enterprises: A Pilot Study in the Automotive Industry
Marzena Cichorzewska, Lublin University of Technology, Poland
Bartłomiej Zinczuk, Maria Curie-Skłodowska University in Lublin, Poland
Marcin Walczewski, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: unethical behavior, organizational behavior, ethics in business
Full Text

Parametric Explicit Knowledge Mapping in a Learning Environment
Charles Robert, University of Ibadan, Nigeria
Keywords: knowledge mapping, set of belief, knowledge sharing, explicit knowledge
Full Text

Career Development Stairs
Tamás Bognár, Széchenyi István University, Hungary
Keywords: development, assessment, career
Full Text

The Home-Country Culture as One of the Factors of Human Resource Management: A Case of MNCS in Poland
Sylwia Bialas, Institute of Management, Gdansk University, Poland
Keywords: human resource management, national culture, subsidiaries, MNCs
Full Text
D2  Human Resources Management 2
Thursday, 20 June 2013 • 10.45–12.00 • Room E
Session Chair: Agnieszka Leszczynska

Selected Social Aspects of Corporate Adaptation to Climate Change
Agnieszka Leszczynska, Maria Skłodowska Curie University, Poland
Keywords: climate change, adaptation, social barriers
Full Text

Talent Management Contingencies: Empirical Research Results
Tomasz Ingram, University of Economics in Katowice, Poland
Keywords: talent management, grounded theory, empirical research results
Full Text

Demographic Changes as a Challenge to Human Resources Management
Iwona Mendryk, Maria Curie-Skłodowska University in Lublin, Poland
Dorota Dylon, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: demographic changes, ageism, age stereotypes, concept of workability, human resources management
Full Text

Human Capital, the Creative Class and Innovation in Polish Regions
Aneta Karasek, Maria Curie-Sklodowska University in Lublin, Poland
Keywords: innovation, creative class, knowledge, human capital
Full Text

Human Resources and Knowledge Management
Brikend Aziri, South East European University, Republic of Macedonia
Nexhbi Veseli, South East European University, Republic of Macedonia
Sadudin Ibraimi, South East European University, Republic of Macedonia
Keywords: human resources, knowledge management
Full Text
D3  Human Resources Management 3

Thursday, 20 June 2013 • 15.00–16.15 • Room E
Session Chair: Yasemin Bal

A Study on Determining the Relationship between Strategic HRM Practices and Innovation
Yasemin Bal, Yildiz Technical University, Turkey
Serdar Bozkurt, Yildiz Technical University, Turkey
Esin Ertemsir, Yildiz Technical University, Turkey
Keywords: strategic human resources management, competitive advantage, HRM functions, innovation
Full Text

Organizational Learning and Employee Empowering Increasing Tourist Destination Performance
Ivanka Vasenska, South West University ‘N. Rilski’, Bulgaria
Keywords: organizational learning, employee empowering, tourist destination performance and development
Full Text

The Portability of Flexicurity in Italy
Jody Tubi, University G. D’Annunzio of Pescara and Chieti, Italy
Keywords: flexicurity, Italian labour market, flexibility, unemployment
Full Text

Trust and Implicit Information Asymmetry in Repeated Games
Piotr Markiewicz, Cracow University of Economics, Poland
Magdalena Adamus, Cracow University of Economics, Poland
Keywords: repeated games, implicit information asymmetry, trust
Full Text

Experimental Analysis of Organizational Commitment within the Scope of Downsizing Threat and Empowerment Opportunity
Celal Cahit Ağar, Beysehir Ali Akkanat Faculty of Business, Selcuk University, Turkey
Aykut Beduk, Faculty of Economics and Administrative Sciences, Selcuk University, Turkey
Keywords: downsizing, empowerment, organizational commitment
Full Text
E1 Economics, Finance and Accounting 1
Thursday, 20 June 2013 • 16.30–17.45 • Room E
Session Chair: Grzegorz Grela

Does Weighted Average Really Work?
Grzegorz Grela, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: weighted average disadvantages, weighted mean, Monte Carlo method
Full Text

Economic Impact Assessment of Financial Transaction Tax
Małgorzata Twarowska, Maria Curie-Skłodowska University in Lublin, Poland
Jolanta Szolno-Koguc, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: tax, finance, management, crisis, European Union
Full Text

The Economic Plan: The Main Element of the Ordoliberal Theory
Boycho Stoychev, South-West University ‘Neofit Rilski,’ Bulgaria
Keywords: economic plan, economic order, economy with centrally planned management, market economy, economic process, clear forms
Full Text

Calculation of Average Weighted Cost of Capital for Individual Shares of Sarajevo and Banja Luka Stock Exchange
Almir Alihodžić, University of Zenica, Bosnia and Herzegovina
Dejan Erić, Institute of Economic Sciences, Serbia
Keywords: cost of capital, risk premium, beta coefficient, shares indices
Full Text

Longitudinal Market Valuation of Unexpectedly Increased R&D Expenditure with the Real Option Logic
Jaeho Lee, Kyung Hee University, South Korea
Keywords: R&D valuation, real option, technology uncertainty
Full Text
Economics, Finance and Accounting 2

Thursday, 20 June 2013 • 17.45–19.00 • Room E
Session Chair: Iwa Kuchciak

Knowledge Management in the Area of Financial Literacy in Poland
Iwa Kuchciak, University of Lodz, Institute of Finance, Poland
Keywords: knowledge, education, financial literacy, financial awareness, financial behaviour
Full Text

Is Speed of Integration in M&A Learnable? The Moderating Role of Organizational Learning on the Path of Speed of Integration on Performance
Florian Bauer, MCI Management Center Innsbruck, Austria
Daniel Degischer, MCI Management Center Innsbruck, Austria
Kurt Matzler, MCI Management Center Innsbruck, Austria
Keywords: mergers & acquisitions, organizational learning, speed of integration
Full Text

Relationship between Corporate Governance and Earnings Quality: Case Study of Listed Companies in the Thailand Stock Exchange
Sasivimol Meeampol, Kasetsart University, Thailand
Vimol Rodpetch, Kasetsart University, Thailand
Phanthipa Srinammuang, Kasetsart University, Thailand
Ausa Wongsorntham, Kasetsart University, Thailand
Keywords: corporate governance, earnings quality, standard deviation, SET Thailand
Full Text

The Study on Factors of Successful Financial Institutions and Marketing Strategies
Kuang-Hsun Shih, Toko University, Taiwan
Hsiao-Chen Chang, Chungyu Institute of Technology, Taiwan
Xin Rong Lee, Chinese Culture University, Taiwan
Keywords: financial institutions, marketing strategies, analytic network process, ANP
Full Text

Knowledge on Company Valuation: Awareness of Disparity Between Market and Fundamental Values
Aleš Trunk, Geodetic Institute of Slovenia, Slovenia
Igor Stubelj, University of Primorska, Slovenia
Keywords: market and fundamental values of equity, knowledge, fair and honest company valuations, Slovenian public limited companies, management
Full Text
F1 E-Commerce Management and Marketing 1
Thursday, 20 June 2013 • 10.45–12.00 • Room F
Session Chair: Tina Vukasovič

Brand Developing Relationships through Social Media
Tina Vukasovič, International School for Social and Business Studies, Slovenia
Keywords: internet, social networking media, fast moving consumer goods, brand, Slovenia
Full Text

Cultural Problems in Adopting Foreign Advertising Campaigns on the Polish Market
Marcin Lipowski, Maria Curie-Sklodowska University, Poland
Magdalena Barchacka, Maria Curie-Sklodowska University, Poland
Keywords: advertising, standardisation, Polish consumer, cross-cultural differences, TV advertising
Full Text

Tools of Building Customer Trust
Joanna Paliszkiewicz, Warsaw University of Life Sciences, Poland
Bogdan Klepacki, Warsaw University of Life Sciences, Poland
Keywords: trust, trust management, customer trust
Full Text

The Evaluation of Websites of Polish Cities in the Context of their Usability
Marcin Gębarowski, Rzeszow University of Technology, Poland
Joanna Wiażewicz, Rzeszow University of Technology, Poland
Keywords: internet communication, websites, Polish cities, territorial marketing
Full Text

Client Trust in Trade Brands: Marketing in the Context of Social Networks
Wioletta Wereda, Military University of Technology, Poland
Keywords: client trust, social networks, innovativeness of contemporary market communication, social media
Full Text
F2 E-Commerce Management and Marketing 2

Thursday, 20 June 2013 • 15.00–16.15 • Room F
Session Chair: Marcin Lipowski

Segments of Women’s Magazines in Poland
Marcin Lipowski, Maria Curie-Sklodowska University, Poland
Aleksandra Wasilewska, Maria Curie-Sklodowska University, Poland
Keywords: women’s periodicals, segments of women’s magazines, women’s lifestyle
Full Text

Three Ways to Convert Browsing into Impulse Buying: Website Streamline and Decoration
Louis Lo, Central Taiwan University of Science & Technology, Taiwan
Sheng-Wei Lin, Soochow University, Taiwan
Keywords: impulse buying, webpage aesthetics, environment psychology, color contrast, webpage theatrics
Full Text

E-Business on Example of Polish Interactive Agencies
Anna Prończuk, Maria Curie-Skłodowska University in Lublin, Poland
Paweł Wroński, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: e-business, small medium-size enterprises, interactive agencies
Full Text

Service Quality of Mobile Banking Systems
Ching-Yi Lin, Chinese Culture University, Taiwan
Steve Kuang-Hsun Shih, Toko University, Taiwan
Keywords: mobile banking system, service quality, ANP
Full Text
Innovations in Public Sector and Business 1

Thursday, 20 June 2013 • 16.30–17.45 • Room F
Session Chair: Adna Mataradzija

Innovation and Innovative Performance in the European Union
Adna Mataradzija, University of Sarajevo, Bosnia and Herzegovina
Adnan Rovcanin, University of Sarajevo, Bosnia and Herzegovina
Amra Mataradzija, University of Sarajevo, Bosnia and Herzegovina
Keywords: innovation, knowledge-driven economy, R&D, productivity, efficiency
Full Text

Co-Financing Innovative Projects in SMEs from EU Structural Funds: The Case of Pomerania Region in Poland
Anna Golejewska, University of Gdańsk, Faculty of Economics, Poland
Keywords: entrepreneurship, regional innovativeness, EU structural funds
Full Text

How to Monitor the Effects of Managerial Innovation in Public Cultural Institutions
Mateusz Lewandowski, Institute of Public Affairs, Jagiellonian University in Krakow, Poland
Keywords: innovation, management, effectiveness, cultural institution, outcome assessment
Full Text

Public Sector Innovation in the European Union and Example of Good Practice
Veronika Petkovšek, University of Ljubljana, Slovenia
Stanka Setnikar Cankar, University of Ljubljana, Slovenia
Keywords: innovation, public sector, European Union, surveys, good practice
Full Text

Analysis of Open Innovation Systems
Shiva Ghaffari Balaneji, Graduate School of Science and Engineering, Turkey
Ali Turkyilmaz, Leyla Temizer, and Muhammet Enis Bulak, Fatih University, Turkey
Keywords: open innovation, knowledge management, idea generation, crowdsourcing
Full Text
Innovations in Public Sector and Business 2

Thursday, 20 June 2013 • 17.45–19.00 • Room F
Session Chair: Barbara Kozuch

Inter-Organizational Collaboration as a Source of Innovation in Public Management
Barbara Kozuch, Jagiellonian University, Poland
Katarzyna Sienkiewicz-Małżyrek, Silesian University of Technology, Poland
Keywords: inter-organizational collaboration, innovation, public management, collaborative relationships, public sector
Full Text

Customer-Driven Innovation in the Mental Health Sector: Preliminary Findings of Three Mental Health Hospitals in Greece
Stavros Sindakis and Konstantinos Biginas,
Institute for Knowledge & Innovation, Thailand
Keywords: service innovation, corporate entrepreneurship, private public partnership, new service development, customer orientation, health care services
Full Text

Tourist Innovation as the Key to Modernization of Society
Svetoslav Kaleychev, South-West University, Bulgaria
Keywords: tourism, elite, luxury, modern society, innovation
Full Text

A Case Study on Creativity, Innovation and Entrepreneurship Education of the University in Taiwan
Hsiang-Yung Feng, Institute of Economic and Social Studies, National United University, Taiwan
Keywords: creative education, entrepreneurship education, case study, expert assessment
Full Text

Innovation in Special Hotels as a Key to Success
Petra Gyurácz-Németh, University of Pannonia, Hungary
 Nóra Friedrich, University of Pannonia, Hungary
Alan Clarke, University of Pannonia, Hungary
Keywords: innovation, special hotel, service development
Full Text
Innovations in Public Sector and Business 3

Thursday, 20 June 2013 • 10.45–12.00 • Room G
Session Chair: Radosław Maćik

Consumer Preferences for Retail Format Choice: The Case of Polish Consumers
Radosław Maćik, Maria Curie-Skłodowska University, Poland
Dorota Maćik, University of Finance and Management in Warsaw, Poland
Monika Nalewajek, Maria Curie-Skłodowska University, Poland
Keywords: retail format choice, consumer preferences, change over time, economic slowdown, Poland
Full Text

E-Grocery as New Innovative Distribution Channel in the German Food Retailing
Christian Seitz, Slovak University of Agriculture, Slovak Republic
Keywords: e-grocery, online food retailing, consumers’ buying behavior towards grocery shopping, German food retailing
Full Text

The Role of Cultural Dimensions in the Acceptance of Retail Innovations
Elma Mulaomerovic, National Chiao Tung University, Taiwan
Charles V. Trappey, National Chiao Tung University, Taiwan
Keywords: self-scan checkouts, cultural dimensions, retail innovation, service acceptance, retail service models
Full Text

Innovative Management Development in the Automotive Supply Industry
Frank Dievernich, Lucerne University of Applied Sciences and Arts, Switzerland
Kim Oliver Tokarski, Berne University of Applied Sciences, Switzerland
Keywords: HR management, innovation, management development, case-study
Full Text

Learning of Innovative Companies within Innovation Networks
Małgorzata Dolińska, University of Maria Curie Skłodowska in Lublin, Poland
Keywords: innovation networks, learning, innovative company
Full Text

The Concept of Industry Life Cycle and Development of Business Strategies
Andrija Sabol, Matej Šander, and Đurđica Fučkan, University of Zagreb, Faculty of Economics and Business, Croatia
Keywords: innovation, enterprise, business environment institutions
Full Text
Innovativeness and the Development of Enterprise
Urszula Skurzynska-Sikora, Maria Curie-Sklodowska University, Poland
Keywords: company’s innovativeness, small and medium-size companies, development of companies
Full Text

Innovativeness in Organizations: The Role of LMX and Organizational Justice: The Case of Poland
Dariusz Turek, Warsaw School of Economics, Poland
Agnieszka Wojtczuk-Turek, Warsaw School of Economics, Poland
Keywords: innovative workplace behaviour (IWB), leader-member exchange (LMX), organizational justice
Full Text

Features of an Innovative Company in the Opinion of the Business Entities and the Business Environment Institutions
Beata Lewicka, Maria Curie-Skłodowska University in Lublin, Poland
Wojciech Misterek, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: innovation, enterprise, business environment institutions
Full Text

Fit for Turbulent Times: Reducing Demand Variability and Increasing Supply Chain Flexibility
Christian Hammer, Vienna University of Economics and Business, Austria
Sebastian Kummer, Vienna University of Economics and Business, Austria
Keywords: demand management, chemical industry, supply chain flexibility, demand variability
Full Text
Innovations in Public Sector and Business 5
Thursday, 20 June 2013 • 16.30–17.45 • Room G
Session Chair: Monika Nalewajek

The Role of Social Media in Building Awareness of Responsible Consumption
Monika Nalewajek, Maria Curie-Skłodowska University in Lublin, Poland
Radosław Maćik, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: responsible consumption, reduce, reuse, recycle
Full Text

Social Networks Perception Functioning as Social Democracy Improvements: Bosnia and Herzegovina Example
Zlatan Delic, University of Tuzla, Bosnia and Herzegovina
Edin Osmanbegovic, University of Tuzla, Bosnia and Herzegovina
Keywords: global knowledge society, social networking, social democracy
Full Text

Facebook: The Country of Zombies; How Death is Represented in Social Media
Kinga Gruszecka, Maria Curie-Skłodowska University, Poland
Paweł Wroński, Maria Curie-Skłodowska University, Poland
Tyler Maran, Southern Polytechnic State University, Marietta, Georgia, USA
Keywords: social network, innovation, solidarity
Full Text

ICT Training as a Way to Maintain Professional Activity of Persons over 50
Dorota Maćik, University of Finance and Management in Warsaw, Poland
Radoslaw Maćik, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: ICT training, 50+ age group, digital divide, maintaining work, case study
Full Text

Business Process Management and Social Networks: A Case Study in an Airline Organization
Ana Raquel Vaz Vieira, University Nova, ISEGI, Portugal
Jurij Jaklič, University of Ljubljana, Slovenia
Keywords: business process management, social networks, social BPM
Full Text
H1 Information Systems Management and Decision Support Systems 1

Thursday, 20 June 2013 • 17.45–19.00 • Room G
Session Chair: Marek Miłosz

Restrictions on Active Citizenship in Rural Areas in Poland Due to Digital Exclusion: Research Results
Marek Miłosz, Lublin University of Technology, Poland
Elżbieta Miłosz, Lublin University of Technology, Poland
Keywords: active citizenship, information technology, digital exclusion
Full Text

Transforming Traditional Business Models through Disruptive Technology
Cameron Crane, Ball State University, USA
Fred Kitchens, Ball State University, USA
Keywords: customer sourcing, crowdsourcing, supply chain, value chain
Full Text

Applying Information Systems by Polish Enterprises and the Analysis of the Criteria for Adopting a Particular System
Michał Szafranek, Maria Curie-Skłodowska University in Lublin, Poland
Łukasz Flak, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: information system, system choice criteria, ERP, CRM
Full Text

Methodological Aspects and Case Studies of Business Intelligence Application Tools in Knowledge Management as Corporation’s Strategy Development
Ludwik Drellichowski, University of Technology and Life Sciences in Bydgoszcz, Poland
Remigiusz Lewandowski, University of Technology and Life Sciences in Bydgoszcz, Poland
Keywords: business intelligence tools, ERP system, questionnaire, modernization of IT system, knowledge management
Full Text
H2 Information Systems Management and Decision Support Systems 2

Thursday, 20 June 2013 • 10.45–12.00 • Room H
Session Chair: Ivana Dvorski Lacković

Model for IT Governance Assessment in Banks Based on Integration of Control Functions
Ivana Dvorski Lacković, PBZ stambena štedionica d.d., Croatia
Keywords: IT governance, management, assessment, control functions, banks
Full Text

Role of Human Knowledge in Contemporary Information Society and its Individual Nature
Zdenek Smutny, University of Economics, Czech Republic
Vaclav Reznicek, University of Economics, Czech Republic
Keywords: knowledge, information, informatization, thinking, education
Full Text

Innovative Analysis of the Processes within a Society
Adam Horvath, University of Pecs, Hungary
Keywords: duo mining, societies’ indexes, indexes, methodology
Full Text

Online Right to be Forgotten Human Right Or Social E-Democracy Necessity
Augusto Sebastio, University of Bari, Italy
Michele Corleto, Pegaso Telematic University, Italy
Keywords: right to be forgotten, data deletion, human right, liability
Full Text
**H3 Information Systems Management and Decision Support Systems 3**

*Thursday, 20 June 2013 • 15:00–16:15 • Room H*

**Session Chair: Elzbieta Wronska**

### Information Content of Share Repurchase Programs

Elzbieta Wronska, Maria Curie-Skłodowska University in Lublin, Poland  
*Keywords: share repurchase, dividend, substitution, information content*

[Full Text](#)

### The Role of Imagination in the Process of Data Interpretation

Radim Čermák, VŠE Praha, Czech Republic  
*Keywords: imagination, information, knowledge, data, enocept, visualization*

[Full Text](#)

### Cloud Computing: A Case Study for the New Idea of the IS/IT Implementation

Piotr Pazowski, Maria Curie-Skłodowska University in Lublin, Poland  
Zbigniew Pastuszak, Maria Curie-Skłodowska University in Lublin, Poland  
*Keywords: cloud computing, IT implementation, cost savings, business agility, information technology*

[Full Text](#)

### Knowledge Discovery from Mixed Data by Artificial Neural Network with Unsupervised Learning

Chung-Chian Hsu, National Yunlin University of Science and Technology, Taiwan  
Chien-Hao Kung, National Yunlin University of Science and Technology, Taiwan  
*Keywords: information technology, knowledge discovery, self-organizing map, visualization, unsupervised learning*

[Full Text](#)

### Applying DEMATEL-ANP for Assessing Organizational Information System Development Decisions

Kuang-Hsun Shih, Toko University, Taiwan  
Wan-Rung Lin, Chinese Culture University, Taiwan  
Yi-Hsien Wang, Chinese Culture University, Taiwan  
Tzu-En Hung, Chinese Culture University, Taiwan  
*Keywords: technology industry, information system, DEMATEL-ANP, out-sourcing, co-sourcing*

[Full Text](#)
I1 Knowledge Management Practices 1

Thursday, 20 June 2013 • 16.30–17.45 • Room H
Session Chair: Srećko Goić

Organizational Structure, Organizational Dynamics, and Organizational Culture: A Research from Croatian Enterprises
Srećko Goić, University of Split, Croatia
Keywords: organizational culture, organizational dynamics, organizational structure
Full Text

Forecasting of the Number of the International Tourism Arrivals for the Needs of the Bulgarian International Airports
Sophia Mirchova, South-West University ‘Neofit Rilski,’ Bulgaria
Keywords: international tourism arrivals, international airports, innovation infrastructure policy, exponential smoothing, forecasting
Full Text

Aerospace Quality Management System According to Selected Quality Standards
Izabela Sprycha, Maria Curie-Skłodowska University in Lublin, Poland
Agnieszka Piasecka, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: aerospace quality management system
Full Text

Masterpieces of Intangible Heritage in the Countries of Southeast Europe and Tourism Development
Georgi Georgiev and Ilinka Terziyska, South-West University ‘Neofit Rilski,’ Bulgaria
Keywords: conventions, world cultural heritage, intangible cultural heritage, polyphony
Full Text

Public Transportation on Water: Case Study Lisbon
Patrick Stefanescu, ‘Politehnica’ University of Timisoara, Romania
Duarte Pedro de Sousa Tavares, Universidade de Lisboa, Portugal
Keywords: boat fleet, transport operator, public transportation, management
Full Text

Linking Knowledge Management Approaches and Credit Risk Management as an Innovative Strategy in Banking Institutions: A Perspective from Malaysia
Tasmin Rosmaini, S. J. Cheang, A. A. Abubakar, N. A. Malek, and Che Rusuli M. Saufi, Universiti Tun Hussein Onn Malaysia, Malaysia
Keywords: knowledge management, active knowledge management approaches, credit risk management, innovation, Malaysia banking institutions
Full Text
I2  Knowledge Management Practices 2

Thursday, 20 June 2013 • 17.45–19.00 • Room H
Session Chair: Agnieszka Kister

Proposals for Organizational Changes in Hospitals Based on Diagnosis of Medical Staff Knowledge
Agnieszka Kister, Maria Curie-Skłodowska University in Lublin, Poland
Tobiasz Kwit, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: medical knowledge, improving of the knowledge, organizational changes
Full Text

The Impact of Utilization of Balanced Scorecard Concept on Competitiveness of Health Care Companies
Inese Mavlutova, BA School of Business and Finance, Latvia
Santa Babauska, BA School of Business and Finance, Latvia
Keywords: balanced scorecard, competitiveness, health care companies, market value, patients’ perspective
Full Text

A Study of the Effects of Diabetes Control with Insulin Using an Artificial Neuromolecular System
Jongchen Chen, National Yunlin University of Science and Technology, Taiwan
Keywords: artificial neural network, evolutionary learning, data mining
Full Text

Global Beauty Industry Trends in XXI Century
Mirosław Łoboda, Maria Curie-Skłodowska University, Poland
Aleksandra Łopaciuk, Maria Curie-Skłodowska University, Poland
Keywords: global beauty industry, global market for cosmetics and toiletries products
Full Text

Knowledge Augmented Medical Image Retrieval System
Yao Shieh, Chang Gung University, Taiwan
Mengkai Shieh, Russian Medical Academy of Postgraduate Education, Russia
Chien-Hung Chang, Chang Gung University, Taiwan
Tsong-Hai Lee, Chang Gung University, Taiwan
Scott Goodwin, University of California at Irvine, USA
Keywords: knowledge, information technology, content based image retrieval, feature extraction, database, education
Full Text
I3 Knowledge Management Practices 3
Thursday, 20 June 2013 • 10.45–12.00 • Room I
Session Chair: Benjamin Lesjak

Informal Quality Assessment of Legal Services (by Citizens) in Slovenia
Benjamin Lesjak, International School of Social and Business Studies, Slovenia
Dušan Lesjak, International School of Social and Business Studies, Slovenia
Keywords: legal services, quality assessment, lawyers, active citizenship

The Paradox of Slovenian Housing Stock: Lacking a Proper Management?
Špelca Mežnar, International School of Social and Business Studies, Slovenia
Tamara Petrovič, International School of Social and Business Studies, Slovenia
Keywords: housing stock, the Housing Fund of Slovenia, management

Safety Culture Model and its Dimensions on the Example of Coal Mines in Poland
Anna Rakowska, University of Marie Curie Skłodowska in Lublin, Poland
Joanna Szubielska, University of Marie Curie Skłodowska in Lublin, Poland
Keywords: organisational culture, safety culture, leadership

Position of Hungary on EU’s Map of Renewable Energy Sources
Csaba Bálint Illés, Szent István University, Hungary
Anna Dunay, Szent István University, Hungary
Adrienn Vida, Szent István University, Hungary
Keywords: European Union, sustainability, innovative technology, renewable energy sources, factor analysis
Knowledge Management Practices 4

Thursday, 20 June 2013 • 15.00–16.15 • Room I
Session Chair: Jose G. Vargas-Hernández

Resources and Capabilities Development of Musicians
Jose G. Vargas-Hernández, University of Guadalajara, México
Keywords: tangible and intangible resources, labor market, sacred music, archdiocese of Guadalajara
Full Text

The Use of the Internet by a Music Band: The Case Study of Mr. Irish Bastard
Przemysław Łukasik, Maria Curie-Skłodowska University in Lublin, Poland
Inga Kaszycka, Maria Curie-Skłodowska University in Lublin, Poland
Keywords: internet marketing, music industry, social network sites, musical groups and artists, music audiences
Full Text

Developing Learning Organizations for Achievement of Competitive Advantages in Enterprises in Bosnia and Hercegovina
Sabina Djonlagic, University in Tuzla, Bosnia and Herzegovina
Adisa Delic, University in Tuzla, Bosnia and Herzegovina
Alma Kovacevic, Ministry of Internal Affairs, Bosnia and Herzegovina
Keywords: individual and organizational learning, learning organization, competitive advantage
Full Text

Interorganizational Learning in the Brazilian Bioethanol Industry
Daniele Vieira do Nascimento, Klimakampus, University of Hamburg, Germany
Keywords: interorganizational learning, knowledge management, technology transfer, bioethanol, and flex-fuel vehicles
Full Text

The Role of Knowledge in the Education of Managers: Comparative Analysis of Poland and United Kingdom
Monika Jakubiak, Maria Sklodowska-Curie University, Poland
Keywords: the role of knowledge, managers’ education, graduate competencies
Full Text
The Meaning and Concept of Financial Education in the Society of Economic Changes
Simon Starček, Tax Administration of the Republic of Slovenia, Slovenia
Aleš Trunk, Geodetic Institute of Slovenia, Slovenia
Keywords: financial education, financial literacy, lifelong learning, social development
Full Text

Supply Chain Traceability: A Market Driven Approach
Chalermchon Visayadamrong, Kasetsart University, Thailand
Suparerk Sooksmarn, Kasetsart University, Thailand
Pornthep Anussornnitisarn, Kasetsart University, Thailand
Keywords: supply chain, traceability system, supply chain traceability system (SCTS), total traceability system (TTS), Gs1 global traceability standard (GTS)
Full Text

Identification of Traffic Prediction Parameters
Anuchit Ratanaparadorn, Kasetsart University, Thailand
Sasivimol Meeampol, Kasetsart University, Thailand
Thaneearat Siripachana, Office of the National Broadcasting and Telecommunication Commission, Thailand
Pornthep Anussornnitisarn, Kasetsart University, Thailand
Keywords: traffic prediction, traffic condition, traffic prediction accuracy
Full Text
Academic Writing for Publishing Scientific Papers in International Journals

Doctoral Students’ Workshop • 21–22 June 2013

dr. Binshan Lin
College of Business Administration, Louisiana State University, USA

The workshop provides a great opportunity for doctoral students, young researchers and postdocs to gain new knowledge and skills on academic writing for publishing scientific papers in international journals. Internationally recognized scholar, Prof. Dr. Binshan Lin will present scientific research process and strategy; present structural equation modelling; enhance relevance, quality, and impact of scientific research; offer one-to-one coaching; answer participants’ questions and more.

Professor Dr. Binshan Lin is the BellSouth Corporation Professor at Louisiana State University in Shreveport. He received his Ph.D. from the Louisiana State University. Dr. Lin is a nine-time recipient of the Outstanding Faculty Award at LSUS. Professor Lin received the Computer Educator of the Year award by the International Association for Computer Information Systems (IACIS) in 2005, Ben Bauman Award for Excellence in IACIS 2003, Distinguished Service Award at the Southwest Decision Sciences Institute (SWDSI) in 2007, and Outstanding Educator Award at the SWDSI in 2004. He has published over 240 articles in refereed journals. He is editor-in-chief of Industrial Management & Data Systems journal – the ISI Impact Factor 2011 of IMDS is 1.472.

Friday, 21 June 2013
08.00–09.00 Registration · UZ lobby
09.00–10.15 Editor’s Panel (led by Dr. Binshan Lin) with 14 Editors · UZ Aula Magna
09.00–13.00 Exhibition of Journals · lobby in front of UZ Aula Magna
10.15–11.00 Coffee break with networking for publishing opportunities · UZ, by the seaside
11.00–13.00 Scientific research process and strategy (dr. Binshan Lin), discussion
13.00–21.30 Academic networking with editors and conference participants on boat trip to Kornati islands (lunch and snack/dinner on the boat)

Saturday, 22 June 2013
09.00–10.30 Workshop on academic writing (Matija Vodopivec)
10.30–11.00 Coffee break
11.00–13.00 Enhancing relevance, quality, and impact of scientific research publishing (Dr. Binshan Lin), discussion
13.00–13.50 One to one coaching with Dr. Binshan Lin, Dr. Gary J. DeLorenzo and Matija Vodopivec
13.50–14.00 Closing remarks
International Journal of Management, Knowledge and Learning

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IJMKL publishes original and review papers, technical reports, case studies, comparative studies and literature reviews using quantitative, qualitative or mixed methods approaches. Contributions may be by submission or invitation, and suggestions for special issues and publications are welcome. All manuscripts will be subjected to a double-blind review procedure.

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