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Recommended papers

Giuseppe Calzoni, David Aristei, Valentina Bacchettini

**INCOME DISTRIBUTION, GROWTH AND
WELL-BEING: EVIDENCE OF A QUANTITATIVE
APPROACH FOR SELECTED OECD COUNTRIES**

Frank Lambrechts, Koen Sips,

Tharsi Taillieu, Styn Grieten

**VIRTUAL ORGANIZATIONS AS TEMPORARY
ORGANIZATIONAL NETWORKS: BOUNDARY
BLURRING, DILEMMAS, CAREER
CHARACTERISTICS AND LEADERSHIP**

Janusz M. Lichtarski

**ORGANIZATIONAL STRUCTURE
AND KNOWLEDGE MANAGEMENT**

*

REVIEWS AND NOTES

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TABLE OF CONTENTS

I. ARTICLES

Giuseppe Calzoni, David Aristei, Valentina Bacchettini
INCOME DISTRIBUTION, GROWTH AND WELL-BEING: EVIDENCE OF
A QUANTITATIVE APPROACH FOR SELECTED OECD COUNTRIES..... 5

Frank Lambrechts, Koen Sips, Tharsi Taillieu, Styn Grieten
VIRTUAL ORGANIZATIONS AS TEMPORARY ORGANIZATIONAL NETWORKS:
BOUNDARY BLURRING, DILEMMAS, CAREER CHARACTERISTICS AND
LEADERSHIP..... 55

Janusz M. Lichtarski
ORGANIZATIONAL STRUCTURE AND KNOWLEDGE MANAGEMENT..... 83

Agata Kocia
TAX SYSTEM AS A FACTOR ATTRACTING INVESTMENT INTO
THE EUROPEAN UNION MEMBER COUNTRIES..... 103

Petre Caraiani
STICKY PRICES VERSUS STICKY INFORMATION. AN APPLICATION
FOR ROMANIA..... 125

Agnieszka Skowrońska
LOGISTIC POLICY IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT
OF AN INDUSTRIALIZED REGION..... 143

Sevinc Mihci, Arzu Akkoyunlu-Wigley
THE IMPACT OF THE CUSTOMS UNION WITH THE EUROPEAN UNION ON
TURKEY'S ECONOMIC GROWTH..... 163

II. REVIEWS AND NOTES

Grażyna Światowy (ed.): KOMUNIKACJA MARKETINGOWA W EUROPIE WIELU
KULTUR JĘZYKOWYCH [MARKETING COMMUNICATION IN EUROPE OF
MULTI-LANGUAGE CULTURES]
(Henryk Mruk)..... 181

Tadeusz Listwan, Marzena Stor (eds.): ZARZĄDZANIE KADRĄ MENEDŻERSKĄ W ORGANIZACJACH MIĘDZYNARODOWYCH W POLSCE [MANAGEMENT OF MANAGERIAL STAFF IN INTERNATIONAL ORGANIZATIONS IN POLAND] (<i>Stanisław A. Witkowski</i>).....	182
Mieczysław Sobczak: STOSUNEK NARODOWEJ DEMOKRACJI DO KWESTII ŻYDOWSKIEJ W LATACH 1914-1919 [THE NATIONAL DEMOCRACY AND THE JEWISH QUESTION IN 1914-1919] (<i>Zygmunt Kaczmarek</i>)	189
Jerzy Korczak, Helena Dudycz, Mirosław Dyczkowski (eds.): ADVANCED INFORMATION TECHNOLOGIES FOR MANAGEMENT AITM 2007 (<i>Stanisław Stanek</i>)	193
Bogusława Drelich-Skulska (ed.): PROCESY INTEGRACYJNE W REGIONIE AZJI I PACYFIKU [INTEGRATION PROCESSES IN ASIA-PACIFIC REGION] (<i>Krzyszyna Michałowska-Gorywoda</i>)	196
Małgorzata Domiter: EKSPORT W DOKTRYNIE I POLITYCE GOSPODARCZEJ NA TLE PROCESÓW LIBERALIZACYJNYCH I INTEGRACYJNYCH [EXPORT IN A DOCTRINE AND ECONOMIC POLICY AGAINST THE BACKGROUND OF LIBERALIZATION AND INTEGRATION PROCESSES] (<i>Kazimierz Starzyk</i>)	201
III. HABILITATION MONOGRAPHS	205

III. HABILITATION MONOGRAPHS

Jacek Adamek

COLLATERAL AND GUARANTEE CREDIT INSTITUTIONS FOR SME – POLISH AND FOREIGN EXPERIENCES *

The research area of the hereby study is inspired by the dynamic development of collateral and guarantee institutions observed in all regions of the world, including Poland as well as the worldwide output related to the theory and practice of these entities performance. The research objective of the study becomes the recognition and presentation of problems referring to principles and conditions of collateral entities functioning and the analysis of their practical activities in the international comparative dimension. The author's aim, supporting the accomplishment of such defined objective, is to:

- a/ define the role of collateral gap in the process of SME applying for credit support,
- b/ defining the principles of good practice followed by collateral entities on the basis of conducted research,
- c/ present practical solutions of collateral activities carried out in different regions of the world,
- d/ feature the Polish model of credit collateral for SME with such background as well as define the strategy of its development.

The hypothesis of the presented study becomes the assumption that the cross border dimension of collateral gap, limiting an opportunity of SME access to credit-loan capital, results in the fact that entities dealing with providing collateral services, functioning in any region of the world, adjust their operational formula to the environment in which they perform as well as to the objectives set for them by their creators and propagators. Therefore recognizing the specific nature of these units and defining principles of their effective functioning, based on the analysis of the best practice, offers an opportunity of presenting assessments referring to home mechanism of credit collateral and pointing to the desired directions of its evolution.

With regard to such a defined objective and the thesis of the study an attempt was taken up to find answers to the following research questions:

- What role is played by the collateral gap in the process of credit granting for SME and what factors is it influenced by?

- What is the reason for diversification in the operational performance formula of collateral entities as well as how does such diversification manifest itself?
- What are the best practices for collateral entities functioning?
- What differences are characteristic for collateral mechanisms functioning in different parts of the world?
- What elements are decisive for the specific nature of the Polish system of credit collaterals and in what direction should this mechanism develop?

The content of the study includes, among others, the presentation of survey results compiled by the author himself referring to:

- a/ conditions for SME cooperation with credit institutions,
- b/ quantity-value and qualitative type of home guarantee funds characteristics.

The above research process was accompanied by the assumption that the results, apart from their cognitive value, may also be used in the process of choosing and verifying suitable tools which change the environment of SME functioning related to breaking the accessibility barrier to credit money, which is determined by the collateral gap.

* In: Prace Naukowe AE [Research Papers of the WUE] no 1113, series: Monografie i Opracowania 172 [Monographs and Elaborations] 2006, 392 pp.

Mieczysław Morawski

KNOWLEDGE MANAGEMENT ORGANIZATION – SYSTEM – EMPLOYEE *

According to the changes in the environment of entrepreneurships and other organizations new concepts and methods are created regarding Organization and Management. New management areas such as organizations based on knowledge, human capital, intellectual capital, knowledge management, intangible resources management, knowledge employee are created. Mentioned issues are the main subjects in this thesis, but the focus is the problem of knowledge management. A main argument in this thesis is that knowledge management has a multilateral character so the usage of a system embraced in the shape of the model of knowledge management is necessary. The model is based on separated main knowledge management areas which include: organizational culture, strategy based on knowledge, information management, organizational forms based on knowledge and knowledge employees management.

Six research goals correspond with the mentioned argument. The first research goal was the presentation of a knowledge management's wide context, the second one – the presentation of basics connected with knowledge organization concept, the

third one – the presentation of a knowledge management concept, the fourth one – the creation of integrated knowledge management's model, the fifth one – the description of outlines dealing with knowledge employees management, the sixth one (empirical character) – the description of knowledge management in selected Polish entrepreneurship.

These arguments determined the structure of issues presented in this thesis. An essential part consists of six chapters. The presented configuration of the following chapters reflects perspectives of 'knowledge' perception established by the author. Subsequent perspectives are more and more narrower semantically.

In the first chapter contemporary changes with the description of the significance and potential of the most important phenomena called information society and economy based on knowledge were presented. The meaning of information, globalization, innovation and competitiveness processes were also characterized. New phenomena contribute to the creation of adequate determinants of new organization and management concepts and methods. These determinants are: dematerialization, flexibility and subjectivity. The issues presented in the first chapter allowed the author to place a knowledge management concept in respect of the most important social and economic occurrences. In the second chapter the premises of new organizational basis were analyzed. As well as this, both theoretical concepts of organization based on knowledge and proposed by the author the concept of entrepreneurship totally oriented towards knowledge were presented. Besides, a learning organization and an intelligent organization, which derive from organization based on knowledge, were compared. The author presented his own model of an intelligent organization based on the assumption that an intelligent organization creates the ideal conditions of knowledge management processes' realization. In the third chapter the most important components of knowledge management conception were analyzed. The issues regarding the genesis, essence and importance of knowledge management in the organization were discussed. Additionally, the basic strategies of knowledge management's realization with a codification and personalization strategy, the development directions of this concepts, the models of knowledge management' were also presented. It was said that the settled canons of knowledge management did not exist. In the fourth chapter the knowledge management's condition in selected Polish entrepreneurship based on the own research of the author and other authors' research was presented. The research conclusion is the description of Volkswagen and Toyota. The research was treated as the reference point of the proposed model of knowledge management recommended for big entrepreneurship. In the fifth chapter the author presented the proposal of knowledge management's model. The presentation of integrated knowledge management's system was premised by the selection and characteristic of basic knowledge management areas in the organization. Special attention was paid to the creation of knowledge management strategy. Attention was also paid to correlation between the selection of a codification or personalization strategy and the

advantage of information management or knowledge employees management. In the sixth chapter the author described the reasons of contemporary changes in the range of issues connected with employees. The identification of a new phenomenon such as 'knowledge worker' was made. The author presented the 'stratified' model of knowledge workers' occupational activity in connection with general conclusions regarding the ways of knowledge employees management.

The model of knowledge management's system created by the author is recommended to big entrepreneurs due to the existence of suitable evolutionary potential for knowledge management in such companies. The reference point of proposed knowledge management's model is the selection of a codification or personalization strategy made by the organization. This selection determines the usage of suitable management methods and organizational solutions. The originality of the presented concept is that the author polarizes known and respected common elements of the structure of organization management's system since he develops creatively the concepts of 'an intelligent organization' and of 'a knowledge worker'. The proposals of both the genetic code of an intelligent organization and outlines of knowledge worker management are the exemplification of the mentioned creative attitude.

* In: *Prace Naukowe AE* [Research Papers of the WUE] no 1146, series: *Monografie i Opracowania 174* [Monographs and Elaborations] 2006, 353 pp.

Waldemar Dotkuś

MEASUREMENT OF DEBTS IN NATIONAL HEALTH CENTRES IN LOWER SILESIA VOIVODSHIP *

The activity of health service in market conditions in Poland necessitates active actions of its all participants, i.e., patients and payers, who, in the patients' name, cover the expenses connected with medical care, as well as all the people who are connected with health care owing to their economic ties.

The economic record, among others book-keeping, owing to which we obtain not only historic information, plays an important role. Procedures within the scope of measurement and presentation used in book-keeping can be utilized in building dynamic, i.e., long-term picture of subjects.

The work consists of four chapters. Organization, specificity and rules of financing health service in Poland and in selected countries are presented in the first chapter. Shown similarities and differences in the way of financing medical care between Poland and in other countries as well as the organization of health protection itself and the availability of medical care in the presented countries show the position of Poland against a background of other systems. This part also shows the process of transformation of medical care in Poland, among others organization and the way of its financing. Presented good and bad points of the current organization of medical

care in Poland as well as results of the adopted way of the financing are links with the next chapter of the work in which the level of indebtedness in selected public hospitals in Lower Silesia is presented on the basis of empirical studies. The analysis carried out of the financial situation and the presentation particularly of external reasons of the debt level of hospitals under research, determines the level of risk of the future activity. The problem which is emphasized here of not only functioning of hospitals in the conditions of financial resources limitation on account of service charges but also of availability to different external finance sources joins with legal conditioning of hospitals' activities. Chapter three presents an excessive debt issue and its measurement. The principle of the continuation of a subject action as one of chief principles of economic life connected with the theory and practice of the measurement and events' record concerns also public companies providing health services. Nowadays book-keeping has the following challenges: showing an entity's debt in the light of the static and dynamic equilibrium theory as well as the reorientation and the current look at the debt of subjects doing specific services, i.e., health services. The problem of dynamic measurement and presentation of debt is connected with the concept of the economic equilibrium which is shown in chapter four. The attempt to introduce an additional information set, which is the economic equilibrium, for the needs of the dynamic look at the problem of entities' debt has been accomplished in legal and financial realities in public hospitals in Lower Silesia.

* In: Prace Naukowe UE [Research Papers of the WUE] no 1098, series: Monografie i Opracowania 168 [Monographs and Elaborations] 2006, 210 pp.

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- surveys of the state-of-the-art

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