**Active Citizenship by Knowledge Management & Innovation Proceedings of the Management, Knowledge and Learning International Conference 2013** 

19–21 June 2013 Zadar · Croatia

make learn Management, **Knowledge and Learning** International Conference 2013

Post-cometence mogrammer Link

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#### MakeLearn 2013: Active Citizenship by Knowledge Management & Innovation

Proceedings of the Management, Knowledge and Learning International Conference 2013; 19–21 June 2013, Zadar, Croatia

#### Organized by

International School for Social and Business Studies, Slovenia University of Zadar, Croatia

#### **Co-Organizers**

Kasetsart University, Thailand Maria Curie-Skłodowska University, Poland Al Akhawayn University, Morocco

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Mednarodna fakulteta za družbene in poslovne študije International School for Social and Business Studies Celje • Slovenija



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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-organizers, i.e., Kasetsart University, Thailand, Maria Curie-Skłodowska 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-Skłodowska University, Poland Al Akhawayn University, Morocco

### **Conference Boards**

### **Conference Board**

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### **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.



## The Knowledge Management of Culture, Crisis and the Economy

### **Dr. Frederick Kohun**

University Professor of Computer & Information Systems, Robert Morris University, USA Thursday, 20 June 2013 • 9.30–10.10

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/for 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.

### Education for Knowledge Based Society: Challenges, Chances and Risks

#### Dr. Branko Katalinić

University Professor at Vienna University of Technology, Austria Friday, 21 June 2013 • 11.00–11.40

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 loose 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 manufacturing 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 manufacturing 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-Skolodowska 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

Editor-in-Chief, Industrial Management & Data Systems, www.emeraldinsight.com/imds.htm Editor, Expert Systems with Applications, www.journals.elsevier.com/expert-systems-with-applications/ 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 Editor-in-Cheif, International Journal of Diplomacy and Economy, www.inderscience.com/ijdipe 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 Editor-in-Chief, International Journal of Management in Education, www.inderscience.com/iimie International School for Social and Business Studies, Slovenia University of Primorska, Slovenia

Dr. Joanna Paliszkiewicz Deputy Editor-in-Chief, *Management and Production Engineering Review,* www.review.univtech.eu Warsaw University of Life Sciences, Poland

Dr. Zbigniew Pastuszak Editor, International Journal of Services and Standards, www.inderscience.com/ijss Maria Curie-Skolodowska 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 Editor-in-Chief, International Journal of Performance Measurement, 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 Scocial 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-Skolodowska University, Poland Dr. Suparerk Sooksmarn Editor, International Journal of Business Development and Research http://www.sciencetarget.com/Journal/index.php/IJBRD 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 Anussornnitisarn, Faculty of Engineering, Kasetsart Univesity, 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 plovidba, 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 km<sup>2</sup>. 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
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- 09.00–09.30 Conference opening · UZ Aula Magna Dr. Srečko Natek. Dean of International School
  - Dr. Srecko 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 Photo session 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

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11.00–11.40	Keynote speaker: <i>Dr. Branko Katalinić</i> · 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

Time/Room	А	В	С	D	Е	F	G	Н	Ι
10.45-12.00	A1	B1	C1	C5	D2	F1	G3	H2	13
15.00–16.15	A2	B2	C2	C6	D3	F2	G4	H3	14
16.30–17.45	A3	B3	C3	C7	E1	G1	G5	11	15
17.45–19.00	A4	B4	C4	D1	E2	G2	H1	12	

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

## A3 Knowledge Based Society and Knowledge Management 3

Thursday, 20 June 2013 • 16.30–17.45 • Room A Session Chair: Stella van Rijn

## 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

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## 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 Sooksmarn, 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

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## 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 Wrigh, 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 Burčik, Comenius University, Slovakia Keywords: culturally determined decision making, knowledge management, management style Full Text

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## 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

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## C4 Education, Learning Society and Organizational Learning 4

Thursday, 20 June 2013 • 17.45–19.00 • Room C Session Chair: Vesna Skrbinjek

# 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 Falcıoğlu, 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 Białas, Institute of Management, Gdansk University, Poland Keywords: human resource management, national culture, subsidiaries, MNCs Full Text

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### 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 Univeristy 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

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### 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 Works?**

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 Szołno-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 Rislki,' 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

### E2 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 Websities 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

# G1 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 Engineerinng, Turkey Ali Turkyilmaz, Leyla Temizer, and Muhammet Enis Bulak, Fatih University, Turkey Keywords: open innovation, knowledge management, idea generation, crowdsourcing Full Text

## G2 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-Małyjurek, 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

# G3 Innovations in Public Sector and Business 3

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

#### **Consumer Preferences for Retail Format Choice: The Case of Polish Consumers**

Radosław Mącik, Maria Curie-Skłodowska University, Poland Dorota Mącik, 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** 

## G4 Innovations in Public Sector and Business 4

Thursday, 20 June 2013 • 15.00–16.15 • Room G Session Chair: Urszula Skurzynska-Sikora

#### 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

# G5 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 Mącik, 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 Mącik, University of Finance and Management in Warsaw, Poland Radosław Mącik, 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

Michal Szafranek, Maria Curie-Skłodowska University in Lublin, Poland Lukasz 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

Ludoslaw Drelichowski, 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

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## 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, endocept, 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-Sklodowska 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

## 11 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 Rislki,' 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 Rislki,' 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

## 12 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-Sklodowska University, Poland Aleksandra Łopaciuk, Maria Curie-Sklodowska 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 Full Text

#### The Paradox of Slovenian Housing Stock: Lacking a Proper Management?

Špelca Mežnar, International School of Social and Business Studies, Slovenia Tamara Petrović, International School of Social and Business Studies, Slovenia Keywords: housing stock, the Housing Fund of Slovenia, management Full Text

#### Safety Culture Model and its Dimensions on the Example of Coal Mines in Poland

Anna Rakowska, University of Marie Curie Sklodowska in Lublin, Poland Joanna Szubielska, University of Marie Curie Sklodowska in Lublin, Poland Keywords: organisational culture, safety culture, leadership Full Text

#### 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 Full Text

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## **I4 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

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## 15 Knowledge Management Practices 5

Thursday, 20 June 2013 • 16:30–17:45 • Room I Session Chair: Aleš Trunk

# 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 Thaneerat Siripachana, Office of the National Boardcasting and Telecommunication Commission, Thailand Pornthep Anussornnitisarn, Kasetsart University, Thailand Keywords: traffic prediction, traffic condition, traffic prediction accuracy Full Text

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# 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 $\cdot$ 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 $\cdot$
	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

ISSN 2232-5107 (printed) • ISSN 2232-5697 (online) • www.ijmkl.si

International Journal Of Management, Knowledge and Learning (IJMKL) aims to bring together the researchers and practitioners in business, education and other sectors to provide advanced knowledge in the areas of management, knowing and learning in organisations, education, business, social science, entrepreneurship, and innovation in businesses and others. It encourages the exchange of the latest academic research and provides all those involved in research and practice with news, research findings, case examples and discussions. It brings new ideas and offers practical case studies to researchers, practitioners, consultants, and doctoral students worldwide.

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## **Industrial Management & Data Systems**

ISSN 0263-5577 • http://www.emeraldinsight.com/journals.htm?issn=0263-5577

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ISSN 1750-385X • www.inderscience.com/ijmie

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ISSN 2083-0025 • www.ijsr.umcs.lublin.pl

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ISSN 1471-8197 • www.inderscience.com/ijil

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To submit a manuscript or for further information, please contact the Editor-in-Chief.

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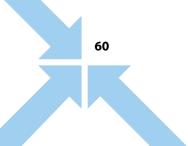
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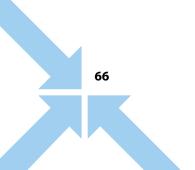












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