

# **Proceedings of the 6th European Conference on Management Leadership and Governance**

The College of Management Edukacja  
and the Professional Development  
Center Edukacja  
Wroclaw  
Poland  
28-29 October 2010

Edited by  
Ewa Panka and Aleksandra Kwiatkowska  
College of Management Edukacja  
Wroclaw  
Poland

Copyright The Authors, 2010. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

These Conference Proceedings have been submitted to the Thomson ISI for indexing.

Further copies of this book can be purchased from <http://academic-conferences.org/2-proceedings.htm>

ISBN: 978-1-906638-81-8 CD

Published by Academic Publishing Limited  
Reading  
UK  
44-118-972-4148  
[www.academic-publishing.org](http://www.academic-publishing.org)

## Contents

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Preface		viii	vii
Biographies of Conference Chairs, Programme Chair, Keynote Speaker and Mini-track Chairs		ix	ix
Biographies of contributing authors		xii	xii
<b>Keynote Addresses</b>			
Factors Influencing Adaptative Capability of Organizations to Changing Markets	<i>Ryszard Rohatyński</i>	3	3
Social Engineering and Empathy in Managing the Landscape	<i>Mieczysław Leniartek</i>	4	13
<b>Academic Papers</b>			
Gaining the Best Value from HR in Construction Companies	<i>Mehrdad Arashpour and Mohammadreza Arashpour</i>	9	23
Information Governance: Beyond Risk and Compliance	<i>Peter Beijer and Michiel Kooper</i>	10	34
Management of Subordinates at a Distance: A Balance Between Co-Located and Virtual Activities	<i>Svein Bergum</i>	10	40
Cultural Heritage as a Regional's Promotional Product	<i>Ilona Biernacka-Ligęza and Lesław Koćwin</i>	11	47
Enhancement of Company' Performance Using the Right Management Tools: Their Influence on Corporate Strategy	<i>Michaela Blahová</i>	12	56

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Scheduling of Construction Projects	<i>Wojciech Bożejko and Mieczysław Wodecki</i>	13	64
Benchmarking of Communities of Practice Model for R&D Organizations	<i>Mei-Tai Chu and Rajiv Khosla</i>	13	73
Corporate Governance in Pharmaceutical Industry: The Case of TAPIC Pharmaceutical Group	<i>Hossein Dadfar, Staffan Brege, Makan Golizeh and Hushang Ghasemi</i>	14	83
SHRM and Organisational Performance: Issues and Challenges	<i>Tamer Darwish and Satwinder Singh</i>	15	93
Academic Management and Leadership in Indian Higher Education	<i>Sandhya Tushar Deore and Dharnidhar Nagorao Ratnalikar</i>	16	101
The Gender gap in Entrepreneurship in Western Romania	<i>Anca Dodescu and Adriana Giurgiu</i>	17	111
Human Resources Management and Knowledge Management: The key for Competitive Advantage	<i>Mircea Constantin Duică, Nicoleta Valentina Florea, Anisoara Duică and Andra Cucui</i>	18	119
Organizational Culture's Mechanism of Social Exclusion in the Process of Workplace Bullying	<i>Katarzyna Durniat</i>	19	127
Leadership in Classical Universities: Between an Entrepreneurial and Virtual World	<i>Carmen Sonia Dușe, Dan-Maniu Dușe and Cătălin Nemeș</i>	20	135
Legal Values and International Perspectives on Corporate Governance: Principle-Based Implementations vs. Rule-Based Systems	<i>Niculae Feleagă, Voicu Dragomir and Liliana Feleagă</i>	21	145

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Romanian Entrepreneurs in the Foreign Trade Sector: The Link Between Leadership Qualities and the Capacity to Maximize and Sustain Competitive Advantage with EU External Trade	<i>Adriana Giurgiu and Anca Dodescu</i>	22	153
Leadership Conceptual Ambiguities: A Postmodern Resolution	<i>Jonatan Jelen, Bill Brocato, Thomas Schmidt and Stuart Gold</i>	23	162
Corporate Governance: Solution for National Companies?	<i>Octavian Jula</i>	24	172
The Relationship Between Firm-Level Entrepreneurship and Managers' Regulatory Focus in the Service Sector: The Case of Iranian Organizations	<i>Reza Kachouie and Sima Sedigh Adeli</i>	25	180
Productivity, sex and Leadership: The Psychological Perspective	<i>Alicja Keplinger</i>	26	187
Social Communication in Management and its Psychological and Marketing Aspects	<i>Jolanta Kowal and Krystyna Węglowska-Rzepa</i>	26	198
The Prospects of Graduates' Career Development in Poland: The Example of a Competence Survey in the Lower Silesian Region 2006-2010	<i>Jolanta Kowal, Aleksandra Kwiatkowska and Iwona Patro</i>	27	207
Sociological and Economic Aspects of the Implementation of eGovernment Solutions in Montenegro	<i>Vujica Lazovic, Biljana Rondovic and Tamara Djurickovic</i>	28	216

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Revisiting the Black Box: Reflections on Governance Activities, Governance Research and the Prescription for Best Practice	<i>James Lockhart</i>	29	226
The Agile Governance of Business IT Projects	<i>Sharm Manwani</i>	30	234
HRM Practices in Local and Multinational Companies: Survey and a Conceptual Model	<i>Fattaah Mohamed and Satwinder Singh</i>	32	241
Psychosocial Determinants of the Production Managers' Hierarchy of Values in the Light of Lean Manufacturing and Positive Psychology	<i>Barbara Mróz</i>	33	249
Leadership Styles Adopted in Romanian Companies: The Tension and Transition Toward a Contemporary Management	<i>Anamaria Muresan, Roxana Gabor-Supuran, Anca Borza, and Dan Calin Lungescu</i>	34	258
The Learning Organization: A Strategic Dimension of the Sustainable Enterprise?	<i>Dan Oncica-Sanislav and Dan Candea</i>	35	263
Balancing Strategic Leadership Roles During Church Transitions	<i>Noel Pearse</i>	36	271
What Lies Beneath Leadership Ineffectiveness? A Theoretical Overview	<i>Jacobus Willem Pienaar</i>	36	280
What Kind of Leader and What Kind of Change?	<i>João Gabriel Costa Pinheiro</i>	37	287
Open Organization Model Diffusion: The Mean Field Analysis Approach	<i>Paola Pisano, Daniele Manini, Marco Gribaudo and Marco Pironti</i>	38	295

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Work Environments that Foster and Inhibit Creativity and Innovation	<i>John Politis and Denis Politis</i>	39	304
Leadership Success and Logistic Education: New Understanding due to Sustainable Strategies	<i>Nataša Pomazalová and Zbyšek Korecki</i>	39	314
Leadership in the Black Sea Region, Stakes and Perspectives: The Role of Romania	<i>Delia Mioara Popescu, Diana Zlate and Mihai Ciuta</i>	40	319
Work- Life Balance in Multicultural Organizations	<i>Hamid Reza Qasemi</i>	41	325
The Applicability of Transformational Leadership to Short-Term Projects	<i>Arto Ryömä and Tommi Tapanainen</i>	41	332
Aligning Dynamic Performance Measures	<i>Mohammed Salloum, Magnus Wiktorsson, Marcus Bengtsson and Christer Johansson</i>	42	339
Principles of Management Systems: A Practical Case Study From the oil and gas Sector	<i>Mick Thurlbeck, Peter Smith and Vivian Kinnaird</i>	43	350
Organizational Characteristics and Attributes of the Board of Directors: Findings From the Greek Manufacturing Sector	<i>Evdokia Tsoni, Dimitrios Koufopoulos, Ioannis Gkliatis</i>	44	358
The Board of Directors as a Team: Investigating the Influence of Shared Leadership on Board Task Performance.	<i>Maarten Vandewaerde, Wim Voordeckers, Frank Lambrechts and Yannick Bammens</i>	44	365
Project Management With Uncertain Task Times	<i>Mieczysław Wodecki and Wojciech Bożejko</i>	45	373

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Software Process Improvement for the Airline Industry	<i>Ali Zalzala and Anis Udaipurwala</i>	46	381
The Central Role of Communication Effectiveness in Building Trust Climates: A Longitudinal Confirmatory Study	<i>Rachid Zeffane</i>	46	393
<b>PhD Research</b>			
Decentralization of the Organizations as a way to Release Potential Through Reorganization of Employees to Motivated, Knowledgeable Workers	<i>Tomas Karlík</i>	51	403
How Ethics can be Integrated Into the Image of an Organisation	<i>Carmina Simion Simescu Martinho Nunes and Alexandra Simion Simescu</i>	52	410
National Image as a Factor in the Competitiveness of the Czech Republic	<i>Michaela Vodáková</i>	53	417
Problems Faced by Tertiary Education Graduates in the Labour Market in the Czech Republic	<i>Šárka Vránová</i>	54	421
The Analysis of Global Governance Through Social Networks	<i>Laura Zalzala</i>	55	427
<b>Work in Progress</b>			
Application of the Customer Value Concept for Measurement and Value Chain Processes Management	<i>Miroslav Chodúr, Přemysl Pálka and Jiří Svoboda</i>	59	439

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Changes in Management Practices Determined by the Financial Crisis in Romanian Companies	<i>Roxana Gabor-Supuran, Anca Borza, and Anamaria Muresan</i>	60	443
Leadership Styles Adopted in Romanian Companies: The Tension and Transition toward a Contemporary Management	<i>Anamaria Muresan, Roxana Gabor-Supuran, Anca Borza and Dan Calin Lungescu</i>	61	448
Global Leaders' Virtues and Virtuous Performance	<i>Arménio Rego and Miguel Pina Cunha</i>	62	453

## Preface

These Proceedings represent research presented at the 6th European Conference on Management, Leadership and Governance (ECMLG) hosted in 2010 by The College of Management Edukacja and the Professional Development Center Edukacja in Wroclaw, Poland. The Conference Chair is Jolanta Kowal from the College of Management Edukacja and Wroclaw University. The Co-Programme Chairs are Ewa Panka, also from the College of Management Edukacja, and Aleksandra Kwiatkowska from the College of Management Edukacja and Wroclaw University.

The opening keynote address is given by Professor Ryszard Rohatynski from the College of Management Edukacja, on the topic of *Factors influencing adaptative capability of organisations to changing markets*. The second day will be opened by Dr Mieczyslaw Leniartek from the College of Management Edukacja whose topic is *Social engineering and empathy in managing the landscape*.

The main purpose of ECMLG Conference is for individuals working in the area of Management Leadership and Governance to come together to share knowledge with peers interested in the same area of study.

A key aim of the conference is about sharing ideas and meeting the people who hold them. The range of papers will ensure an interesting two days. The topics covered by the papers illustrate the wide range of issues that fall into this important research area.

With an initial submission of 79 abstracts, after the double blind, peer review process there are 57 papers published in the Conference Proceedings. These papers represent research from Australia, Brazil, Czech Republic, Finland, France, India, Iran, Italy, New Zealand, Norway, Poland, Portugal, Romania, South Africa, Sweden, The Netherlands, United Arab Emirates, United Kingdom and United States of America.

I hope that you have an enjoyable conference.

Ewa Panka and Aleksandra Kwiatkowska  
College of Management Edukacja, Wroclaw, Poland  
October 2010

# Biographies of Conference Chairs, Programme Chairs and Keynote Speakers

## Conference Chair



**Dr Jolanta Kowal** is Vice Rector and a professor at Wroclaw College of Management Edukacja in Wroclaw, and a tutor and researcher at the Institute of Psychology of Wroclaw University. She is a Member of scientific associations PTS and PTPA accredited by IAAP. A researcher and lecturer, Jolanta is the author of over 60 scientific publications and delivers lectures and seminars on methodology of management, applied statistics in socio-economic, psychological and multicultural research. Her interests and research specializations are: organization and management, methodology, quantitative and qualitative research, analytical psychology, cross-cultural research.

## Programme Chairs

**Aleksandra Kwiatkowska** holds an MBA and is a Phd student of Pedagogy at the University of Wrocław and is International Relations Coordinator at the College of Management Edukacja in Wrocław. She lectures on knowledge of learning and modern pedagogy. Her specialisations are popular culture, sociology, society changes, quantitative and qualitative research, activism, employability, gender, management. She is interested in films, classical literature and travelling



**Ewa Pańka** holds an Meng and is organiser of post-graduate study at College of Management Edukacja. She graduated at the Wroclaw University of Technology Faculty of Civil Engineering. Her research specialisations are multicultural research concerning the professional success of women in Poland, professional counseling, development of interpersonal ability and marketing and management. She is an organiser of many conferences and courses. She is keen on astrology and sport.

## Keynote Speakers

**Prof. Dr Hab. Eng. Ryszard Rohatyński** has been Full Professor of Engineering at the University College of Management Education, since 2006. He was appointed by the President of Polish State Council (1994, Poland) as a member of the Board of the International Design Society in 2006. For 9 years, he has been the initiator and chairman of the bi-annual International Conference of Engineering Design in Integrated Product Development (EDIProD). He has served on the Committee of Mechanical Engineering, the Polish Academy of Science and is manager of numerous engineering research projects for industry. He is a referee for the Polish Committee of Scientific Research. He is involved in the assessment of applications for research grants and final research reports, and is a member of the Scientific Committees of a number of national conferences on engineering design, CAD, Fluid Flow Machinery etc.

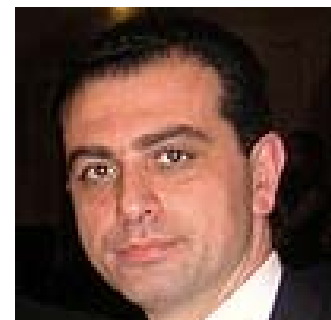


**Dr Mieczysław Leniartek** is an architect and a town planner. He graduated from the Faculty of Architecture in the Technical University in Cracow, Poland (MA 1970). He has practiced in Poland, England and Australia and completed a doctoral dissertation at the Technical University in Cracow on the revitalization of historic small towns (PhD 2003). He has been a manager of a regional studies bureau in Lower Silesia and a technical director in

a development company in Cracow. He has been a chairman of several international conferences on cultural tourism and an editor of publications in this field ("Commercialism of Cultural Tourism", "Exploration of Historic Environment", "Terra Incognita in Tourism"). He lectures in the Faculty of Tourism of the College of Management "Edukacja" in Wrocław, Poland, in the subject of development for hospitality, and holds a position of a dean.

## Mini Track Chairs

**Dr Dimitrios Koufopoulos** is a Senior Lecturer at the University of Brunel, Brunel Business School, London, UK. He is also a Fellow of the Institute of Business Consultants, Member of the Chartered Institute of Management, Member of the Chartered Institute of Securities and Investment, and Academic Member of the European Corporate Governance Institute. He has taught as visiting Lecturer in both British and American institutions and is currently at the Hellenic Open University, Universitas21, and Laureate Online. He is member of the Editorial Board of the academic Journals Corporate Board: role, duties & composition, of the World Journal of



Business and Management, of the International Journal of Corporate Governance Research, of the International Journal of Civil Aviation and of the Enterprise Risk Management Journal. He is the Founder and Managing Partner of the Gnosis Management



**Dr. John Politis** is a Principle Faculty of the Executive MBA and Corporate Development program and a Pioneering Faculty of the Engineering Management Program at Higher Colleges of Technology, in the United Arab Emirates. He is a member on a number of editorial boards and his main research area is in organisational leadership, organisational behaviour, knowledge management, creativity and innovation. John is a Teaching Excellence Award Winner, 2004, from the ACBSP Baccalaureate/ Graduate Degree Commission. He is also the Literati Club Highly Commended Award Winner, 2004; and Literati Club Excellence Award Winner, 2002, for his Outstanding Research Papers. Also he has been recognised as the 2007-2008 'Faculty of the Year' of Dubai Men's College. He has earned the following professional qualifications: a Certificate of Technology in Aircraft Engineering from the Royal Melbourne Institute of Technology, Australia; a Bachelor of Engineering from the University of Melbourne, Australia; a Diplom-Ingenieur (Mechanical) from Aristotelion University, Greece; a Graduate Certificate in Enterprise Management from Swinburne University of Technology, Australia; a Graduate Certificate on Online Education and Training from University of London, UK; and a Doctorate of Philosophy (Ph.D.) in Management from the University of Technology, Sydney, Australia.

**Professor Bernt Krohn Solvang**, at University of Agder in Norway, Faculty of economics and social science and at Department of working life and innovation. His research interests fall within the field of contemporary political thought, e- government and e-remote leadership. He has participated in the development of Agder University College and Agder Research. He has been appointed at a lot of International program committees.



He is member of OH International Conference and Exhibition on Office Information System in Beijing and was key note speaker there in 2007. He has been teaching in various countries as; China, Great Britain, Germany, Poland, The Netherlands

## **Biographies of contributing authors (in alphabetical order)**

**Mehrdad Arashpour** graduated as a civil engineer from Najaf Abad University in Iran. He accomplished his studies as a Masters student of Construction Management in Grenoble University, France. He has 7 years of experience in construction industry including supervision of both Iranian and Australian construction projects and management.

**Svein Bergum** is Associate Professor in organisation and management at Lillehammer University College in Norway. He has a Doctoral Degree in Information System Science from Turku School of Economics (2009). Previous work experience from Eastern Norway Research Institute and Norwegian Telecom. Major research interests are: HRM; ICT and new organisational arrangements, distributed organisations and innovations.

**Ilona Biernacka-Ligieza** works as the Assistant Professor at the Department of Political Studies, University of Opole. She also is the research fellow of the Institute of Media and Communication, University of Oslo (since 2008). Her main research interests include: local media; mass communication; new media; cross-cultural communication; journalism studies; local democracy; ICT; globalization; glocalization; media and politics; media and identity.

**Michaela Blahová.** Education: Tomas Bata University in Zlín, Faculty of Management and Economics. 2002 – 2005: Bachelor's degree in Management and Economics. 2005 – 2007: Master's degree in Finance. Tomas Bata Foundation Prize for the best Master thesis written in English 2008 – now: Doctoral degree in Finance Research interests: strategic management, performance, management tools and frameworks

**Wojciech Bożejko**, assistance professor at Wroclaw University of Technology and at College of Management “Edukacja” in Wrocław. He is an author of over 100 papers in journals and conference proceedings from the field of parallel processing, scheduling and optimization. He is interested in parallel algorithms, discrete optimization, scheduling and supercomputing.

Mei-Tai Chu is a Lecturer in School of Management at La Trobe University. She was an engagement manager and worked as a consultant for several organizations in KM area.

**Mei-Tai Chu** is a Lecturer in School of Management at La Trobe University. She was an engagement manager and worked as a consultant for several organizations in KM area. She has published several good quality journals and conference papers in diverse areas such as Knowledge Management,

Communities of Practice, Emotional Intelligence, Technology Management and HRM.

**Duică Mircea Constantin** Associate Professor Phd. of Management - Marketing Department from Faculty of Economics, the University "Valahia" of Targoviste; Member of Centre for Economic Studies and Research. Member of Institute CEDIMES (Center d'Etudes du Développement International et des Mouvements Economiques et sociaux) - Paris.

**Tamer Darwish** holds a BA degree in Business Administration and an MBA degree in Management from. He has work experience in banking sector, in HR issues as a senior consultant, and as lecturer to management students in the University of Jordan, in the areas of HRM, TQM, and organizational behaviour. Presently he is a doctoral student in Brunel Business School working on SHRM and organisational Performance in Jordan's financial sector.

**Sandhya Tushar Deore.** M.B.A. (International Business) Bachelor of Engineering (Computers). Working as administrator Sinhgad Technical Education Society's International Center, Pune India International Conferences – Paper presentations: University of Pune and Indian Institute of management Kozikode India. Certificate of Excellence from Indian Institute of Technology, Bombay under the National Mission on Education for teachers training.

**Anca Dodescu** - Dean of the Faculty of Economic Sciences of the University of Oradea (further references available on the web: [www.ancadodescu.ro](http://www.ancadodescu.ro), <http://steconomice.uoradea.ro>), and Manager (National Co-ordinator) of the Project entitled "Entrepreneurship and the Equality of Chances. An Inter-regional Model of Women School of Entrepreneurship" (acronym: AntrES) - please, visit: [www.antres.ro](http://www.antres.ro)

**Katarzyna Durniat** Educated in psychology, a doctor of humanities, specialized in work and organizational psychology, member of EAWOP. An assistant professor at the Institute of Psychology, the University of Wrocław and Departmental LLP-Erasmus Coordinator. A researcher of mobbing and author of many scientific articles and presentations.

**Dan Maniu Dușe** started his career at the "Lucian Blaga" University in Sibiu in 1979. He is currently Vice Rector at the University, being responsible with coordinating the academic management (quality of education and academic human resources). He was actively involved in creating educational programs that meet the needs of today's world.

**Roxana Gabor-Supuran** is a PhD student at the Faculty of Economic Sciences and Business Administration, in Cluj Napoca Romania. My thesis is on Strategic Management. I have a bachelor degree in both Management and Marketing and a master's degree in Business Administration. My biggest achievement yet is that I have co-written a book on Entrepreneurship.

**Adriana Giurgiu** - Director (National Co-ordinator) of the SVACEX Project (please, visit. <http://steconomice.uoradea.ro/svacex>); Scientific Director of the Research Centre on Sustainable Development and Competitiveness; Jean Monnet Professor and Module Leader - "EU Sustainable Development and Competitiveness"; Specialist in International Trade and European Economics; Faculty of Economic Sciences of the University of Oradea.

**Jonatan Jelen** .A former executive manager with companies in Paris and New York, Dr. Jonatan Jelen is currently a business owner, entrepreneur, Assistant Professor of Business at Parsons The New School for Design – School of Design Strategies, and visiting faculty at USST in Shanghai, China, and the Faculty of Economics of the University of Zagreb, Croatia.

**Octavian Jula** is a bachelor and master in accounting, Phd in Economics from 2007, area of expertise microeconomics, macroeconomics, history of economic thought and corporate governance. Author of Economic Books in English and Romania, expert accountant.

**Reza Kachouie** holds two master's degrees in Industrial Engineering and Entrepreneurship. He has lectures on systems approach, performance management and corporate entrepreneurship as well as fuzzy decision making. His research specializations are: New Product Development, entrepreneurship, fuzzy systems and fuzzy decision making. He is keen on hiking and classic music.

**Alicja Keplinger** is a psychologist and, since 2008, a Vice Director in the Institute of Psychology at the University of Wroclaw. She completed postgraduate education training in labour law and socio-therapy. She is a lecturer and researcher with particular areas of interest in the psychology of motivation, social passivity, psychological aspects of productivity, money psychology, as well as evaluation in education and difficulties in the process of learning. She is the author of over 40 scientific publications.

**Michiel Kooper** is senior manager at KPMG IT Advisory and works 1 day per week as a research fellow at the University of Amsterdam. His field of research is 'information governance', wherein he explores the scientific grounds for optimal information exchange'.

**Jolanta Kowal** Ph.D. Wrocław College of Management (Vice Rector, professor), the Institute of Psychology of Wrocław University and (tutor and researcher), Poland. Member of scientific associations PTS and PTPA accredited by IAAP. Researcher and lecturer, author of over 70 scientific publications. Lectures and seminars on methodology of management, applied statistics in socio-economic, psychological and multicultural research. Interests and research specialisation: organization and management, methodology, quantitative and qualitative research, analytical psychology, cross-cultural research.

**Mieczysław Leniartek** – an architect and town planner who has practiced in Poland, England and Australia. He has completed a doctoral dissertation in Cracow University of Technology in 2003. He has been a chairman of several international conferences on cultural tourism and an editor of publications in the field. He lectures on development for hospitality.

**James Lockhart**, pmsc, MAgSc (Hons), PhD (Auckland), IoD has major strengths in providing strategic vision and insight, decision making, handling complexity and ambiguity, and managing high-level relationships. He has extensive business consulting and executive development experience in New Zealand and abroad and is experienced in dealing with complex business issues, including developing industry-wide strategies, corporate strategies and high level negotiations.

**Fattaah Mohamed** received a BSc degree in Business Economics from the University of Surrey and an MSc in International Management from Oxford Brookes University. He has worked for the Brunei Government as a research officer in the Ministry of Foreign Affairs, focusing on foreign issues including trade policies. Fattaah Mohamed's research interests lie in the application of management initiatives in private and public organizations in the areas of organisational structures, decision making, strategic planning and culture.

**Barbara Mróz**, PhD in psychology, works as a lecturer at the Institute of Psychology, University of Wrocław. During her scientific work, she has prepared a lot of projects regarding personality psychology including a study of personality of outstanding Polish actors, a study of personality of managers, and papers on axiological issues referring to personally and professionally successful people.

**Anamaria Muresan** is a PhD Candidate in her second pre-last doctoral year, at the Babes-Bolyai University, Faculty of Economics Science and Business Administration, Management Department. Her research is focusing on leadership, organizational behavior, managerial creativity and change management.

**Niculae Feleagă (PhD)** is a university professor at the International Accounting Department and Financial Reporting at the Academy of Economic Studies, Bucharest; professor at the National Institute of Economic and Accounting Techniques, Paris, for one semester each year (1997-2000); representative of CECCAR inside the “Accounting” working party (1998-2001) and within the “Corporate Governance” working party belonging to the FEE; member in the Professional Accountants in Business Committee (PAIB) of the IFAC (starting the 1st of January 2008)

**Dan Oncica-Sanislav** is a Doctoral Student at the Department of Management and Systems Engineering, Technical University of Cluj-Napoca, Romania. He holds a Licentiate degree in Electronics (Technical University of Cluj-Napoca, Romania) and a Master’s degree in General Management. His research interests focus on strategic management, organizational learning, organizational development and business sustainability.

**Noel Pearse** is a senior lecturer within the business school at Rhodes University. The essence of the School is “Leadership for Sustainability”. Noel teaches in the fields of research methods, leadership and organisation behaviour. His research and supervision has focused on qualitative approaches, and grounded theory in particular.

**Cobus Pienaar** was born and raised in Bloemfontein, South Africa. He graduated from the University of the Free State in 1994 and completed his postgraduate studies in 2005, obtaining all his degrees with distinction. Being registered with the Health Professions Council of South Africa as an industrial psychologist, Dr Pienaar is presently employed by the University of the Free State as a senior lecturer and departmental chair in the Department of Industrial Psychology.

**Paola Pisano** is a researcher in Management at Turin University - Computer Science Department where she teaches Managing Innovation and Business Plan. She collaborate in E-Business Lab and "Innovation Observatory". She’s author of several publication on innovation diffusion, network, strategy, organization, financial regulation with alternative methodology like simulation with agent based model, content analysis, mean field analysis, neural network.

**Denis Politis** has earned a MEng in Mechanical Engineering from Imperial College, London. He is specialised in quantitative analysis using SPSS and AMOS and is the co-author of the conference paper titled ‘The relationship of mainstream leadership styles to entrepreneurial orientation’. Research Interests: He is interested to pursue a PhD at Imperial College, London in October 2010.

**Arménio Rego** is Assistant Professor at the Universidade de Aveiro. He has a PhD from ISCTE and published in journals such as Applied Psychology: An International Review, International Journal of Human Resources Management, Journal of Business Research, Journal of Occupational Health Psychology and Journal of Organizational Change Management. His research deals with positive organizational scholarship.

**Hamid Reza Qasemi** was born in 1969, has Bachelor of Public Management (Tehran University, 1992), MD of Public Management (Tehran University, 1995), PhD of Human Resource Management (Allame Tabatabaee University). Published 15 papers in scientific journals, presented 10 papers in international conferences in China, Thailand, UK, Malaysia, Australia, Cyprus, Iran and. New book is "Human Resource Architecture", is assistant professor of Islamic Azad University (IAU) of Iran- Management Faculty.

**Arto Ryömä** is a Master of Science (Business Administration) and a doctoral student and a university teacher in the faculty of Management and Organization at the Turku School of Economics, Finland. His research interests focus on leadership in business and sports organizations

**Mohammed Salloum** is an industrial PhD candidate at Volvo Construction Equipment and Mälardalen University in Eskilstuna, Sweden. Mohammed has earned a Bachelor of Commerce and a Master of Science and has been employed as a financial controller at Volvo since 2008. He started his research within strategic management 2009.

**Alexandra Simion Simescu** is graduating this year the Faculty of Philosophy of the University of Bucharest and The Faculty of Communications and Public Relations. The research work is mostly in philosophy, including all it's branches: from business ethics to philosophy of religions.

**Satwinder Singh** holds a Ph.D (Econ.) degree with specialisation in International Business. He has previously worked as Senior Research Fellow at University of Reading, Department of Economics. He has also consulted for private and public organisations and was based in Geneva as a full time consultant with UNCTAD in 2003-04. Dr. Singh has published over forty papers and chapters in edited volume on International Business.

**Evdokia Ch. Tsoni** BA, MBA is a research associate in Gnosis Management Consultants. Her research interests focus on Corporate Governance, Boards of Directors, Executive Demography and Women on the Board and her work has appeared in a number of conferences. Evdokia holds a BA (Hons) degree in Business Economics from Glasgow Caledonian University, an MBA from the University of Wales and is currently doing her PhD at Brunel University.

**Maarten Vandewaerde** is a doctoral researcher at the KIZOK Center for Entrepreneurship and Innovation (Hasselt University), where he is a member of the corporate governance and accountancy research team. His main research interest involves the board of directors, a topic in which he specifically focuses on the team dynamics that occur within the boardroom.

**Šárka Vránová** is a lecturer of financial subjects at VOŠE Business School in Zlín. She has a Master degree in System Engineering from the VŠB in Ostrava, Faculty of Economics, and a Bachelor degree in Pedagogy from Tomas Bata University in Zlín. She is currently doing a PhD course at Tomas Bata University, Faculty of Management and Economics.

**Ali Zalzala** holds a PhD in Control Engineering from University of Sheffield, UK, with an interdisciplinary career spanning academic positions, industry assignments, and business startups in education management. He is currently the CEO of Hikma Group ([www.hikmagroup.com](http://www.hikmagroup.com)). He is a Chartered Engineer, and a Senior Member of the IEEE where he holds voluntary management positions.

**Laura Zalzala** is a full time PhD student in Economics and International Business at the Academy of Economic Studies, Bucharest. Her current area of research interests is mainly focused on global governance and power structures in the international environment.

**Rachid Zeffane** is Associate Professor in Management (Organizational Behavior & Human Resource Management) in the College of Business Administration at the University of Sharjah, UAE. He received his Masters Degree and PhD from the Cardiff Business School at the University of Wales, UK. His teaching and research interests are in the areas of Organizational Behavior, Human resource Management and Organizational Change.

# **Keynote Addresses**



# Factors Influencing Adaptative Capability of Organizations to Changing Markets

Ryszard Rohatyński

University College of Management Edukacja, Wrocław, Poland

**Abstract:** In this paper the framework of environmental influences on structures and functions of organizations is discussed, and how the organizations can react to changes and uncertainty of the environment. A variety of environmental impacts on an organization is considered in first section. If causes of the changes are easy to understand, i.e. the behaviour of the environment is not complex, then it is possible to identify some predictors of environmental influences. Conversely, If there are many influences and they are interrelated, it is more difficult to understand the behaviour of the environment. The environmental uncertainty is influenced by two phenomena. The first one is the rate and frequency of changes of environmental conditions; the second is its complexity. In the dynamic and complex environment the uncertainty is increasing and it is difficult to comprehend by organizations. It is pointed out in following two sections that the organizations react to the environmental influences by several means which can be clustered into categories. It is hypothesized that some features of the organizations are fitted to some specific market types. Consequently, there are certain structural forms of the organizations that are appropriate to the particular environment and match to some specific market types. Structure of the organization is important but it does not ensure the success of strategy. Strategy and structure of the organization limit its capacity to set-up activities outside the routine operations. It is emphasised that one of the most important resources of an organization is its people; so how they are organised is crucial to the effectiveness of the strategy. With help of appropriate strategy and actions the managers can cope with the environmental pressures. Finally, it is pointed out that to cope successfully with environmental influences the extensive managers' knowledge and skill are required. Top managers' attitudes, beliefs and limited access to information greatly contribute to quality of their decisions. The study shows that there is no one formula and no one right answer to dealing with the problem of a variety of influences on the organization.

**Keywords:** organization management, competitive capability, changing environment, strategy

# **Social Engineering and Empathy in Managing the Landscape**

**Mieczysław Leniartek**

**College of Management Edukacja, Wrocław, Poland**

**Abstract:** Public space, with its physical and symbolic spheres, shapes a sense of territorial community. In this process a landscape plays a role of a leading motif, sometimes as trivial as that one invoked by Andrzej Stasiuk: "(...) my country: sad, middling, beautiful and hopeless, desperate and painfully banal, sublime and comedy, gray as a mouse and dun as rain and sadly ordinary (...)". However, despite the literary qualities of a such place, it is observed a dichotomy between physical and social spheres, which manifests in ugliness of an entourage, combined with an isolation of individual, and an alienation of man. This dichotomy gives a rise to unwanted sites. Landscape lost its former lightness of peysage and became a market good – the subject of considerations not only on aesthetics but also on economics and management. The space is treated here as a rare good, and a subject of distribution through an implementation of state policy and local government programs. In this process a community is predominantly recognized as a collection of passive individuals whose opinions and attitudes are shaped by various decision makers with means of a manipulative social engineering. In this process of uncapacipation such methods are applied as: persuasion, manipulation, intensification of fear, and facilitation. Persuasion means a stimulation of a social space by rise in the landscape design such important issues, as racial equality, right to work, and good living conditions. This is underpinned by an awareness of relation between social and physical space, which results in reception of a place as ugly and chaotic, or beautiful and harmonious. Awareness of this relation underlies the proenvironmental design which includes not only an architectural creation and new technologies, but also a holistic "renewal" of the world. Manipulation manifests in a post factum participation. It involves designing for unknown individuals, whose role is limited only to a passive reception of information spread by media. This manipulative approach to the community results in it, that a voice of residents is heard not in negotiations, but only in conflict situations. Intensification of fear means to remove the sense of duty towards other through the symbolic gestures, which results rather in another attractive tourist product, than a useful place for a local community. Major social problems are a pretext for creation of an architecture, which doesn't build a sense of identity. Facilitation manifests in a process of shaping attitudes of a society, as well as by an enforcement by an authority of desirable social behavior, through an application of legal and administrative system of protection of natural and cultural heritage, as well as spatial planning in a scale of country, region, municipality and village. In the view of

ineffectiveness of planning and architecture, which causes a growing physical and symbolic chaos, a new strategy of emancipatory social engineering emerged. It reflects the transition from a passive society to an active one, which is not a subject of an enforcement of decision-makers' will, but an independent collective body determining its own environment. Architects, until now recognized as artists, technocrats, or businessmen, play here the new role of trustworthy guardians, who lean on contemporary social problems: inequality, negligence, and rejection on grounds of racial or material considerations. This is due to the change of perspective, and consideration of a landscape design not only through technology and aesthetics, but also through spiritual values. Dissemination of the proenvironmental attitudes results in perception of the landscape architecture by the more idealistically minded planners as a means to sooth wounds of society. It seems, that the new direction in sustainable design emerged, which covers all spheres of the environment: natural, cultural and social.

**Keywords:** social engineering, public space, participatory design, landscape management



# **Academic Paper Abstracts**



# Gaining the Best Value of HR in Construction Companies

Mehrdad Arashpour<sup>1</sup> and Mohammadreza Arashpour<sup>2</sup>

<sup>1</sup>Grenoble University, France

<sup>2</sup>Boras University, Sweden

**Abstract:** Human resource is the most valuable asset in construction industry. Human resource practices are mostly concerned with gaining value through increased skills, productivity, autonomy, contribution, and cost consciousness. Productivity is one of the most important factors affecting the overall performance of any construction company. Gaining the best value of HR is a complex context especially in construction industry that is a project-based and labor-intensive sector. It is a very broad concept with some key components: increasing skills, productivity, autonomy, contribution, cost consciousness, customer friendly attitudes, etc. Productivity is one of the most important factors affecting the overall performance of any construction company. Improving productivity can benefit companies in these ways: increasing quality, enhancing the market share, raising salaries and employment without inflationary effects, lessening costs and work duration. This paper applies a combination of quantitative and qualitative research methods. It reports on factors affecting productivity and gaining value among construction companies. A survey of 120 construction companies was done by a questionnaire directed to managers, engineers, architects, and other technical staff. The authors of this paper argue that it is important to discuss in what extent two groups of financial and psycho-social factors can affect productivity and gained value in construction companies. The research hypothesis for the project is that although financial factors are very important in affecting productivity, the contribution of psycho-social factors does play an important role in productivity improvement and gaining value, especially through labor-intensive industry of construction and related community services. For each factors, 10 components were defined. If this hypothesis is validated then it is needed to grade components of financial and psycho-social factors from most to least effective within construction industry. If this hypothesis is not validated then it is necessary to understand whether there are other neglected factors that should be considered simultaneously. The paper also examines the relationship between human resource in construction companies and professional HR function, looking at the history and current state of HR, perceptions of HR efficacy, trends in innovative organizational design and leadership, and future of human resource management. Of 165 completed questionnaires and 40 conducted interviews less than 10 per cent (8.6%) claimed that apart from financial and psycho-social factors, there are others significantly affect gained value and productivity in the construction industry. In the other word, 91.4 per cent of

respondents were agreed that these two groups of factors are main drivers of efficiency and gained value in any construction company. The paper concludes with a set of recommended guiding principles of organizational design and action in construction industry.

**Keywords:** construction industry, human resource, value, organizational design

## **Information Governance: Beyond Risk and Compliance**

**Peter Beijer and Michiel Kooper**

**<sup>1</sup>University of Amsterdam Business School, Amsterdam, The Netherlands**

**Abstract:** Information Governance is a logical and necessary development in organizations to benefit from the information society. This subject is becoming increasingly topical, mainly from a risk and compliance perspective, so a critical inquiry is appropriate. In this article the authors consider a number of aspects of information governance that go beyond the traditional thought of risk and compliance. CIOs are going to face serious challenges in the extensive digitalization of society with a rapidly expanding digital universe that is constrained by the continuous emphasis on IT cost reductions. The authors question whether the today's CIO has adequate tools to effectively focus on policies and developments that are information-centric.

**Keywords:** Information governance, IT governance, data governance, information management

## **Management of Subordinates at a Distance: A Balance Between Co-Located and Virtual Activities**

**Svein Bergum**

**Lillehammer University College, Norway**

**Abstract:** Successful management at a distance requires a right balance between co-located activities, and virtual activities supported by Information and Communication Technologies (ICT). In this paper we want to find out more about how managers with subordinates at a geographical distance make decisions about their media use and distance towards subordinates. Our findings generally support the rational theories of media choice of Daft & Lengel (1986), and temporal face-to-face activities are still very important even when there is a geographical distance between the manager and the subordinate. Complicated activities related to leadership such as planning, negotiations and feedback should be taken face-to-face. Administrative tasks such as information dissemination could be taken at a distance. It is important

for the managers to utilize the limited amount of face-to-face time in an effective way. Managers are very conscious in how they utilize limited time, to concentrate on tasks which are not suited for electronic communication. They need to be clear in communication, because impressions last longer and managers have fewer opportunities for corrections of their words afterwards. The rational explanation of media choice is dominant, but must be supplemented by other criteria. Dimensions of distance such as social proximity moderate the negative effects of geographical distance for managers because even complicated tasks could be taken via electronic media.

**Keywords:** telework, management, media choice, proximity, distance

## **Cultural Heritage as a Regional's Promotional Product**

**Ilona Biernacka-Ligęza<sup>1</sup> and Lesław Koćwin<sup>2</sup>**

<sup>1</sup>University of Opole, Poland

<sup>2</sup>College of Management Education in Wrocław, Poland

**Abstract:** Promotion is becoming one of the most commonly and intentionally used by local governments element of marketing mix. It can be either internal (addressed to the inhabitants of the unit) or external (aimed at people who are not residents of the unit). The subject of the presented studies will be culture promotion of the region. One of the areas of promotion, little appreciated in Poland so far, is culture and culture heritage which are of greater and greater importance for the regional development. Culture heritage can be a resource that strengthens the region and improves the conditions for economic growth. Culture goods constitute an important factor in the development of socio - economic region. They increase tourist attractiveness contributing to the development of tourism and agrotourism in the area. The rich history, multi-layered and diverse culture heritage, both tangible and intangible, can be one of the main assets of raising the competitiveness of the given region in the country and the European Union. It should be assumed that in a market economy town or municipality operate in a manner similar to enterprise i.e. they produce products and services offered to the internal market (municipality) as well as to external one (surrounding of the municipality). Competitive conditions require the use of all tools to increase the effectiveness of the operation, including marketing tools. Being a marketing issue a product, which is offered by a city/town, can be considered in two aspects: first as a mega-product i.e. a city/town as a whole, second as a distribution of a mega-product for individual municipal sub-products. Presented concept of a product offered by a city in its two distinctions can be also applied to a municipality. Market-based approach in relation to territorial

units is usually called "territorial marketing." Alternatively, they can be also called „spatial marketing” and „area marketing”. Depending on the type of territorial units and the scope of marketing activities various concepts are used e.g. urban marketing, municipal marketing. Currently in Poland these concepts are generally related to basic units of the administrative division of the country namely to urban and rural municipalities. Therefore, for this type of activities one can suggest the term “municipal marketing”.

**Keywords:** culture, heritage, region, promotion, local authorities, local marketing

## **Enhancement of Company Performance Using the Right Management Tools: Their Influence on Corporate Strategy**

**Michaela Blahová**

**Tomas Bata University in Zlín, Czech Republic**

**Abstract:** Running a business today is harder than ever before. The major problems lie in the speed and complexity of changes in the economy. To succeed in this ever-changing competitive environment, companies must define right strategies and use right management tools as well as effective and dynamic leadership in order to enhance the corporate performance and compete with rivals. Many companies fail in performance enhancement because they cannot formulate right business strategies and strategy frameworks or fail to implement them effectively. There are many factors influencing the right implementation of strategies into action. These factors (if understood well) help firms to make necessary changes in the process of successful execution and determine if strategic models can be helpful in overcoming the potential factors of failure. Management tools belong to those that can have a significant influence on corporate strategy if applied sound. In order to realize strategies successfully and enhance companies' performance, firms must define processes that create value to customers, measures and responsibilities. The use of right management tools (aligned not only on measurement of processes) can influence the entire firm's strategy and, consequently, its performance. This often requires understanding the strengths and weaknesses of each management tool. However, the secret lies in using the tool in the right way and at the right time. Management tools help managers in finding the right business decisions (as well as strategies) and, in consequence, increase corporate performance and profits. Therefore, what are the most used management tools according to recent findings? Do the companies use one management tool only or do they prefer their combinations? What are the tools with the highest satisfaction rate according to the up-to-date research? These and other questions are to

be answered on the following pages. Despite of many objections it is obvious that successful enterprises are aware of the importance of choosing the right management tools because of their considerable influence on corporate strategies and enhancement of performance.

**Keywords:** management tools, strategy, performance, benchmarking, strategic planning

## **Scheduling of Construction Projects**

**Wojciech Bożejko<sup>1</sup> and Mieczysław Wodecki<sup>2</sup>**

**<sup>1</sup>College of Management Edukacja and Wrocław University of Technology, Poland**

**<sup>2</sup>College of Management Edukacja and University of Wrocław, Poland**

**Abstract:** This paper deals with some problems of synchronizing construction activities differing in their execution times. A matrix methodology of calculating the times of execution of the activities, ensuring that there will be no collisions between them, is presented. The methodology is illustrated with numerical examples showing the successive steps of the algorithm. As an application we consider road works modeled as a flow shop problem which is one of the most difficult combinatorial problems. A negative times of transports have been used to model a specific constraints of the problem. Tabu search algorithm, one of the best algorithm of the artificial intelligence methods, has been adopted to solve this problem.

**Keywords:** scheduling, management, flow shop problem, tabu search algorithm

## **Benchmarking of Communities of Practice Model for R&D Organizations**

**Mei-Tai Chu and Rajiv Khosla**

**La Trobe University, Melbourne, Australia**

**Abstract:** While implementing Knowledge Management (KM), Communities of Practice (CoPs) can be a firm's most valuable and dynamic knowledge resource and create organizational principals to know and learn. Besides, business strategies and essential criteria exposure on CoPs can be the prevailing way for group learning and innovation building within organizations. As company expand in terms of size, scope or complexity, CoPs members who regularly engage in sharing and learning based on common interests, can improve organizational performance. This research aims to measure CoPs performance and how to design a set of critical dimensions and criteria to reach their preferred goals by benchmarking analysis. Fuzzy Multi-Criteria

Decision Making (MCDM) method is adopted due to multi-criteria consideration and uncertainty involved, to analyze various criteria priorities and business strategy preferences of CoPs. One case study has been undertaken in one international R&D organization in Japan mainly, and the results are compared to one of previous cases in terms of distinguished strategic preferences. A CoPs evaluation hierarchy has been developed, which includes four dimensions and sixteen criteria are used to assess performance. The findings of this research can facilitate building of knowledge flow networks and allocation of organizational resources in terms of dimensions and criteria rated as most important by knowledge workers. Overall, it can improve the effectiveness of knowledge sharing, knowledge flow and knowledge management in line with preferred business strategy.

**Keywords:** communities of practice (CoPs), knowledge management (KM), R&D organization

## **Corporate Governance in Pharmaceutical Industry: The Case of TAPIC Pharmaceutical Group**

**Hossein Dadfar<sup>1</sup>, Staffan Brege<sup>1</sup>, Makan Golizeh<sup>1, 2</sup> and Hushang Ghasemi<sup>1, 2</sup>**

<sup>1</sup>Linköping University, Sweden

<sup>2</sup>Tamin Active Pharmaceutical Ingredients Investment Company (TAPIC), Tehran, Iran

**Abstract:** Pharmaceutical industry plays a strategic role in economy of Iran. Corporate governance, in pharmaceutical companies as the very core of an organization, and the driving force of corporate leadership, plays a significant role in business success and overall productivity of the firms. As yet, the characteristics, factors causing success and failure of core governance in Iranian pharmaceutical industry have remained unsearched. Furthermore, the applicability of western theories and models to the traditional societies such as Iran are largely unknown. This study is an attempt to exploring the pattern of board effectiveness and firm performance in Iranian pharmaceutical industry and suggesting an alternative good governance model suitable to apply to less developed countries (LDC) pharmaceutical industry, with emphasis on Iranian context. After An intensive literature review the model suggested by Ingley and Van der Walt (2001) was found to be more comprehensive, practical and suitable for this study. However, after empirical evaluation further development to the model to fit the pharmaceutical industry and the context of LDCs, especially Iran, is suggested. Empirically the paper stands upon a rich database consisting of Tamin Active Pharmaceutical Ingredients Investment Company (TAPIC ) and its 11 subsidiary companies

which are treated as 11 mini-cases. Data were collected by document analysis, questionnaire and interviews. Since two of the authors have many years experience as managers in the same industrial group we got access to rich information that normally are not accessible to researchers in less developed countries. The results suggest some improvements to the earlier models and show that the pattern of *board effectiveness* in Iranian pharmaceutical industry can be influenced by: Internal factors including (a) board members, the personality and background (b) board composition, which is influenced by selection criteria, Tribalism, interpersonal relationship and belonging to the same ideological group (c) board interactions, and (d) power distribution in the board, which is influenced by parenting power in holding companies. All internal factors are directly or indirectly affected by political issues as well as socio-cultural forces. External factors including (a) Industrial complexity and the nature of industry (b) industrial ethos, (c) legislation, and political forces (d) economy, which the last two factors are influenced by international environment as well.

**Keywords:** corporate governance, board of directors, pharmaceutical industry, TAPIC, socio-cultural system of Iran

## **SHRM and Organisational Performance: Issues and Challenges**

**Tamer Darwish and Satwinder Singh**  
**Brunel Business School, London, UK**

**Abstract:** The underlying logic behind strategic human resource management (SHRM) and firm performance is the belief that a fundamental strategic shift has taken place in the field of HRM which is causing firms to perform better. Although several studies provide evidence of some form of link between the HR practices and organisational performance, strong and consistent evidence that SHRM does indeed positively impact on organisational performance is lacking. The survey confirms the observations made by some researchers that there is, as yet, no clear theory on HRM and organisational performance, and the link between them. A survey of literature on SHRM and its impact on organisational performance reveals that empirical research results on this topic are as yet inconclusive. Whereas some studies have found the impact to be positive, the results from several other studies cast doubts on the efficacy of (positive) HR practices on organisational performance. These mixed results emanate from the fact that a number of firm-specific and general variables, internal and external to the firm, directly or indirectly impact on firms' performance. Even if a researcher took the external factors as given for all firms, capturing the impact of all the internal factors on organisational performance is a daunting (but not an impossible) task. We

first present a schematic view of all the internal and external factors that impact on firms' performance. We then follow this up with a conceptual model that highlights how a host of such variables can be captured in an empirical work.

**Keywords:** strategic human resource management, organisational performance, internal factors, external factors

## **Academic Management and Leadership in Indian Higher Education**

**Sandhya Tushar Deore and Dharnidhar Nagorao Ratnalikar**  
**Sinhgad Technical Education Society, Pune, India**

**Abstract:** The Higher Education Institutions are expected to play a meaningful role in the socio-economic development of the nation. In the Higher Education System the administration is managed either by teachers who have taken administrative responsibilities in addition or by people who have risen through ranks from the clerical cadre. The present educational administrative system is traditional and inefficient and it is mostly maintenance oriented (UNESCO 1979). There should be a high quality of higher education with efficient syndrome. This needs decentralization of administration and greater involvement of community, modernizing supervision, and monitoring system, autonomy and accountability, result oriented management, strong management information system and greater private involvement and increasing competence in educational administrations. Academic leaders are expected to monitor the applications of norms prescribed by the apex bodies and promote research activities. Academic leaders are not powerful enough to break ice and bring quality in controversy driven teacher education programme. Positive attitude by all functionaries is important and cooperation is key for a healthy culture. Conducive working environment should be priority of administrations to offer a direction to the mindsets for adoption of the principle of 'some gains and some pains' instead of 'all gains and no pains'. Keeping this in mind, the thought comes is that in the present scenario academic administrators need to be given training for achieving excellence in higher education. Academic administrators even today are doing well; majority of them are doing it, is out of their experience and emotional upbringing. If properly trained they will certainly uplift the quality of higher education as academics and administration are two faces of the same coin called '*higher education*'. In this paper with reference to higher education system in India we tried to put forward a training module for administrators of higher education, based on the secondary data collected through various government and Para government

sources. The academic administrators are divided in groups and broad training model is developed along with the training contents, duration and institution by whom it is to be executed. This paper argues the need for a fresh examination of the role of education leaders towards higher education in India. To bring professionalism in administration of institutions of Higher Education in the country, this new concept urgently demands attention on providing training and development on technology and management for these academic leaders.

**Keywords:** academic administrators, leadership competencies, administrative training, functionaries, administrative audit, accountability

## **The Gender gap in Entrepreneurship in Western Romania**

**Anca Dodescu and Adriana Giurgiu**  
**University of Oradea, Romania**

**Abstract:** There is a stringent necessity in Romania to reconsider the role of entrepreneurship in regional development and to increase awareness regarding the importance of encouraging female entrepreneurship. Women entrepreneurs are in the minority in Romania, as they are generally in Europe. The gender gap is obvious according to the different definitions of entrepreneurship: new venture creation, business ownership, and self-employment. The paper describes some basic facts about the differences between men and women entrepreneurs in the six counties of western Romania (Maramureş, Satu-Mare, Bihor, Arad, Timiş, Caraş Severin) compared with the rest of Romania, and other countries from the EU, focusing on gender differences in evolution, structure, density of SMEs sector, industry composition, human capital, social capital, preferences, motivations etc. and identifies some potential explanations in order to promote female entrepreneurship. Starting from here, the present paper proposes gender-sensitive regional strategies in encouraging female entrepreneurship to exploit the possibilities offered by local and regional potential taking into account opportunities, difficulties and constraints in the SMEs sector during times of economic crisis. The paper presents research results from the project entitled *Entrepreneurship and the Equal Opportunities. An Inter-regional Model of Women's School of Entrepreneurship*. This project, financed by the European Social Fund with funding of over 3.5 million Euros, is the first strategic project in the field of human resources development in Romania that promotes female entrepreneurship. The area covered by the project is the western part of Romania, and includes Maramureş, Satu-Mare, Bihor, Arad, Timiş, and Caraş Severin counties, being implemented by partner universities from each of

these counties. The general objective is to promote equal opportunities in the field of entrepreneurship, by stimulating the desire of women, especially those coming from rural areas, to initiate and develop their own business in the context of sustainable development in their communities. The target group is formed of 1,800 women, both from urban and rural areas, from the north-west and western regions of Romania.

**Keywords:** female entrepreneurship, gender gap, gender leadership, regional strategies, regional development, SMEs sector

## **Human Resources Management and Knowledge Management: The key for Competitive Advantage**

**Mircea Constantin Duică, Nicoleta Valentina Florea, Anisoara Duică and Andra Cucui**

**Valahia University of Targoviste, Romania**

**Abstract:** The growing intensity and dynamism of competition has forced organizations to focus their long term strategies on human resources and their knowledge, capabilities and competencies. Intellectual capital, as a crucial resource and the ability to build and exploit intellectual capital for competitive advantage, must be based on the organization ability to acquire, share and utilize knowledge. More and more management theorists and practitioners say that knowledge now is the major source of competitive advantage for organizations. Their effectiveness in their activities, relative to the competition, determines performance. This paper explores the nature and role of knowledge, and describes how knowledge is created and distributed within organizations. It also considers the creation of competitive advantage outlining the links between human resources management, knowledge management and competitive advantage. Any organization is competing for its essential resources: skills and knowledge people, so the development of organizational knowledge is becoming increasingly important for knowledge management and organizational learning perspective.

**Keywords:** human resources management, intellectual capital, knowledge management, competitive advantage, strategic alliances

# **Organizational Culture's Mechanism of Social Exclusion in the Process of Workplace Bullying**

**Katarzyna Durniat**

**Institute of Psychology, University of Wrocław, Poland**

**Abstract:** The paper considers bullying/mobbing phenomenon as a workplace pathology, which may be seen a group mechanism of social control - targeted at individuals who are in one way or another cultural nonconformists: either social outcasts or self-reliant and autonomous. Some of the theoretical assumptions are presented in view of P. Berger and T. Luckman theory of social construction of reality (1966) and supported by the results of the original study on bullying and its socio-organisational and organisational culture's factors. The main research theses have been determined by Heinz Leymann's paradigm on mobbing as well as the author's own clinical experience, gained through work with bullying victims in anti - mobbing society in Wrocław (Poland). The author has conducted three vast studies on mobbing phenomenon, its factors, mechanism, contributors, background and consequences. All of the studies (2006: N=367; 2007/8: N=465; 2009/10: N=184 - to be continued) have been carried out on a heterogeneous population of working adults (of various age, sex, profession, position, experience, working in different organizations) and has followed a rigorous methodology adjusted to the Polish culture and tradition. It has shown that bullying is most frequently associated with organisations characterised by poor flow of information and inappropriate communication, by pervading organisational chaos and an unclear system of delegating tasks, by management style not focused on employees, by inadequate assessment and appraisal as well as by a tendency to ignore or conceal conflicts. Cultural factors connected with the potential victim's attitude to the organisation's code of practice and objectives are also significant. In most cases, the people falling prey to bullying are the ones who do not accept the organisation's norms and patterns of behaviour or who do not identify themselves with the organisation's objectives. Along with selected results of her research the author presents some elements of her original model of bullying, which proves to be intercultural and widespread workplace pathology.

**Keywords:** bullying, mobbing, victim, perpetrator, organizational culture, SDM questionnaire

## **Leadership in Classical Universities: Between an Entrepreneurial and Virtual World**

**Carmen Sonia Dușe, Dan-Maniu Dușe and Cătălin Nemeș  
Lucian Blaga University of Sibiu, Romania**

**Abstract:** Starting from Michael Rendell and his team's "Managing tomorrow's people", this paper sets out to build a possible future of leadership in Romanian universities. We can ask ourselves if Romanian universities could exist in a Blue, Green and Orange World. How would they look like and how efficient would "corporate" universities be, assuming that the Blue World would prevail in the next 10 years. What should their development strategies be and what labor markets would absorb its graduates? What if universities would be in the Green or Orange World? What leaders should they have then? The analysis of the three worlds is made on the axes of individualism-collectivism and integration-fragmentation. We ask ourselves if we can keep the same coordinates for Romanian universities or is it necessary to consider other cultural dimensions. Could it be that universities in the future will only live in a virtual environment? The question is if such a context could be favorable to the university's mission or will it strictly offer the education from the specialization point of view. Will universities be what they are today or will they just be integral parts of large corporations, who, through these universities, will educate and train their employees? If we accept the Green World, a world open for ecologists, it is most likely that universities will focus mainly on research, leading to nearly the extinction of the professional education component. Actually, such a world leaves the individual in their own home, being let to work in their own environment, in order to avoid extra pollution and to stop them from using the car or any other means of transport. As a result, social interactions are confined to the virtual environment and only in rare and special cases is there a face to face encounter. For the Orange World, the challenges are even greater. If the labor market goes back to the guild era, we notice that there is no more need for individual professional paths and that guilds will be responsible for training and development as well as finding and recruiting the necessary resources. As members of such guilds, employees access professional gateways offered by the network of guilds. Starting from these questions we try to construct possible scenarios for a Romanian reality.

**Keywords:** leadership, management, entrepreneurial, virtual, universities, future

# **Legal Values and International Perspectives on Corporate Governance: Principle-Based Implementations vs. Rule-Based Systems**

**Niculae Feleagă, Voicu Dragomir and Liliana Feleagă  
The Academy of Economic Studies of Bucharest, Romania**

**Abstract:** The set of visions and concepts on corporate governance are thought to directly influence the strategic decisions on value creation. As the setup of a company's general policies is largely determined by its leaders, corporate value maximization is mostly their immediate responsibility. The present paper is aiming to provide an interpretation of leading corporate governance paradigms, through several case studies involving developed economies that have implemented either principle-based or rule-based corporate governance systems. The initiatives undertaken in the United States, as consequences of corporate scandals such as the Enron and WorldCom cases, can be fairly judged in the context of such legal products as the General Corporation Law or the Securities Act of 1933 and the subsequent related acts. The U.S. solutions, to be found either as governance guidelines recently adopted by listed companies (NYSE) or as the requirements of the Sarbanes-Oxley Act of 2002 (SOX), succeed in adding the required consistency to governance provisions already implemented by the above mentioned law and regulations. Businesses in the UK are configured economically, financially, socially and culturally on the one-tier model. British company law has always perceived the shareholders as the sole owners of the company, the whole system being strongly influenced by such a postulate. The 1985 Companies Act proposed some measures of reform and admitted that it is necessary for managers to also consider requests from employees. The UK is the first European country that has contributed a series of best practices codes for optimizing managerial behavior. The Cadbury code of corporate governance (1992) is a global landmark achievement in terms of financial governance, by encouraging listed companies to comply with generally recognized "best practices" in accordance with the comply-or-explain principle. Continental Europe continues to support social democracy and co-determination, through which corporate governance practices are deemed to serve the necessities of all stakeholder groups. Regarding France, various reports and studies have had their substantial influence on the evolution of company law in this country, starting from the mid-1990s. More often on ideological grounds and more rarely from practical reasons, French company law has been engaged in a never-ending turmoil, resulting in a diminished accessibility, both for practitioners and academia. The reformulation of legal products related to corporate governance leads to a separation between the French regulatory

context and its European counterpart. Canada has implemented a corporate governance paradigm based on principles, from which one can presume a functioning consensus between the various constituencies of a corporation. Moreover, the Canadian model of governance appears to be the golden mean between the U.S. investor-dominated model, and the European social-democratic vocation. The six principles of governance identified in the Canadian regulatory system refer to: leadership and management; financial accounts; communication and disclosure; service and honesty; performance measurement; training and skill enhancement. From a methodological standpoint, the paper will combine theoretical elements with empirical results, giving preeminence to a comparative and critical approach. Finally, we will ask the following question: which are the most appropriate ways to insure the crystallization of legal aspects concerning corporate governance, in the context of international diversity and, sometimes, divergence?

**Keywords:** corporate scandals, U.S. corporation laws, rule-based systems, U.K. corporate governance codes, French companies regulation, Canadian principles of corporate governance

## **Romanian Entrepreneurs in the Foreign Trade Sector: The Link Between Leadership Qualities and the Capacity to Maximize and Sustain Competitive Advantage with EU External Trade**

**Adriana Giurgiu and Anca Dodescu**  
**University of Oradea, Romania**

**Abstract:** Since 1990, Romania has permanently registered a scarce balance sheet, with a visibly accentuated deficit after 2000, but especially, since its EU accession, in 2007. A *prima vista* analysis of this has accentuated commercial “involution”, and if correlated with the analysis of geographical orientation of the Romanian bilateral commercial exchanges, emphasizes the fact that the EU is, by far, Romania’s main commercial partner in all this pre- and post-adhering period. Therefore, one may conclude that the main cause for the Romanian commercial deficit is represented by the weight of the commercial exchanges with the EU in total. If we take into account the fact that the value of the Romanian external trade only in the last year represented more than 68% of the Romanian GDP, while the trade deficit represents more than 15% of GDP, it results that the research achievements with practical application in this field do not have the necessary capacity to straighten out the situation of Romania regarding the foreign trade sector. A coherent and unitary approach for the development of trade, and the need to identify the competitive advantages of the Romanian foreign trade is, thus, crucial and more than necessary, as well as to establish the main

leadership qualities the Romanian entrepreneurs need to find the appropriate geographical directions on which Romania's commercial exchanges must be reoriented, to maximize the positive effects of our country's adhering to the EU. Dealing, therefore, with a very complex and profuse research theme, this paper presents a strategy meant to emphasize the current leadership challenges and the necessary leadership qualities of the entrepreneurs in the foreign trade sector in order to capitalize the competitive advantages of the Romanian foreign trade, a strategy which does not exist yet in Romania and which is based on an empirical analysis on groups, subgroups and even products making the object of the Romanian commercial exchanges which are correlated with the potential export/import countries.

**Keywords:** leadership challenges and qualities; Romanian entrepreneurs; EU external trade; competitive advantages

## **Leadership Conceptual Ambiguities: A Postmodern Resolution**

**Jonatan Jelen<sup>1</sup>, Bill Brocato<sup>2</sup>, Thomas Schmidt<sup>3</sup> and Stuart Gold<sup>4</sup>**

<sup>1</sup>Parsons The New School for Design, New York, USA

<sup>2</sup>Sam Houston State University, Huntsville, USA

<sup>3</sup>University of Phoenix, Jersey City, USA

<sup>4</sup>Walden University, Minneapolis, USA

**Abstract:** The authors conducted a purposive sample of transformational and charismatic leadership traits published in the social sciences journals. A content analysis confirmed research suspicions that the conceptual use of leadership traits as objects for empirical investigation was ambiguous. To resolve the conceptual ambiguities a postmodern empirical-hermeneutical methodology provided salient sociological constructs that could allow a disambiguation of the often-ascribed leadership traits. The content analysis comprised selected research studies from 1999 to 2008. Additionally, a survey of leadership texts and essays provided an epistemological foundation of leadership narratives. From the literature, the authors identified 10 distinctive intrapersonal (organizational beliefs) and interpersonal (social beliefs) referents that were linked to emergent leader and follower self-reports and behaviors as discussed in the examined literature. The authors portend that a postmodern multidimensional scale of leaders and workers' perceptions as an alternative methodology in a real or virtual environment would demonstrate why workers act in a way that tests limits and stretches boundaries, mapping what the authors term a Star Trek Affective State.

**Keywords:** leadership, postmodern, ambiguities, transformational, charismatic

# **Corporate Governance: Solution for National Companies?**

**Octavian Jula**

**Babeş-Bolyai University, Cluj-Napoca, Romania**

**Abstract:** The paper will try to find what the ways through which are, possible and probably, corporate governance can be a solution used by national companies in competition with the multinational companies on local markets. In the paper we will analyze what can be the positive situations in applying rules of corporate governance or even try to produce their own corporate governance code in order to increase the trust into national companies and not in the end to increase market share. We will take into account in our paper a set of common rules used by the biggest multinational companies and see how those rules can be applied into smaller companies. The fields taken into account will be the banking system, stock exchange and companies from the oil sector. The fields were taken into account because they are the most as to say up to date with the international changes. How the corporate governance code for one local bank will be influenced if the main shareholder is a corporate international bank? Are the international rules conceived by the national legislation? Of course one point will be proposals for the national legislation in order to make possible and maybe for certain companies to promote and propose a corporate governance code. One solution will be of course the stock exchange. Here the listed companies for the national level can have, even if it seems something not quite democratic or a free market solution, compulsory to have a corporate governance code in order to be listed in first or second tier of the stock exchange. This rule can be applied at those companies listed or on the way to be listed, but we need to find a solution also for the closed companies. The examples in the paper will include one national bank from Romania that has between the shareholders the European Bank for Reconstruction and Development and also the Bank of Cyprus and one private oil company with shareholders the OMV Company from Austria and the Romanian State. The paper will include in the end a very short study case – Eastern European Countries – the situation of the Romanian Economy and Romanian national companies with a list of proposals for the national law system.

**Keywords:** corporate governance, foreign direct investment, corporate ownership, GDP participation rate

# The Relationship Between Firm-Level Entrepreneurship and Managers' Regulatory Focus in Service Sector: The Case of Iranian Organizations

Reza Kachouie<sup>1,2</sup> and Sima Sedigh Adeli<sup>3</sup>

<sup>1</sup>Tehran University, Iran

<sup>2</sup>Iran Grid Management Company (IGMC), Iran

<sup>3</sup>Industrial Engineering, Khatam University, Tehran, Iran

**Abstract:** Entrepreneurship as a management approach that has at its heart an all consuming passion for the pursuit and exploitation of opportunity regardless of resources currently controlled was conceptualized by Stevenson in 1983. He contrasted entrepreneurial behavior with administrative behavior. Along with the spectrum of behaviors between these extremes, promoter firms are placed at the entrepreneurial end and trustees at the administrative end. Some psychological factors of managers and employees as well as environmental factors direct firms towards entrepreneurial behavior or towards administrative behavior. Regulatory focus theory delineates how people engage in self-regulation, the process of bringing oneself into alignment with one's standards and goals. At any given point in time, people may engage in self-regulation with a promotion focus or a prevention focus. When promotion-focused, people's growth and advancement needs motivate them to try to bring themselves into alignment with their ideal selves. When prevention-focused, people's security and safety needs prompt them to attempt to bring themselves into alignment with their ought selves. The entrepreneurial management, defined as a set of opportunity-based management practices, can help firms remain vital and contribute to firm and societal level value creation. Hereby, this research is to define and study the regulatory focus theory and firm level entrepreneurship as well. Then, by taking the advantages of a questionnaire, the managers' self-regulation focus of a particular organization and the firm's status in terms of entrepreneurial/administrative behavior will be evaluated simultaneously in some Iranian organizations that are established and acting in service sector. Our findings suggest that increase in promotion focus of manager's behavior leads to increase in entrepreneurial orientation of a firm. In contrast, the increase in prevention of manager's behavior elicits the decrease in entrepreneurial orientation, so the increase in administrative orientation of a firm, as they are two ends of a spectrum.

**Keywords:** firm level entrepreneurship, regulatory focus theory, psychological factors of managers

## **Productivity, Sex and Leadership: The Psychological Perspective**

**Alicja Keplinger**

**The Institute of Psychology, Wrocław University, Poland**

**Abstract:** The purpose of this article is to describe how productive and counterproductive behaviours are perceived in Polish business. The article has an empirical character. The starting point will be the individual statements of employees of one of the corporations located in Lower Silesia. The research is exploratory. The analysis of formal aspects and substance of 135 people's statements shows the specificity of the colloquial depiction of productive and counterproductive behaviours in the perception of men and women employed by the corporation. The results obtained during research look promising from the theoretical and practical point of view. Understanding the psychological aspects of the productivity issue in the context of productive and counterproductive behaviours' perception may be important to stimulate the best patterns of leadership. Skilful use of women and men's potential, their experience, competence and motivation is the way to the effective leadership in the spirit of productivity.

**Keywords:** productivity, gender, leadership

## **Social Communication in Management and its Psychological and Marketing Aspects**

**Jolanta Kowal and Krystyna Węglowska-Rzepa**

**University of Wrocław, Poland**

**Abstract:** This article reviews and provides a discourse of the issues connected to social communication as a managing tool, not only in psychosocial, but also in marketing. The studies are based on the analysis of literature and individual research. They include the following: communication and marketing relating to psychosocial, economic processes, methods of social influence exertion, means of social communication policy in marketing, Public Relations (PR) as an element of marketing, addressing universal areas of activities, aims and tasks of PR. Social communication is an important tool of management. It supports processes of taking decisions by organization management and facilitates meeting of the established objectives. It is also an indispensable element of marketing, in which the most commonly used means of social communication policy are: advertisement, promotion and PR. Marketing management theoreticians consider public relations as a management function of continuous and planned character leading to a sustainable position of the organization in the market and fulfilling its

interests. It is possible by means of systematic research and analysis of firm opinion in the internal and external environment at the same time to apply such means of social communication which are adequate in order to gain and sustain a good reputation of the organization in the community. PR activities are performed as a strategic, planned and long-lasting policy of the company. As the researchers showed they are a vital element of the contemporary complex market. Social community (an indispensable instrument of the operational marketing) is a process of information flow among individuals, social groups or organizations. It is an important element not only in the functioning of the society but also in market activities. The authors analyzed the most efficient methods, taking into consideration positive and negative effects of the activities connected to social communication. During advertising or promotional campaigns there is use made of scientific developments as sociology or social psychology. Social communication policy might stimulate demand for products, increase profits of a company or create new workplaces, leading to success. Specialists from this area make use of all means and generate demand having influence on emotions, needs or concerns through known methods of social influence exertion and symbolism of communication.

**Keywords:** social communication, management, marketing, public relations, psychosocial aspects

## **The Prospects of Graduates' Career Development in Poland: The Example of the Competence Survey in Lower Silesian Region 2006-2010**

**Jolanta Kowal, Aleksandra Kwiatkowska and Iwona Patro  
University of Wroclaw, Poland**

**Abstract:** The aim of this article is to analyze the situation connected with youth unemployment and professional development prospects of graduates in Poland based on the youth unemployment and competency research for the region of Lower Silesia among employers and graduates for the period of 2006 – 2010. Youth is a social group which requires a special approach within the aspect of employment opportunities by exploiting all available means. The most crucial factors affecting young person's success in the work market are their appropriate education, qualifications and competency. Proper education whether vocational, secondary or higher university education as well as different forms of training and professional courses can be referred to as investments aiming to enhance employment opportunities, ensure satisfactory pay and career prospects, which, in turn, allow for the person's sustenance in the work market as well as adjusting their own

competencies to the changing requirements. Person's prospects in the work market can be substantially enhanced by constant education system, their self-education, mobility and readiness for a career change. Young people especially under the age of 25 are in the focus of great attention of both state and provincial work market policies. This report presents the analysis of the situation of youth in the work market in the region of Lower Silesia over the years 2006 – 2009. Great attention has been drawn to the data allowing for the assessment of the unemployment scale among post junior high school graduates, as well as to the possibilities of enhancing graduates' employability through developing appropriate qualifications and skills. What has also been analyzed is the migration process, which is becoming increasingly less complicated to realize, and young people, not having attempted to find a job in Poland, decide to go abroad. The authors took into consideration personality factors, person's readiness to take risks as well as his or her adaptation skills which affect migration intentions.

**Keywords:** competency, career development, employability, migrations

## **Sociological and Economic Aspects of the Implementation of eGovernment Solutions in Montenegro**

**Vujica Lazovic, Biljana Rondovic and Tamara Djurickovic**  
**University of Montenegro, Podgorica, Montenegro**

**Abstract:** Information society is a term related to the society in which creation, distribution and manipulation of information became the most important economic and cultural activity. IT revolution and the application of information and communication technologies are fundamental things to create information society, whose concept is defined through different perspectives. On the other hand, it occupies an important place in all the activities of developed countries. Digital world knows no boundaries, thus reducing communication barriers between people of different cultures. Information society is a reality that erases geographic and demographic characteristics of particular regions. Business and any other cooperation gradually gets "e" mark. Access to information is simplified, and the knowledge is gradually increasing. Internet users make up a large worldwide community, bound into a unique and effective system to share knowledge, experiences and diverse information. The process involves a gradual computerization of all segments of society and creates conditions for new improvements. Information gains importance, while speed of the collection of information depends on the technical conditions and knowledge about information technology. Life and functioning at the time of modern information and communication resources raises a number of requests and offers significant opportunities for

development. Education and information create the necessary conditions for effective use of development opportunities created by information society. Electronic government is a modern solution for the efficient functioning of state systems and represents an important segment of the information society. Creating an information society is not optional, but gradually becomes a liability. Conditions in business and other environments include active adaptation and implementation of e-business. Knowledge of the legality of computerization is a necessary condition for any progress. EGovernment system encourages the creation of eCulture, which is becoming essential for all types of business and everyday activities. Passive observation of the eWorld means falling behind in technological and business development with serious consequences. IT offers many development opportunities, which can be reached through cooperation and respect of these rules. The age of information imposes a need for continuing education which enables citizens to acquire the necessary knowledge about IT developments. This paper aims to identify and analyze social and economic aspects of eGovernment solutions in Montenegro and to make recommendations for further development of these services with the aim of creating the information/knowledge society.

**Keywords:** information economy, eGovernment, eSociety, eDevelopment, eEconomy

## **Revisiting the Black Box: Reflections on Governance Activities, Governance Research and the Prescription for Best Practice**

**James Lockhart**

**Massey University, Palmerston North, New Zealand**

**Abstract:** Despite the enormous effort to identify relationships and establish causality between various input and output variables we still know little about effective governance and its subsequent contribution to organisational performance. This claim is likely to incur the wrath of hundreds of academics worldwide. Neither will it endear affection with the bodies of regulators and organisations that have, within a remarkably short time, created a myriad of both rules and principles. Lastly, the claim should irritate directors striving to deliver what they think of as good governance through their devotion to what is increasingly known as, and widely accepted to be, best practice. The aim of this paper is to provide a critical reflection on governance activities, governance research, and the dominant model of best practice. A decade of governance research and professional contributions inform the discussion in both an academic and practical manner. Much of this research has been

conducted within the boardroom, and is increasingly being substantiated by years of governance training, personnel development, and executive education in New Zealand with boards and directors. Governance activity is often classified in terms of the context. Namely, distinctions are made between private and public sectors; large and small organisations; the profit or not-for-profit motivation; liquidity of owners (listed, unlisted & cooperatives); and, the sector within which the organisation operates. As a consequence, its ubiquitous nature has spawned an array of contextual research and the obligatory recommendations to practitioners. Governance research tends to follow one of two paradigms. The first, and arguably most respectable, employs the quantitative analysis of relatively large data sets searching for relationships and causality. The majority of this research is either underpinned or motivated by agency theory. The second paradigm is 'Black Box' research where researchers either enter the boardroom or examine board decision making retrospectively, especially failures. Much of this latter research is published as rich case studies. Very few large-scale qualitative studies exist: those that do appear to have been well received, especially by the practitioner community. Nearly every jurisdiction publishes some form of governance principles or rules, subsequently promoted as best practice. Most of these recommendations or requirements appear to be underpinned by the supposed agency problem. However, in contrast to the rich contextual understanding offered through case research the recommendations invariably suffer from generality (often with little consideration of context). A selection of results from an online diagnostic to 193 serving and aspiring directors administered over the last four years are included in this paper. These results are one of the outcomes of an executive education programme in New Zealand whose primary aim is to develop critically reflective practitioners. The diagnostic results are supplemented by learning's from black-box research in boardrooms and observations gained first hand through both consulting interventions and directorships. The result of this research is that the understanding of best practice is well established among practitioners. However, boards based on such structure and form may be sub-optimal for providing effective governance. Rather, if good organisational governance is to be achieved, when governance is defined as effective decision-making resulting in good performance, directors must be selected on the basis of their contextual understanding and skills; how their competencies and behavioural characteristics complement one another; and, how they contribute to an organisation's strategies. This finding further challenges the dominant logic of much governance research, particularly that dependent on easy-to-measure external data. Regulatory agencies and other groups involved in establishing the framework of governance may find it worthwhile to consider the mix of behavioral characteristics and the skills, aptitudes and capabilities of directors within boards being more important than the

traditional structural regulations that dominate models of best practice. This recommendation is likely to result in a different understanding of the need for diversity on boards than that currently being promulgated.

**Keywords:** black-box, governance research, board performance, New Zealand

## **The Agile Governance of Business IT Projects**

**Sharm Manwani**  
**Henley Business School, UK**

**Abstract:** Organisations typically define and execute their selected strategy by developing and managing a portfolio of projects. The governance of this portfolio has proved to be a major challenge, particularly for large organisations. Executives and managers face even greater pressures when the nature of the strategic landscape is uncertain. This paper explores approaches for dealing with different levels of certainty in business IT projects and provides a contingent governance framework. Historically business IT projects have relied on a structured sequential approach, also referred to as a waterfall method. There is a distinction between the development stages of a solution and the management stages of a project that delivers the solution although these are often integrated in a business IT systems project. Prior research has demonstrated that the level of certainty varies between development projects. There can be uncertainty on what needs to be developed and also on how this solution should be developed. The move to agile development and management reflects a greater level of uncertainty often on both dimensions and this has led the adoption of more iterative approaches. What has been less well researched is the impact of uncertainty on the governance of the change portfolio and the corresponding implications for business executives. This paper poses this research question and proposes a governance framework to address these aspects. The governance framework has been reviewed in the context of a major anonymous organisation, FinOrg. Findings are reported in this paper with a focus on the need to apply different approaches. In particular, the governance of uncertain business change is contrasted with the management approach for defined IT projects. Practical outputs from the paper include a consideration of some innovative approaches that can be used by executives. It also investigates the role of the business change portfolio group in evaluating and executing the appropriate level of governance. These results lead to recommendations for executives and also proposed further research.

**Keywords:** governance, business change, IT projects, waterfall, agile development

## **HRM Practices in Local and Multinational Companies: Survey and a Conceptual Model**

**Fattaah Mohamed and Satwinder Singh**  
**Brunel University Business School, London, UK**

**Abstract:** A survey of literature shows that the majority of comparative studies have focused on the effect of culture on HR practices within organisations, the ‘country of origin’ effect which can affect HR adoption, and the ‘convergence’ of HR practices due to globalisation and the increased mobility of technology and human capital. Moreover, these studies have also been quite varied in their results with comparisons between local and multinational companies having many differences being recorded. However, there are also similarities depending on the practice being explored and the nature of the culture and institutional policies inherent in the host country, and therefore, no concrete answer can be obtained to the convergence/divergence debate. Finally, these studies have concentrated in the more developed western regions. They have not analysed the differences in local and multinational companies in the developing regions such as Africa and parts of Asia. Studies should be conducted here, as it would assist in highlighting the management models that are applicable to these regions. These studies have not highlighted the factors which have contributed to a successful implementation of global or “Anglo-Saxon” HR policies and practices in the Asian context which will be the focus of our applied work. This also includes factors such as the type of ownership of the subsidiaries and the structure of the organisation. Furthermore, we will examine the level of HR strategic involvement and HR devolvement which have not been explored in previous comparative studies. This paper highlights the concepts and theories behind HRM and international HRM, as well as examining the various mechanisms which may affect the way HRM is utilized within MNCs. Additionally, it reviews and critically discusses the theoretical and empirical work that has been done in analyzing the differences in the HRM in local and multinational companies, and emphasizing the importance of understanding these differences when looking at the relationship between HRM and organizational effectiveness. Finally, and based on the gaps in the literature, additional hypotheses will be developed.

**Keywords:** human resource management, globalization, multinational companies, convergence / divergence theory

# **Psychosocial Determinants of the Production Managers' Hierarchy of Values in the Light of Lean Manufacturing and Positive Psychology**

**Barbara Mróz**

**Wrocław University, Poland**

**Abstract:** This paper presents the theoretical concept of Lean Manufacturing (LM) and positive psychology (PP) by M. Seligman, which are an important method of management of the employees' know-how in respect of implementation of organizational changes in the staff environment. A test of values "Value Survey" by M. Rokeach as well as the Evaluative Attitude Notebook (Study of Values) by G. Allport, P. Vernon and G. Lindsey have been applied. In the results M. Rokeach's "Value Survey" obtained, a high position of the self-respect value and the supporting of one's family value is significant and the choice of values which are rejected by the subjects is interesting. A research has been undertaken into the hierarchy of values of 126 production managers (86 men and 40 women) of a Polish private big-sized production and trade company, which is planning reorganization. The production managers (men) obtained the following results, regarding the lifestyle selected, in the form of a ranking: economic values, theoretical values, political values, social values, esthetical values and religious values. The production managers (women) obtained the following results, regarding the lifestyle selected, in the form of a ranking: economic values, social values, esthetical values, political values, theoretical values and religious values. The results that were obtained significantly differentiated the men and woman for the values: esthetical (0.001) and economic (0.05). The lifestyle of the subjects stresses the advantage of economic values. The concept of changes presented both in Lean Manufacturing and the concept of positive psychology principles improves company operations. However, the possibility of their implementation requires full acceptance by employees.

**Keywords:** lean manufacturing (LM), positive psychology (PP), hierarchy of values, production, managers, organizations

# **Leadership Styles Adopted in Romanian Companies: The Tension and Transition Toward a Contemporary Management**

**Anamaria Muresan, Roxana Gabor-Supuran, Anca Borza, and Dan Calin Lungescu**

**Faculty of Economics Science and Business Administration, Cluj-Napoca, Romania**

**Abstract:** In this article, the authors studies and analyses the importance of leadership style for organizational performance in Romanian economy. The Romanian economic environment passed through almost five decades of communist governance that used a levelling method for the population including the formation of the new generation. Basically all those years, the managers had to think and act in the same way imposing a dictatorial and authoritarian leadership. The organizational culture continued in the same spirit. To obtain quality in their work, the employees were used with authoritarian, uniformitarian and strict rules. In particular, this paper aims to present a comparative study on leadership styles adopted by the managers of two Romanian companies. One of the company is still own by the Romanian Government. We will analyze each manager, their leadership style, and the relationship between them and the group of employees. We also look into the work attitudes and motivation of the employees as we consider that are important for this research. The second company analyzed from the same perspectives, was privatized by the Government and got a different management which is considered more creative, with a modern approach and imposing the organizational change. These two leadership styles are outline by many elements, being much different when you compare them. We argue that each style has its own importance and influence differently the group of employees. The question is which style of these two is more remarkable in Romanian companies during actual economic environment? Regarding the democratic style of leadership will be an efficient cause for organizational performance? Because of the transition in Romania, will all employees feel comfortable and accept an authoritarian leadership style? In the conclusion of the article, the results we got are being discussed, analyzed and exposed by different implications for Romanian companies.

**Keywords:** leadership styles, romanian economic environment, change, organizational performance

# **The Learning Organization: A Strategic Dimension of the Sustainable Enterprise?**

**Dan Oncica-Sanislav and Dan Candea**  
**Technical University of Cluj-Napoca, Romania**

**Abstract:** The current economic crisis has pushed the concerns for corporate sustainability to the top of the business world's agenda. This paper aims to present findings of an ongoing research project at the Technical University of Cluj-Napoca, Romania. The research investigates the organizational inner characteristics that can lead to sustainable business performance. The fundamental question running through our research is about the internal workings of companies when they develop strategies. Why only some companies proactively adopt sustainability strategies while others seem to remain rather reactive in their behavior towards social and environmental factors? What are the typical inner organizational features that make companies commit to actively seeking and responding to stakeholder concerns? This paper is based on qualitative theoretical research and the originality of our approach consists in the hypothesized relationship between the learning organization paradigm and business sustainability. We have conducted an extensive literature review, briefly presented in the paper, which supports the widely accepted idea that responding strategically to the continuously changing environment is instrumental in building sustainability. Yet, many cases suggest that pursuing a predominantly market-centric strategy fulfills just the necessary condition for business sustainability. Long-term company prosperity requires factoring social and environmental concerns into business conduct. Companies capable of developing and successfully implementing strategies based on blending business interests with relevant stakeholders' expectations will set themselves apart from competitors and will greatly improve their prospects for sustainability. We have developed a conceptual framework that exploits what we believe is the role of the learning organization paragon in designing the basics of an organization with high prospects for sustainability, capable of staying the course towards long-term business performance. The model and its theoretical substantiation are presented. The paper's conclusions recognize the limits of the underlying models and of the proposed framework and outline issues we will be addressing in further research work.

**Keywords:** business sustainability, learning organization, strategies for sustainability

## **Balancing Strategic Leadership Roles During Church Transitions**

**Noel Pearse**

**Rhodes University, Grahamstown, South Africa**

**Abstract:** As part of their responsibilities of leading the organisation, strategic leaders are responsible for leading change. This study investigated the application of leadership of change within the church context. The grounded theory method was used to conduct a study amongst a number of churches within South Africa that were transitioning from a programme based to a cell based church design. The aim of the study was to generate a substantive grounded theory of organisational change and leadership, particularly focusing on the manifestation and management of organisation inertia. A Straussian approach to the grounded theory method was followed in this study. A sample of incidents was gathered from 38 in-depth interviews that were conducted with ministers who were leading churches of various backgrounds, sizes and denominations, in four South African provinces. This paper reports on one aspect of this study, and focuses on the patterns of leadership roles, and distinguishes between effective and ineffective leadership patterns that either enhanced or compromised the credibility of the leader, and by implication, affected the success of the change intervention. The results of the study are discussed from the perspective of social capital theory thereby contributing to understanding the role of strategic leaders in building social capital within the context of organisation change.

**Keywords:** strategic leadership, change management, church leadership, social capital, organisation inertia

## **What Lies Beneath Leadership Ineffectiveness? – A Theoretical Overview**

**Jacobus Willem Pienaar**

**University of the Free State, South Africa**

**Abstract:** The impact of effective leadership practices on various components of organisational success is a well-researched area in the domain of leadership and management. There is, however, little research available that focuses on those aspects that constitute leadership ineffectiveness which, in turn, contribute to organisational failure. A literature review was conducted, identifying those aspects which are responsible for leadership ineffectiveness. A fairly large amount of the literature consulted seems to suggest that the character of a leader; the ability to manage one's own emotions; and the difficulty to effectively manage interpersonal

relationships may be some of the major aspects impacting negatively on the effectiveness of a leader. This article raises a topic in leadership research previously neglected by researchers in that it explores and illustrates how some personality disorders resemble some of the behaviours associated with leadership ineffectiveness. The implication for leaders, organisations and those responsible for the development of leaders is also discussed, while areas for future research are indicated.

**Keywords:** leadership; leadership behaviour; leadership character; leadership ineffectiveness; leadership development, personality disorders

## **What Kind of Leader and What Kind of Change?**

**João Gabriel Costa Pinheiro**  
**Ibmec, Rio de Janeiro, Brasil**

**Abstract:** This article aims to make a contribution to the debates about Education and human development in management. More specifically, it deals with Leadership as an academic subject. The issue here, however, was not the old and yet unclosed debate about whether leadership can or cannot be taught. The question is of another nature – what kind of concept of “Leader” and of “Leadership” is implied when we have Leadership as an academic subject in a classroom? What kind of contribution to companies and society in general can be expected from what has been taught and learned in such classes? First of all, it seems clear that there is no single answer to the first question. Second, it is also clear that the answer to the second one will depend on what is given as a response to the first. It’s the relationship between these two questions that has fostered the analytical procedures in this piece of work, as we sought to develop a critical debate about what has been done so far. Moreover, as we tried to investigate the possible answers to the second question, our efforts were not to neglect the importance of these answers in a world that “cries for leadership” in many ways: a world demanding, at the same time, innovation and sustainability, creativity and efficiency, global solutions and local adaptations, just to cite a few of the most quoted challenges. The answer to the question “what kind of contribution can be expected” was thus found to be inevitably related to another one: “how much can we expect after all?” As we have faced that question - and the problem of the “messianic view” of the leader as a common distortion present on the concepts of leadership presented in classroom debates -, we have tried to argue that the importance of the follower, even though often underestimated, should always integrate the academic debate about Leadership, in order to appropriately deal with all the aforementioned challenges. Our analyses are highly rooted in the

experiences we had in the Ibmec Business School Leadership Studies Program, but not limited to it. We acknowledge the limitations of our work and hence we highlight that our major objective is to actually provide a stimulus to continuous debates about all of those issues.

**Keywords:** leadership, leadership and education, leadership and social change, leader and follower relationship

## **Open Organization Model Diffusion: The Mean Field Analysis Approach**

**Paola Pisano<sup>1</sup>, Daniele Manini<sup>1</sup>, Marco Gribaudo<sup>2</sup> and Marco Pironti<sup>1</sup>**

<sup>1</sup>University of Torino, Italy

<sup>2</sup>Polytechnic of Milano, Italy

**Abstract** The objective of this research is to show a new methodology for modeling phenomena present in complex economic systems. The case study we analyzed is the adoption of open organization model among firms operating in a particular industry. A firm with an open system model creates and captures value taking advantage not only from the internal resource but also from external. The organization could approach to open model acquisition using different focus: external focus namely looking out of its boundary, acting and reacting to competitor innovation, costumers' changing, demand growth, or internal focus remaining inside its boundary improving its best capabilities ignoring what happened outside (Vagnani 2010). The actors involved are firms, customers and suppliers linked together thought a business to business model. The methodology is based on an Object-Oriented Analysis Field Model that allows to intuitively describe systems characterized by a large number of objects that interact, as in this case of a system composed by different organizational entities. The system simulation allows to analyze how the actors influence the acquisition and diffusion of the open organization model. This approach permits, for the generation of different classes of objects, to represent all actors involved in the evolution of the system and to define the dynamics that determine their interaction. The solution of the model can be approximated using the Mean-Field analysis technique (Kurtz 1978), following the results proposed in (Bobbio 2008). A qualitative result is illustrated in order to show the applicability of the proposed methodology and to emphasize its relevant features: flexible modeling approach, capacity of solving complex systems and output management facilities. The presented model is comprehensive and its scope is wide; it could be used to study the behavior of enterprises changing model in many different scenarios and situations. In future works quantitative results will be given, and different situations will be analyzed.

**Keywords:** diffusion, open organization model, internal focus, external focus, mean field analysis

## **Work Environments that Foster and Inhibit Creativity and Innovation**

**John Politis<sup>1</sup> and Denis Politis<sup>2</sup>**

<sup>1</sup>Neapolis University, Pafos, Cyprus

<sup>2</sup>Imperial College London, UK

**Abstract:** Little is known about the influence of the creative and bureaucratic work environments on the dimensions of creativity and innovation in organisations operating in the United Arab Emirates. The objective of this paper is to examine the combined effect of the creative work environment determinants and organisational bureaucracy dimensions on the constructs of creativity and innovation. Results indicate that the ‘stimulant’ determinants of the creative work environment had strong, positive and statistically significant effects on creativity and innovation, while the dimension of organisational impediment (‘obstacle’ determinant) had a negative influence on innovation. The findings also indicate that the organisational bureaucracy factors had a moderate, negative effect on both creativity and innovation. It was also found that the determinants of the creative work environment provided no statistical significant predictive power, after having statistically controlled for the predictive effects of organisational bureaucracy.

**Keywords:** bureaucracy, creativity, creative work environment, innovation, United Arab Emirates

## **Leadership Success and Logistic Education: New Understanding due to Sustainable Strategies**

**Nataša Pomazalová and Zbyšek Korecki**

**University of Defence, Brno, Czech Republic**

**Abstract:** The logistic leader’s education is oriented on a complex and interconnected global society and is based on meaning of sustainability success and continual development of society and future development. Leaders, especially logistics leaders, in modern society help to cooperate within private and public sector, educational institutions and state armed components for sustainability. The knowledge base nowadays is oriented on achieving of success usually in the exogenous factors as economical capital. More comprehensive access to success is based on embraces financial, social, and environmental sustainability as the foundation-stone. Learning

and especially development of leaders' competencies play a key role in logistic education. Then current education understanding is based on all life process which could develop opportunities for sustainability. The question on attitude between sustainability and business opportunities is also depended on leader's continuing education and educational institution ability to influence leader's leadership processes. This paper presents understanding of success of military logistic leaders, findings of evaluation leadership competences of final year logistic students at University of Defence in Brno (Czech Republic), where the research was conducted in. Methodological approach concerned transformational leadership and transactional leadership and also sustainability. As the research technique was questionnaire. The goal of the empirical work was to identify transformational and transactional leadership in a group of final year students of logistic and such barriers to explain problems of relation to sustainability.

**Keywords:** transformational leadership, transactional leadership, sustainability, education

## **Leadership in the Black Sea Region, Stakes and Perspectives: The Role of Romania**

**Delia Mioara Popescu, Diana Zlate and Mihai Ciuta**  
**Valahia University, Targoviste, Romania**

**Abstract:** The article will be a theoretical research intended to identify the real role of the main actors in the area and those capabilities to manage the crisis situation at international level. Since the summer of 2008 The Black Sea Region was severely affected by the Russian-Georgian war which has emphasized the need for regional and international cooperation. On the other hand "Georgia's file" has brought back on the stage the problem of strategic influence in the region and implicitly the competition among the great powers in the region (UE, Russia and Turkey). The key question is which the real crisis in the region was: Georgia's war or the battle for regional hegemony? Who will lead the region in the end? This article presents the key points and the advantages for an extended cooperation between different countries and organizations in the Black Sea region, but also the limitations of the actions of those powers. The article will also focus on the political, military, ideological and of course economic power of those country and organizations which are involved in the region. Moreover we will present the tactical strategies of those powers which want to play the role of a catalyst in the neighborhood and to obtain more visibility in the region and at the international level. Conclusions of the research will focus on the role of Romania which benefits from the advantage of being an important geo-political factor in the Black Sea region. Also our country, as a member of EU is a strong voice in the area and

also established good relations with all the states in the neighborhood and also with the major player in the region.

**Keywords:** leadership, crisis management, conflict, Black Sea region, European Union, Russia, Turkey, strategies

## **Work- Life Balance in Multicultural Organizations**

**Hamid Reza Qasemi**

**Islamic Azad University-Allgoodarz Branch, Arak, Iran**

**Abstract:** Organizations have focused to special contingents and conditions, in globalization era. Human resource mobility between organizations, cultures and countries; using scarce and unique specialization off people; necessity of developing activities to different global markets and ... are some the conditions. These contingents have complicated individual and organizational relations, so that personal and family relations of employees are affected. In such space that organizations move toward be more and more multicultural, how can attain to developed human resource that he/she can creates sustainable competitive advantage for organization in ahead, and has a high quality life in other hand? To establish such balance between employees' work and life in organization that has multicultural space, it is an important aspect of human resource development. This paper tries to introduce such balance as a new approach to HRD. It is provided the main work- life balance polices in great firms based on deferent HRD perspectives through review studies.

**Keywords:** work- life balance/ multicultural organizations/ human resource development

## **The Applicability of Transformational Leadership to Short-Term Projects**

**Arto Ryömä and Tommi Tapanainen**

**Turku School of Economics, Finland**

**Abstract:** In the business domain, the increasing demand for transparency in corporate operations, greater scrutiny by shareholders and government agencies, and the need for quick response to customer needs have contributed to the need to make achievements rapidly, increasing the frequency of short-term work arrangements. Therefore transformational leadership, the dominating paradigm in leadership research, should also be examined from the short-term perspective. This conceptual study assesses the applicability of transformational leadership in short-term projects with a duration of one year or less. Earlier research shows that there are significant

impediments for transformational leadership in this kind of short-term projects. Project leaders have lesser influence on team members than traditional line managers. Short-term projects are ambiguous and stressful work settings in which follower confidence and values are not easily built. Trust formation in the team, subordinate identification to the leader, commitment and motivation are time-consuming processes that are critical to the success of transformational leadership, yet are difficult to achieve in short time frames. Empirical research has so far been ambiguous as to the success of transformational leadership in project settings. This may be due to the insufficient granularity of research designs, as much empirical research is conducted without specifying project duration. Our research indicates, however, that one crucial issue for the applicability of transformational leadership in short projects seems to be relationship formation between the leader and subordinates. Work environments in which relationships extend beyond such short projects could be more promising for transformational leadership than environments in which relationships are formed during the project. We propose future research should examine transformational leadership in projects within the context of the leader-follower relationship. In addition, researchers should attempt to specify which relationship characteristics in particular are essential for transformational leadership to function, as well as the conditions for these characteristics to develop, highlighting the importance of systematic future research on the topic.

**Keywords:** transformational leadership, short-term, project management, conceptual study

## **Aligning Dynamic Performance Measures**

**Mohammed Salloum, Magnus Wiktorsson, Marcus Bengtsson and Christer Johansson, Mälardalen University, Eskilstuna, Sweden**

**Abstract:** Few existing performance measurement systems emphasize the need for a performance management process, instead management is perceived as a once-off initial occurrence. Therefore performance measures and management of these measurement systems often fail to continuously reflect the current dynamic business environment. This creates a paradox with organisations using performance metrics that are obsolete or redundant due to the unfamiliarity of changing them. Few researchers have tried to answer the question how performance measures evolve and act in their milieus after the implementation phase. The need for a dynamic approach to performance measurement is not widely addressed and viable processes which can be used by management teams in a consistent manner are inquired. Corporations need tools to integrate and update performance

measurement systems rationally and systematically as context and opportunities change. Without a nurturing infrastructure a performance measurement system can not stay viable. Without a process keeping the performance measurement system viable measuring becomes valueless and even destructive. As it is generally accepted both in academia and practice that business strategy is dynamic and ever changing in nature a consensus is growing that performance measurement systems must be accounted for when direction changes. The purpose of this paper is twofold, firstly to primary single out and present theoretically crucial characteristics for dynamic and flexible performance measurement systems. Secondly, to investigate to what extent the theoretical parameters are applied in practice. The article is divided into three parts; firstly, the literature within the field of performance measurement systems is filtrated to identify theoretically crucial factors for a dynamic performance measurement system. Secondly, the theoretical factors are observed in practice through two case studies and a cross-case analysis. Finally, the article is rounded up with a discussion over why organisations should focus on alignment of measures and objectives as a first step in their pursuit of dynamic measurement systems.

**Keywords:** strategic management, aligning measures, performance measures

## **Principles of Management Systems: A Practical Case Study From the oil and gas Sector**

**Mick Thurlbeck, Peter Smith and Vivian Kinnaird  
University of Sunderland UK**

**Abstract:** This paper explores the areas of quality, management, management systems and corporate values. It discusses a piece of research which reflects upon professional experience, sets it within an academic and professional context and proposes a set of principles which we believe to be key to the success of any organisation. The paper also presents a management system which was developed for use in the oil and gas sector. The management system is based upon the set of principles developed in the earlier section of the paper. We discuss the first author's experience in developing the system and the principles behind it. The work is based upon formal reflection on 20 years experience in the oil and gas sector. The work is further underpinned by a piece of qualitative research, which explores the use of management systems in a range of organisations.

**Keywords:** quality, management information systems, quality systems, corporate values

## **Organizational Characteristics and Attributes of the Board of Directors: Findings From the Greek Manufacturing Sector**

**Evdokia Tsoni<sup>1</sup>, Dimitrios Koufopoulos<sup>2</sup>, Ioannis Gkliatis<sup>2</sup>**

<sup>1</sup>Gnosis Management Consultants, London, UK

<sup>2</sup>Brunel University, London, UK

**Abstract:** This study aims to examine board and organizational characteristics of all 178 Greek manufacturing companies that were listed in the Athens Stock Exchange on the 31<sup>st</sup> December 2007. Descriptive findings are presented, that portray organisational demographic characteristics (organisational age, size, number of years that a company is listed in the ATHEX) and board characteristics (board size, board composition and leadership structure). The impact of Organizational Characteristics on Board characteristics is discussed through the use of ANOVA technique. In more particular, the analysis of variance (ANOVA) technique is employed, to identify differences in the means of the Greek manufacturing companies' board characteristics, based on the specified demographic characteristics. Some important findings are presented for the Greek Manufacturing listed companies in this research. Finally, conclusions are drawn from the findings and recommendations are being discussed.

**Keywords:** board attributes, organisational characteristics, Greece, manufacturing sector

## **The Board of Directors as a Team: Investigating the Influence of Shared Leadership on Board Task Performance**

**Maarten Vandewaerde<sup>1</sup>, Wim Voordeckers<sup>1</sup>, Frank Lambrechts<sup>1</sup> and Yannick Bammens<sup>2</sup>**

<sup>1</sup>Hasselt University, Belgium

<sup>2</sup>Maastricht University, The Netherlands

**Abstract:** This theoretical paper aims to contribute to the promising stream of research which focuses on behavioural perspectives and processes within the corporate board, by delving into one of the research areas perhaps plagued most by the well-known methodological (i.e., input-output studies) and theoretical (i.e., agency theory) research fortresses of past board studies: board leadership. In adopting a team approach to the board of directors, our study goes beyond traditional board leadership research, which has turned a blind eye on actual leadership dynamics and has solely focused on structural leadership characteristics, by examining leadership processes and interactions inside the board team. Specifically, we develop a conceptual framework addressing a relatively novel team leadership conceptualization,

i.e., shared leadership, which has been demonstrated to result in performance benefits in a wide range of team settings. Given that no individual is likely to possess all of the necessary capabilities to lead the board of directors to goal attainment in every instance imaginable, the key proposition this paper puts forward is that such a mutual and fluid influence process in which directors take on leadership roles in accordance with the unique competences they bring to the boardroom table will lead to a more efficient use of the resources and expertise present within the team, resulting in superior board control and service task performance. In the remainder of the framework, a number of board characteristics (i.e., CEO duality, board diversity and board size) which may hinder or promote the existence of shared leadership in a board context are elaborated upon, indicating that the way the team of directors is designed serves as an important determinant of its functioning. In sum, this paper adds to corporate governance literature by providing insight as to how actual leadership processes, instead of just leadership structure, come into play in board decision-making and consequently impact board effectiveness.

**Keywords:** board of directors, board leadership, board tasks, shared leadership, teams

## **Project Management With Uncertain Task Times**

**Mieczysław Wodecki<sup>1,2</sup> and Wojciech Bożejko<sup>1,2</sup>**

<sup>1</sup>College of Management Edukacja

<sup>2</sup>University of Wrocław Poland

<sup>3</sup>Wrocław University of Technology, Poland

**Abstract:** In this paper, parallel simulated annealing with genetic enhancement algorithm (HSG) is presented and applied to permutation flow shop scheduling problem which has been proven to be  $NP$ -complete in the strong sense. The metaheuristic is based on a new clustering algorithm for simulated annealing but introduces a new mechanism for dynamic SA parameters adjustment based on genetic algorithms. The proposed parallel algorithm is based on the master-slave model with cooperation. Fuzzy arithmetic on fuzzy numbers is used to determine the minimum completion times  $C_{\max}$ . Finally, the computation results and discussion of the algorithms performance are presented.

**Keywords:** project management, scheduling, fuzzy processing times

## **Software Process Improvement for the Airline Industry**

**Ali Zalzala and Anis Udaipurwala**

**Institute of Management Technology, Dubai, UAE**

**Abstract:** An examination of an airline's value chain indicates that IT is a core enabler of all parts of the chain, where complexity and dynamism of the processes indicate that several arrays of business relationships and core processes need to be IT managed. In order to scale up to the business growth plans and meet the aspirations of the demand market, several strategic directions should be adopted directly aligned to the objectives and goals of the airline company. From the analysis of the IT value chain, the main challenges that need to be addressed are to integrate processes, standardize, collaborate and build a strong working relationship with the business. The integration of IT services for development, delivery, infrastructure and services using industry's standard models and best practices will enable the airline to meet key business objectives. This paper redresses the challenges experienced in institutionalizing a framework for software process improvement (SPI), with specific context towards managing complex organizational changes. The key success factors that have impact on the success of a leading airline company, AirlineCo's IT program are explored. The implementation is reviewed based on technology acceptance models, with quantitative and qualitative research carried out to substantiate and validate key assertions and constructs. Having identified the opportunities in process improvements based on theoretical concepts and best practices in the industry, the paper highlights improvements for the process improvement journey. Pilot implementation details of the proposed solution are included, which concludes that SPI is a standing approach to help software organizations improving performance. The recommendations from the research are converted into a process improvement proposal.

**Keywords:** software processes, organizational change, airline industry, information systems

## **The Central Role of Communication Effectiveness in Building Trust Climates: A Longitudinal Confirmatory Study**

**Rachid Zeffane**

**University of Sharjah, United Arab Emirates**

**Abstract:** This paper examines the impact of communication effectiveness on trust climate, relative to the impact of a number of attitudinal variables, including job satisfaction and perceived participation. The data was drawn from an employee survey conducted in two consecutive years (2005 & 2006)

in a medium-size food processing organization operating in Australia. Regression analysis revealed that Trust Climate was significantly affected by perceptions of communication effectiveness. This finding was consistent across the two survey years. Further scrutiny of this impact revealed that aspects of communication that most significantly affected Trust Climate was the extent to which supervisors, mid-level managers and senior managers were perceived to communicate well with employees. Surprisingly, the impact of job satisfaction and participation on Trust Climate were not as significant. Implications for management practice and future research are discussed.

**Keywords:** trust climate, trust in managers, communication effectiveness, participation, teamwork, job satisfaction



# **PhD Research**



# **Decentralization of the Organizations as a way to Release Potential Through Reorganization of the Employees to Motivated, Knowledgeable Workers**

**Tomas Karlík**

**Tomas Bata University, Zlin, Czech republic**

**Abstract:** Management systems describe creation of factors and tools for successful management of the organizations. They define the creation of business philosophy from instruments assuring the smooth and efficient production to controlling and selling and many other features. These findings crystallized during the 20th century into various forms and management systems. Their development is the common denominator, such as the constant growth of knowledge of the workers, which goes hand in hand with increasing social and legislative protection of the workers. The last phase of this evolution is then characterized by rapid technological development, globalization and enormous increase of quantity of information, and the possibility of information processing and subsequent usage. However, the question is how to achieve in many of today's 'over-bureaucratic' businesses the basic of all of these efforts, i.e. motivation of the worker not to act only on the basis of the supervisor's direction but to act proactively and become the knowledgeable worker. The following work presents the basis that a decentralized firm can create ideal conditions for the development of internal motivation of the workers. The basic principle of decentralized management system lies in the fact that worker (group of workers) is entrusted to take care of the workstation with clearly defined powers and responsibilities. This workplace has on one hand clearly defined plan, specific requirements for its production output, on the other hand, all the necessary resources needed for its operation are secured. Inputs are 'purchased' from the department that precedes the workplace in the process, and outputs are then 'sold' to the next department as if it was the customer. Settlement is then in the progress at a pre-established clear internal calculations. Therefore, a network of supplier-customer relationships within the company itself is created. This arrangement changes the thinking of the people from 'wage' principle to the business one. Workers no longer need to deal with the ongoing events passively but actively, and instead of acting as employees, they should now think as co-owners and entrepreneurs. Such workers are involved in a flawless operation, high productivity, improvement, efficient management of resources etc., since any improvement leading to greater productivity and efficiency themselves bring them an additional profit (but also a loss) in the form of the difference between the realized price and the price determined by internal calculation. Increased productivity leads to higher earning per worker

and satisfies existential needs of the workers. The system does not remain only for the satisfaction of the existential needs; which is often these days, along with the fear of the loss of the job and the only motivation for employees to work. However, the system also motivates by the fact that the employee gets the opportunity to exploit their ideas at work (becoming knowledgeable workers), increase their complacency and self-reception and ideally it will lead to self-fulfilment and social recognition. Our research deals with identification of the main elements of successful companies of the past that were managed on the basis of decentralized management systems. By means of questioning from June to August 2010, we want to verify the degree of utilization of these elements in the businesses today and find out whether there is a causal relationship between the degree of decentralization and the success of these companies. On the basis of the findings, we would like to recommend the methodology leading to unlocking of the potential through transformation of the employees into motivated, knowledgeable workers through the system based on decentralization of the company.

**Keywords:** decentralization, motivation, organizational structure

## **How Ethics can be Integrated Into the Image of an Organisation**

**Carmina Simion Simescu Martinho Nunes<sup>1</sup> and Alexandra Simion Simescu<sup>2</sup>**

<sup>1</sup>**Valahia University Târgoviște, Romania**

<sup>2</sup>**Bucharest University, Romania**

**Abstract:** The history of ethics and social responsibility goes far back in time. Hamurabi's code, carved in stone in 1770 b.c, contains norms and rules regarding the quality, prices and conducts that must be respected by traders and producers. In Plato's "Republic" it is shown that there is a conflict between the practice of moral life and human nature and that "men aren't fair or righteous willingly". Most of them are not honest and would be tempted to choose evil, and that is why norms and rules dictated by reason are necessary as the foundation of flawless conduct. N. Machiavelli in "*Prince*" presents the apology of bourgeois morals; the term "machivelism" means a combination between political tactic and moral norms that suit the leader, giving him the conditions to govern from the position of an absolute monarch, a total leader. Still, a series of advices given to the monarchs in writing are worthy of attention: "a prince is a valuable, true friend as well as a real enemy, when he declares to be in one's favour and against the other". Machiavelli is categorical: "people are ingrats, cowards and greedy so that it is necessary that the one who organises the republic and makes the laws to take into consideration that all people are bad and don't forget they will show how evil they are every chance they get. Men

don't do good willingly" Every business related decision has an ethical component because the decision establishes a conduct that must be in conformity to some fundamental values, rules and principles, or laws and norms adopted by the law-makers and the community. In these conditions, what is considered normal in management would be the good attitude towards the conducts, concepts, ideas and models statuated by ethics, the normative science that offers moral coordinates of the existence and men's activity. In essence, managerial ethics can be defined as the study of the way that decisions affect persons and social communities, the area in which are established rights and duties, as well as the rules persons deciding must respect. Theoreticians consider that monitoring business in relation with ethical norms is mandatory, because management is primarily a humanistic discipline that only through the goals it pursues can be in the area of economical science. Other specialists see in ethics and morals a simple umbrella under which the interior and exterior relations of the organisation lay, the limits between right and wrong being unstable. The genesis and acknowledgement of market economy is a very complex process that needs valuable institutions, norms and principles adequate to the competition. The affirmation of the market as a mechanism of social value is conditioned by highly objective specific economical phenomena.

**Keywords:** ethics and social responsibility, ethical decision, conduct, ethical norms

## **National Image as a Factor in the Competitiveness of the Czech Republic**

**Michaela Vodáková**

**Tomas Bata University, Zlín, Czech republic**

**Abstract:** This article is focused on creating a positive national image as one of the competitiveness factors of Czech products. There is no question the image of any product is from the perspective of the country of origin important beyond doubt. Many products and services in the world are very similar if not identical. In today's globalized world image is a different and important factor to succeed in competing the "battle" of potential customers, investors and tourists. For Czech companies as well as companies of other countries of the former Eastern block, this trend is essential.

**Keywords:** globalization, competitiveness, image, brand, Czech firms

# Problems Faced by Tertiary Education Graduates in the Labour Market in the Czech Republic

Šárka Vránová

Tomas Bata University in Zlin, Czech Republic

**Abstract:** The purpose of this paper is to inform about growing unemployment among graduates from universities and higher professional schools in the Czech Republic. Besides the economic recession, which influenced the increase in unemployment rate among all population, and the demographic development, the main cause of this increase is problems in Czech tertiary education. Compared to the EU, the Czech Republic had in the early 1990s very low percentage of people who completed tertiary education. One of the negative consequences of the effort to change this situation quickly was a sharp increase in the number of universities and higher professional schools. This increase (especially with private schools) was enabled by newly adopted legislation measures, while the whole system still lacked a regulatory element. Tertiary education has therefore become open to masses, and its level (of graduates' knowledge and skills) has declined. Moreover, the emergence of schools with lower investment requirements (economic fields and humanities) has led to an unsuitable field structure among graduates. The quantitative research was based on secondary information sources; the qualitative research was done by the author of this paper, by means of collecting primary information. The most frequent tools were interviews with graduates, employers (business owners, personnel managers), and job centre employees during the period of February 2010 to July 2010. This survey is based on the following working hypothesis: The main cause of the growing unemployment among tertiary education graduates in the Czech Republic is problems in the Czech tertiary education. The author is going to further develop the research with the objective to identify and describe the main causes of graduates' insufficient ability to enter labour market. The research seeks to contribute to finding starting points to solve the problem of growing unemployment among university and higher professional school graduates. Data from this paper will be used in the author's doctoral thesis. *Paper relevance:* The growth in unemployment in the Czech Republic is caused, besides other things, by the economic recession. However, increasing unemployment among university graduates is caused above all by poor organization and running of the tertiary education sector, it is necessary to change this and this research should contribute to it.

**Keywords:** tertiary education, labour market, graduates, unemployment, higher professional schools

# The Analysis of Global Governance Through Social Networks

Laura Zalzala

Academy of Economic Studies, Bucharest, Romania

**Abstract:** This paper presents a qualitative approach of global governance by using methods of social network analysis. The balance of power in international relations is constantly renewing. At this moment global governance, an evolving concept that became a central theme in the study of international relations shapes the power balance. Taking into account that the study of global governance analyzes the relationships between various actors of the international system and that global governance is, in fact, a broad definition of a government, we can consider it a mechanism that covers various international functions (sometimes overlapping). Looking at the international scene as a whole, through the perspective of nation states we will end up seeing international relations as driven by traditional international organizations or other institutions created and shaped by formal delegations of nation states. Oppositely, if one sees the states as international actors, but as dividable ones, a new international landscape appears. Analyzing global governance in terms of the networks and actors within it and using techniques developed by other disciplines, at different junctions such as temporal, geographical, social, relational etc., would bring a new perspective on the complex structures of world politics. Therefore, global governance would be more than a descriptive label applied to the international power structures, but a way of analysis and mapping for the latter. Using empirical research data, this paper will also assess the characteristics of the networks formed by global governance actors and connect the theoretical implications of its structures with foreign policy outcomes, thus showing a map of relationships that can prove very useful to practitioners in strategic planning. Global governance has been a difficult concept to grasp because the way it manifests itself might appear inconsistent. By providing a method to capture and map the abundance of global governance data from the increasingly larger records of movements and transactions of every actor the usage and examination of interaction patterns will grow significantly.

**Keywords:** global governance, power structures, social networks, social network analysis, nuclear power



# **Work in Progress**



# **Application of the Customer Value Concept for Measurement and Value Chain Processes Management**

**Miroslav Chodúr, Přemysl Pálka and Jiří Svoboda**  
**Tomas Bata University in Zlín, Czech Republic**

**Abstract:** The essence of the customer value concept is the product (object). These objects are the holders of the functions that satisfy customer needs as well as experience in co-creation process with customers. Searching for unique value with the customer is limited by claims on resources (total cost) necessary to achieve the desired degree of satisfying (degree of saturation) customer needs. Firms' value-chain is understood as a set of value adding functions that constitute the specific processes (activities) needed to realize the production of certain products. Every business entity transforms input factors into final products or services, using its value creation functions that are the essential parts of value chain. Profitable enterprise must have lower costs than competitors or must produce in such a way that leads to firms' differentiation from competitors. This means that it must have specific strengths in one or more value creation functions. The aim of the firm is to make such products that meet the needs of customers at the highest possible level and thereby maximize their profits. This entails the need of firm to cooperate with its customers in each process of manufacturing the final product and thus positively influencing (maximizing) the final effect in meeting customers' needs. In connection with the EFQM excellence model and its possibilities for experience rate measurement in the value co-creation, we have to stress the Results, approach, deployment, assessment and review methodology (RADAR). The paper focuses on the ability to apply the main ideas of the customer value concept for measurement and value chain management. Detail focus is addressed to the issue of identification, definition, evaluation and management of unique value co-creation with customers throughout the all value chain processes. The goal of this paper is to propose a specific application of the customer value concept for measurement and value chain management.

**Keywords:** customer value, satisfy customer needs, value chain, measurement and value chain management

# Changes in Management Practices Determined by the Financial Crisis in Romanian Companies

Roxana Gabor-Supuran, Anca Borza, and Anamaria Muresan\*  
Faculty of Economic Science and Business Administration, Romania

**Abstract:** The global financial crisis has affected most economies around the world and has caused the collapse of many markets and economic sectors. No one has been spared by the effects and outcomes that were created in the real economy. One of the most important and devastating outcomes is the psychological crisis that has caused a severe collapse of confidence for consumers and employees. Managers have been struggling to cope with a large amount of rapidly changing information. Furthermore, the strategic decisions that have proved to be successful in the past do not have the same effect in the current business environment. All this leaves managers with little possibility to thrive or just survive in these times of economic distress. This article is based on a study made in Romanian companies for analyzing the changes that have occurred in the style and behaviour of managers in their struggle to survive and adapt to the new economic conditions. For this we have conducted research analyzing how companies have adapted their strategies to cope with the rapidly changing business environment. The partial results of the first part of this research, which was based on a questionnaire survey on 160 Romanian managers, reveals that while these economic changes are mostly seen as threats, some managers have considered them opportunities that allowed their companies to develop and expand. Although most managers had not foreseen the trigger of this economic catastrophe or the fact that it will spread so rapidly, some have stood out by improving their management practices and developing new innovative strategies. The study has determined that most managers have and are facing an increased level of stress, but some are feeling more motivated and determined to make their company successful than they were before the crisis begun. Although managers expected a more significant government involvement to neutralize the negative economic effects, most of them consider that some regulations (like the monetary policies of the National Bank of Romania) have blocked some of these effects or at least reduced their speed of propagation. Also significant changes were made at an organizational level in companies in order to make them more flexible to respond to the changing economic conditions. These changes were made by reducing the number of employees and therefore assigning more responsibilities to the remaining employees including managers. In addition, managers have to put extra efforts into motivating employees and help them improve their skills.

**Keywords:** change management, management practices, financial crisis, adapting, strategy

## **Leadership Styles Adopted in Romanian Companies: The Tension and Transition toward a Contemporary Management**

**Anamaria Muresan, Roxana Gabor-Supuran, Anca Borza and Dan Calin Lungescu**

**Faculty of Economics Science and Business Administration, Cluj-Napoca, Romania**

**Abstract:** In this article, the authors studies and analyses the importance of leadership style for organizational performance in Romanian economy. The Romanian economic environment passed through almost five decades of communist governance that used a levelling method for the population including the formation of the new generation. Basically all those years, the managers had to think and act in the same way imposing a dictatorial and authoritarian leadership. The organizational culture continued in the same spirit. To obtain quality in their work, the employees were used with authoritarian, uniformitarian and strict rules. In particular, this paper aims to present a comparative study on leadership styles adopted by the managers of two Romanian companies. One of the company is still own by the Romanian Government. We will analyze each manager, their leadership style, and the relationship between them and the group of employees. We also look into the work attitudes and motivation of the employees as we consider that are important for this research. The second company analyzed from the same perspectives, was privatized by the Government and got a different management which is considered more creative, with a modern approach and imposing the organizational change. These two leadership styles are outline by many elements, being much different when you compare them. We argue that each style has its own importance and influence differently the group of employees. The question is which style of these two is more remarkable in Romanian companies during actual economic environment? Regarding the democratic style of leadership will be an efficient cause for organizational performance? Because of the transition in Romania, will all employees feel comfortable and accept an authoritarian leadership style? In the conclusion of the article, the results we got are being discussed, analyzed and exposed by different implications for Romanian companies.

**Keywords:** leadership styles, Romanian economic environment, change, organizational performance

# Global Leaders' Virtues and Virtuous Performance

Arménio Rego<sup>1</sup> and Miguel Pina Cunha<sup>2</sup>

<sup>1</sup>University of Aveiro, Portugal

<sup>2</sup>Universidade nova de lisboa, Portugal

**Abstract:** In a globalized world, transnational companies are implicated in power relations with many other organizations, including states, responsible for millions of people's lives and livelihoods. Building positive organizational performance and contributing to the creation of a better planet requires having global leaders with positive qualities in senior positions in these organizations. In this paper, using Peterson and Seligman's (2004) framework, we explore how the character strengths and virtues of global leaders can make them more effective and better able to develop flourishing organizations and people within and around them in the contexts in which they operate. We start discussing the complex globalized context in which global leaders operate. Next, we explore the relevance of human strengths and virtues for global leaders' effectiveness and fostering of positive organizational performance. Finally, we integrate arguments and discuss how global leaders may combine different virtues for being effective and a source of positive organizational performance and social betterment

**Keywords:** global leaders' effectiveness; character strengths and virtues; positive organizational performance