

ABSTRACTS

Barbara Bielicka

The role of internal communication in the company management

Importance of communication in company management constantly increases. Internal communication in organization has a special meaning. The effectiveness of internal communication depends on factors such as:

- the interpersonal communication between participants, especially on the line: superior - subordinate
- psychological factors of participants
- situational factors: organizational structure, organizational culture.

The author of the lecture analyses the issue of internal communication in terms of participants' attitudes and behaviors of communication: manager - a subordinate employee. Presents the roles that should perform as a manager/leader and effects on the communication situation, when the role is not carried out, attitudes and involvement of employees and the effects for the organization raising from the adoption of an attitude. For internal communication managers and supervisors are responsible. Depending on the type of organizational structure and strategic portfolio there are the possibility to choose an appropriate communication strategy. The communication strategy should be integrated with corporate strategy, which is responsible for coordination and decision making in all areas of activity of the enterprise communication /marketing and public relations/whereas the objective of the reputation of the company. The foundation for effective corporate communication strategy in the area of internal communication with the role compatible with the structure and the identity of the organization. There are four levels to perform this role:

1. to create consistency in the organization;
2. to establish coordination;
3. to agree responsibility;
4. to chapter roles and responsibilities.

Search for a strategy to add more value to the company through consistency, coordination and increase of responsibility seems to be the most appropriate way of action in the area of internal communication.

Keywords: internal communication, corporate communication, business strategy, communications strategy.

Jacek Borzyszkowski

Barcelona effect in tourism. Analysis of the influence of selected large sporting events on tourist traffic in selected destinations-organizers

The present article covers an analysis of the changes in the sizes of the tourist traffic in those destinations (cities or states) that organize large sporting events (the European Football Cup, the World Football Cup, the Summer Olympic Games). The author's intention was to demonstrate whether events of this type have a direct contribution to increased numbers of incoming tourists (in the perspective of several years), and whether the Barcelona effect phenomenon appears in the cases analyzed. The analysis that was conducted demonstrated clearly that the Barcelona effect is a very rare phenomenon. Apart from the Olympic Games in Barcelona in the year 1992, it is hard to talk of a similar scale of this phenomenon in the recent years. An analysis of the statistical data for the individual cities and towns demonstrated that the scale of the impact of mass events is chiefly of a local or regional nature. It is hard to talk of an influence on the whole state as in many cases, a reduction was observed of the numbers of tourists while a given event was held or directly in the years to follow.

Keywords: tourism, Barcelona effect, tourist traffic.

Jolanta Ciak, Marcin Boldt

Local authority bonds issue in Poland as a way of raising of capital

Bonds as one of the oldest securities are becoming an instrument by means of which bodies such as territorial self-government units can gain additional funds for financing investments. Despite the upward movement in the area of interest in bonds in Polish self-governments, they remain a small part of the domestic debit securities market. In the ad valorem approach, the local authority bonds market constitutes the smallest part of the non-treasury bonds market.

Thus local authority bonds do not have a significant influence on the Catalyst market. Their participation in the market is insignificant. In the examined period their issue ranged from 930,000,000 to 3,088,000,000 złotych, where 9,719,000,000 – 55,820,000,000 złotych of corporate bonds, and as much as 49,617,000,000 – 560,241,000,000 złotych of treasury bonds.

It results among other things from the fact that not all territorial self-government units are interested in issuing own securities deciding to gain additional funds for investments in traditional ways, i.e. by loans.

We shall hope that local authority bonds in the future will become a significant source of gaining additional capital for the territorial self-government and their role in the Catalyst market will get more significant.

Keywords: securities, local authority bonds, the Catalyst market.

Magdalena Józefa Cyrklaff

Flash mob as a tool of marketing. The use of a crowd psychology in promotion of institutions and products of culture

Flash mob in its original form meant spontaneous event, initiated in a public space by an unknown group of people. It had entertaining and absurd character and about the time of its commencement completely random people were reported usually through e-mails or text messages. Over time, this particular form of happening evolved and can now be used as an educational tool for sensitizing activation of some important social issues, as well as a marketing tool used in advertising and branding. This article is devoted to the characteristic of flash mobs as a tools of promotion of the institutions, services and cultural products. At the beginning in the article were described the evolution and structure of flash mobs and then were given examples of flash mobs in marketing activities in the field of art and culture. At the end of the article were presented guidelines related to the use of flash mobs in a business field.

Keywords: Flash mob, crowd psychology, marketing tool, ambient marketing, promotion of culture, culture marketing, advertisement, public relations, branding.

Katarzyna Czajńska, Marek Datko

The expedition sponsorship as an element of tourism management

Authors presented analysis of impact of sponsorship in contemporary tourism management. Based on case study of expedition on the K2 mountain pick, authors described process of gaining sponsors, creation of sponsoring strategy, change management caused by failure and finally successes of the whole project. Of course, case study analysis has been predicted by theoretical studies of such concepts like tourism, sponsoring, sponsorship, and tourism management. In formulated conclusions authors underlined meaning of planning, managers skills and competition, ethical aspect of decision making under pressure of crisis and many other problems related to the subject of the paper.

Keywords: Expedition, Sport, Tourism, Tourism Management, Sponsorship.

Robert Draba

Exchange of information in the EU and counteraction of tax avoiding

This paper presents an assessment of selected European Union legislation of the exchange of information between EU countries in context of preventing tax avoiding. The primary tool to prevent tax avoidance within the EU is information exchanging between EU countries and between EU countries and other countries.

Keywords: European Union, tax avoiding, information exchange.

Zbigniew Drenniak

The use of gravity models in setting and location analysis

The article discusses the gravity models as an example of a tool that helps to analyze localization and the market coverage. Especially Reilly's law of retail gravitation was presented in details as the milestone. The discussion was supported by calculations concerning two cities – Torun and Bydgoszcz and thus their impact on shopping preferences of inhabitants of neighboring places. The issues are mainly used in logistics, but also in marketing, advertising and sales.

Keywords: gravity models, Reilly's law of retail gravitation.

Bobdan Godziszewski

Positive organizational potential as a valuable resource of the contemporary company

The main aim of the article is to present an outcome of the research project concerning the essence and importance of positive organizational potential understood as state, levels and configurations of companies' resources which stimulate positive organizational climate, positive organizational culture and positive employees' behaviour, supporting comprehensive companies' development. Within the project framework was necessary to identify the internal structure of positive potential, positive culture, positive climate and positive employees' behaviours. Correlations among the above phenomena and companies' performances were calculated, within a group of 103 Polish companies, as well.

Keywords: positive organization potential, positive organizational culture, positive organizational climate, positive, positive employees' behaviours.

Krzysztof Grzelec

Needs, behaviors and preferences of transport as the basis for the management of urban logistics transport subsystem

Sustainable urban operation and development require effective planning of urban logistic systems. Cities are composed of a few subsystems: transport, communication, production, sales and organizational. Innovations in transport and changes in organizing transport processes of goods and passengers in the cities, require proper planning of urban logistic system, using the results of research on transport needs, behavior and preferences of inhabitants of cities, enterprises, institutions and others. This article is devoted to the scope of research, methods and instruments, that are used on their implementation.

Keywords: urban logistic, research, transport needs, transport behavior, transport preferences.

Joanna Haffer

The impact of the project culture on project management effectiveness

An organizational culture, indicated in the literature as one out of the four main organizational conditions supporting project management has an essential meaning for the project execution¹. This article describes different types of organizational culture emphasizing especially these characteristics, which are particularly important for project implementation. Basing on the research results, it was possible in the article to identify the occurrence of the indications of project culture in enterprises executing projects and operating in Poland, and also to highlight the importance of project culture for effective project execution. The research results indicate that the increase of the intensity of attributes which are typical for project organization in organizational culture contributes to the successful project implementation. Consequently enterprises tending toward achieving better project results should develop in their organizations project culture.

Keywords: project management, project culture, organizational culture, project success, project management effectiveness.

¹The remaining three organizational conditions supporting project management are organizational systems, organizational structure as well as project management office. *A guide to the project management body of knowledge. PMBOK®Guide*, Warszawa: Project Management Institute, MT&DC, 2003, s. 24-30.

Marek Jabłoński

Origins of selforganization in terms of modern management concepts

The aim of the paper is presenting sources and modern reference of selforganization. In the range of such defined topic there is shown the essence, attributes of selforganization, as well as the meanings which correspond with selforganization. On that basis there are listed the key aspects of selforganization, i.e. autonomy and teamwork. Final part of the paper is focused on presenting that selforganization integrates modern management concepts.

Keywords: selforganization, autonomy, modern management concepts.

Tomasz Janicki

Organisational structures as an expression of the maturity of project management in the enterprise

Project Management Maturity can be defined as the degree of development of repeatable systems and processes and giving a high chance of achieving success in future projects. One of the factors influencing the project management maturity is communication in the group created for the project, as reflected by a specific organizational structure. Selection of project structure becomes one of the important factors that reduce the risk of completion of projects failure, especially those with a high degree of innovation. The article presents the results of research relating to the above issues and compares them to other studies of a more general nature. It also refers to the possibility of applying the concept of project management maturity in the context of project management.

Keywords: project management maturity, organizational structure.

Aneta Kisiel

Selected aspects of organizational culture vs. formation of Human Capital

The awareness of employees in relation to organizational culture existing in a company and their knowledge in this subject - have a crucial meaning. In the face of intensity of transformations, constant searching for the best solutions which bring the organization closer to success seems necessary. The organizational culture can help employees among others to: engage in performance of tasks. Organizational culture helps to understand mission, strategy of the organ-

ization and assumptions carried out by it. The purpose of this paper is the description of different aspects of organizational culture with reference to actions taken in the scope of management of human resources. The nature of leadership was also stressed in shaping the organizational culture. The analysis of literature in the field of management, own experience and observation of the author in the above mentioned matter made it possible to respond to the research problem presented in this paper.

Keywords: management of human resources, organizational culture, human capital, efficiency.

Małgorzata Kowalska

The six thinking hats method in relation to other heuristic methods

The traditional critical thinking processes are reductive, concerned with judging the true value of statements and seeking errors. Another way for the human mind is lateral thinking (literally, sideways thinking). The term was created by Edward De Bono in his book 1967 for a deliberate, systematic creative-thinking process that deliberately looks at challenges from completely different angles. By introducing specific, unconventional thinking techniques, lateral thinking enables thinkers to find novel solutions that would otherwise remain uncovered. Edward de Bono has developed a range of thinking techniques, which emphasize thinking as a learnable skill and deliberate act. One of these is Six Thinking Hats. The premise of the method is that the human brain thinks in a number of distinct ways which can be deliberately challenged, and hence planned for use in a structured way allowing one to develop tactics for thinking about particular issues. De Bono identifies six distinct directions in which the brain can be challenged. In each of these directions the brain will identify and bring into conscious thought certain aspects of issues being considered (e.g. gut instinct, pessimistic judgment, neutral facts). This none of these directions are completely natural ways of thinking, but rather how some of us already represent the results of our thinking. This article presents the main points of the Six Thinking Hats and contrasts it with three other heuristic methods: traditional brainstorming, morphological method and SWOT analysis.

Keywords: De Bono Edward (1933–), creative workshops, heuristic methods, lateral thinking, Six Thinking Hats, parallel thinking.

Andrzej Kozłina

Multilateral negotiations - concept of research

The article presents issues of multiparty negotiations due to the important role of this type of negotiation in the economy and faint state of research in this topic. The article presents preliminary concept studies enriching the theory of negotiations on specific tools of multiparty negotiations. The purpose of the paper is attempt to develop and present the key tenets of this concept: the problems, objectives and hypotheses and research tools considered negotiations.

Keywords: negotiations, multiparty negotiations.

Jarosław Krajewski

Insurance brokers market dynamics in Poland before deregulation

The article focus on insurance broker profession in connection with second part of professions deregulations. It briefly presents modifications in polish law in this domain. Next part concerns the insurance brokers market dynamics analysis. The results shows permanent increase in brokers quantity in spite of existing regulations. Presented paper makes start point to following analysis.

Keywords: insurance broker, market dynamics, index.

Tadeusz Leczykiemicz, Agnieszka Springer

Talent management in Polish companies and comparison to Visegrad countries

The paper presents a comparative analysis of talent management in enterprises of the Visegrad Group - V4 (Poland, Czech Republic, Slovakia and Hungary). It is based on the results of quantitative research (survey) carried out in 2013. On a sample of 550 enterprises in the international research project "Integrated Talent Management - Challenge and Future for Organisations in the Visegrad Countries" (International Visegrad Fund Standard Grant No. 21220142, 01 / 2013-12 / 2013).

The results of the study showed that the V4 countries differ from one another in terms of the level of implementation of activities related to talent management. These differences can be reported in all evaluated areas: talent man-

agement strategy formulation, identification, recruitment, evaluation, motivating and supporting the development of talents and promote their retention. Analysis of the survey results shows that Polish companies are lagging behind in terms of talent management, and a leader in this area proved to be companies operating in Hungary.

Keywords: human capital management, talent management.

Andrzej Makowski

„Żegluga Bydgoska Company” – possibilities and perspectives

The article examines the possibilities of business development Żegluga Bydgoska Company in the context of the existing network of inland waterways in Poland and in the area of the current activities of the company. The article also analyses plans to expand the network of waterways within the framework of the European Union, as well as the conclusions of the report of the Supreme Chamber of Control on the assessment of the status of inland waterways in Poland in 2013. The author believes that without the expansion of the network of inland waterways in Poland the possibility of the company will continue to be limited, however, it should be considered to take advantage of the opportunities offered by the business under the OT Logistics (transportation to and within Western Europe), as well as services in support of Bydgoszcz agglomeration. The development of the company would be a positive impulse of the kujawsko-pomorskie Voivodeship/Province, in particular for the creation of new jobs, this applies particularly to activation of the Lower Valley of the Vistula River and construction of the multimodal Terminal in Solec Kujawski.

Keywords: transport, inland waterway, inland navigation.

Eugeniusz Niedzielski

Economic entrepreneurship of women

The study contains an analysis of size and conditions of running business by women. It also refers to the motives of starting own business. The analysis confirmed that although there is no “male” and “female” entrepreneurship, running own business by women is much more hampered by providing care for children, especially for the small ones, than in case of men. Regardless of gender, success of business prejudice personality and situational traits. Development of entrepreneurship, especially in case of women, is supported by changes (although slow) of values and attitudes, what results in altering the perception

of social roles and reducing the mistrust for people starting and running own business.

Keywords: economic entrepreneurship, women in business.

Lech Nieżurawski, Krzysztof Śmiatacz, Grażyna Owczarczyk-Szpakowska

Customer satisfaction and enterprise market activity risk

The purpose of this paper is to demonstrate the role of customer satisfaction in reducing the risks of the business market. The results of measuring the level of customer satisfaction allow to create an early warning system against the danger of decline in sales revenue in the future.

Keywords: customer satisfaction, antecedents and consequences of customer satisfaction, risk management, profile analysis.

Ilona Penc-Pietrzak

The influence of company's dynamic capabilities on achieving a competitive advantage as the new management paradigm

The paper presents the most important conceptions of achieving a company's competitive advantage: Porter's five forces model based on the SCP paradigm; the conception of strategic conflict, which uses the tools of game theory; resource-based perspective, which emphasizes the distinctive resources and skills of a company and the dynamic capabilities approach, which is very useful in turbulent environment. The last conception is correctly treated as the new management paradigm.

Keywords: dynamic capabilities, competitive advantage, dynamic environment, hypercompetition, SCP Paradigm.

Wojciech Popławski

The importance of knowledge in building innovative enterprise potential

In this article we do not intend to raise the issue of conceptual innovation, therefore, to revise the definition of this phenomenon. It serves the rich literature. Guided however, the need to acquire a specific attitude among the wide range of definitional, we will be inclined towards this understanding that sees innovation not only in generating ideas and converting them into a new product, but as a condition for the occurrence of innovation recognizes the need to

commercialize its products and, in the case of products: non (ie. library information systems) their wide acceptance by the target environment.

Keywords: innovation, the importance of knowledge, innovation potential.

Tomasz Stryjowski

Analysis of relationship of housing market price

This article attempts to analyze the flats price relationship in Warsaw. It was examined average houses prices with different number of rooms, and the relation of their mutual interaction. The aim of the article was to identify the price relationship of various market segments. The second objective was to analyze the dynamics of price impact changes in individual segments at each other. The study showed that the prices of individual segments depend mainly on the nearest neighborhood. And the prices of the highest segment are the result of the entire real estate market.

Keywords: real estate, pricing analysis, congruent model, error correction model.

Agnieszka Szmelter

Build-to-Order as a management concept of products spectrum in the automotive industry

Article aims to analyze the Build-to-order strategy in terms of usefulness in solving the current problems of the automotive industry, in particular multi-variant of production and rising costs of complexity management in logistics systems. The paper presents megatrends in the automotive industry, the characteristics of BTO, examples of applications of it in the automotive industry and the analysis of the characteristics of BTO usefulness in improving the efficiency of supply chains in selected industries.

Keywords: BTO, MTS, modcar, build-to-order, automotive, production, logistics, logistics strategy, vbto, supplier parks.

Agnieszka Szymankowska

Role of communication in the organization management process

The article presents the terms and conditions of the relevant communication in organization management. Shaping the appropriate organizational behavior, including assigning tasks, information on the execution of the tasks of

workers in the framework of organizational cells or entire organization is essential in the management of the organization. It should be emphasized that the various problems in communication can lead to conflicts between employees, between employees and their superiors, and as a result - to prevent completion of assigned tasks.

Keywords: communication, organizational management.

Iwona Wasielewska-Marszałkowska

Inland waterways kujawsko-pomorskiego region as a nexus of international transport corridors of the TEN-T

The paper presents the essence of the importance of inland waterways kujawsko-pomorskie region, as a component of the logistics system Polish and Europe. The inclusion are key aspects of the water resources of the region-European network of transport corridors of the TEN-T. Also highlighted aspects of logistics concepts through which it is possible to operate effective and efficient logistics processes in accordance with the concept of sustainable development of transport.

Keywords: logistics, inland ways, TEN-T.

Zenon Wiśniewski, Jarosław Sobek

Are placements effective? Employers' viewpoint

The article attempts to assess placements organised for the unemployed as seen from the perspective of employers in agricultural districts with a developed tourist function in the *kujawsko-pomorskie* province. The study covered 158 employers that organised placements in the time period 2008-2012. As a result, the thesis that employers consider placements as an effective instrument of labour market policies was verified positively. This result, however, cannot constitute a basis for broader generalizations, since net employment effectiveness analyses indicate that placements are characterized by a relatively low efficiency. A full assessment of the effectiveness of placements on local labour markets requires further evaluation studies.

Keywords: unemployment, training, practice.

Agnieszka Witwicka

Multiparty negotiations in insurance area – basic conception

This paper will describe multiparty negotiations in the insurance area. Author will present and justify three methodological gaps connected with this topic: First about the negotiations in insurance market, second will be lack of comprehensive studies on the specificity of multiparty negotiations, and the last one about multiparty negotiations in insurance market.

Keywords: negotiations, multiparty negotiations, insurance, insurance broker.

Jolanta Woźnica, Andrzej Tokarski

Demographic trends in the Lodz region and their implications for seniors 50+

The situation on the labor market in the Lodz region will change much in the short term, among other things as a result of unfavorable demographic trends, associated with a decrease in population, and also due to a lowering of labor resources.

Decreasing labor resources may in the future adversely affect both the balance between the regional labor market by inducing a state of labor shortages and limit the opportunities for development of the region.

Simultaneously, due to declining birth rates, prolongation of human life and emigration, especially young people, are progressing aging of the population, including labor resources. It is already a serious problem is the high proportion of economically inactive older people, and also low rates of labor force participation and employment. Shaped so the situation there is a need to take action at the regional level, aimed at creating conditions for continuation of work for persons having a retirement age through measures to improve the functioning of the working environment of older people.

Keywords: demography, the elderly, the Łódź Province.

Karina Zawieja-Zuromska, Artur Zimny

The assessment of the financial condition of 'section H' enterprises – transport and storage

The paper introduce the assessment of the financial condition of transport and storage enterprises. The analysis of the structure and dynamics of current

assets and the structure of liabilities is presented. There is also the analysis of the relation between current assets and liabilities. Moreover, similar analysis is made for of revenues and costs: structure and dynamics of revenues and structure and dynamics of costs. Last part of the paper concern analysis of sales profitability, analysis of financial liquidity, analysis of assets turnover.

Keywords: transport and storage enterprises, financial condition.

Magdalena Zubiel-Kasprowicz

Narration in the marketing communications

The article presents the different types of narratives in marketing communications. Presented essence of the sign in the narrative, the power of myth, power of archetype and consistency of monomith in marketing. It is discussed on the advertising message perceived through the prism of commercial semiotics. The strength of the narrative is presented in the context of storytelling. The paper also presents a case study of marketing communications.

Keywords: marketing, communication.

NOTY O AUTORACH

Barbara Bielicka, dr, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Marcin Boldt, mgr, Katedra Finansów i Rachunkowości, Wyższa Szkoła Bankowa w Toruniu.

Jacek Borzyszkowski, dr, Katedra Turystyki i Rekreacji, Wyższa Szkoła Bankowa w Gdańsku.

Jolanta Ciak, dr hab. prof. WSB, Katedra Finansów i Rachunkowości, Wyższa Szkoła Bankowa w Toruniu.

Magdalena Józefa Cyrklaff, dr, Katedra Nauk Społecznych, Wyższa Szkoła Bankowa w Toruniu.

Katarzyna Czaińska, dr, Europejska Wyższa Szkoła Biznesu w Poznaniu.

Marek Datko, dr, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Robert Draba, mgr, radca prawny prowadzący własną kancelarię.

Zbigniew Drewniak, dr, Katedra Finansów i Rachunkowości, Wyższa Szkoła Bankowa w Toruniu.

Bohdan Godziszewski, dr hab. prof. WSB, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Krzysztof Grzelec, dr hab. prof. WSB, Katedra Logistyki, Wyższa Szkoła Bankowa w Toruniu.

Joanna Haffer, dr, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Marek Jabłoński, dr hab., Katedra Zachowań Organizacyjnych, Uniwersytet Ekonomiczny w Krakowie.

Tomasz Janicki, dr, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Aneta Kisiel, dr, Katedra Zarządzania, Politechnika Koszalińska.

Małgorzata Kowalska, dr, Instytut Informatyki i Bibliologii, Uniwersytet Mikołaja Kopernika w Toruniu.

Andrzej Kozina, dr hab., Katedra Procesu Zarządzania, Uniwersytet Ekonomiczny w Krakowie.

Jarosław Krajewski, dr, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Tadeusz Leczykiewicz, dr hab. inż. prof. WSB, Instytut Nauk Ekonomicznych, Wydział Finansów i Bankowości, Wyższa Szkoła Bankowa w Poznaniu.

Andrzej Makowski, prof. dr hab., Katedra Logistyki, Wyższa Szkoła Bankowa w Toruniu.

Eugeniusz Niedzielski, prof. dr hab., kierownik Katedry Organizacji i Zarządzania, Uniwersytet Warmińsko-Mazurski w Olsztynie.

Lech Nieżurawski, dr hab. prof. WSB, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Krzysztof Śmiatacz, dr, Wydział Zarządzania, Uniwersytet Technologiczno-Przyrodniczy w Bydgoszczy.

Grażyna Owczarczyk-Szpakowska, dr, Wydział Zarządzania, Uniwersytet Technologiczno-Przyrodniczy w Bydgoszczy.

Iłona Penc-Pietrzak, dr, Katedra Systemów Zarządzania i Innowacji, Politechnika Łódzka.

Wojciech Popławski, dr hab. prof. WSB, Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Jarosław Sobek, mgr, absolwent WSB w Toruniu.

Agnieszka Springer, dr, Instytut Nauk Ekonomicznych, Wydział Finansów i Bankowości, Wyższa Szkoła Bankowa w Poznaniu.

Tomasz Stryjewski, dr, Katedra Ekonomii, Wyższa Szkoła Informatyki i Ekonomii TWP w Olsztynie.

Agnieszka Szmelter, mgr, Katedra Logistyki, Uniwersytet Gdański.

Agnieszka Szymankowska, dr, Katedra Zarządzania i Logistyki, Państwowa Wyższa Szkoła Zawodowa w Koninie.

Iwona Wasielewska-Marszałkowska, mgr, Katedra Logistyki, Wyższa Szkoła Bankowa w Toruniu, Wydział Finansów i Zarządzania w Bydgoszczy.

Zenon Wiśniewski, prof. dr hab., Katedra Zarządzania, Wyższa Szkoła Bankowa w Toruniu.

Agnieszka Witwicka, mgr, Katedra Zarządzania, Uniwersytet Ekonomiczny w Krakowie.

Jolanta Woźnica, mgr, Dyrektor Fundacji Ekspert-Kujawy w Inowrocławiu.

Andrzej Tokarski, dr, Katedra Finansów i Rachunkowości, Wyższa Szkoła Bankowa w Toruniu.

Karina Zawieja-Żurowska, dr, Wydział Społeczno-Ekonomiczny, Państwowa Wyższa Szkoła Zawodowa w Koninie.

Artur Zimny, dr, Wydział Społeczno-Ekonomiczny, Państwowa Wyższa Szkoła Zawodowa w Koninie.

Magdalena Zubiel-Kasprowicz, dr, Katedra Nauk Społecznych, Wyższa Szkoła Bankowa w Toruniu.

INFORMACJE DLA AUTORÓW

Redakcja przyjmuje artykuły dotychczas niepublikowane, dotyczące szeroko rozumianej tematyki ekonomicznej, prawnej i zarządzania. Teksty należy przesyłać do końca stycznia danego roku na adres: wydawnictwo@wsb.torun.pl. Artykuł powinien mieć objętość 14–20 stron, być podzielony na numerowane wprowadzenie, śródrozdziały i podsumowanie. Należy do niego dołączyć:

- imię i nazwisko autora, tytuł naukowy, stanowisko, pełnione funkcje i miejsce pracy oraz e-mail i numer telefonu,
- abstrakt zawierający w formie maksymalnie skondensowanej (6–8 wierszy) podstawowe tezy artykułu i jego najważniejsze wyniki,
- symbol klasyfikacji publikacji ekonomicznych JEL (http://www.aeaweb.org/journal/jel_class_system.php),
- słowa kluczowe,
- tłumaczenie abstraktu, tytułu i słów kluczowych na język angielski.

Preferowane są teksty w języku polskim i angielskim. Teksty niespełniające wymogów redakcyjnych będą odsyłane do poprawki. Redakcja zastrzega sobie prawo dokonywania skrótów i przeredagowywania tekstu.

WSKAZÓWKI REDAKCYJNE

1. Tekst należy pisać w pliku szablonie (do pobrania na: http://www.wsb.torun.pl/wwwTorun/bibliotekaTor_oferta_wydawnicza.xml). Tabele, rysunki, wykresy – wyłącznie czarno-białe, w wersji edytowalnej, maks. wysokość 170 mm, szerokość 125 mm, pliki w Excelu i Corel Draw należy dołączyć dodatkowo jako odrębne pliki źródłowe.
2. Kursywą wyróżnia się cytaty oraz tytuły, np. książek, sprawozdań, aktów prawnych, artykułów. Kursywą należy wyróżniać terminy, które się definiuje w tekście po raz pierwszy, oraz obcojęzyczne wyrażenia. Inne wyróżnienia należy zaznaczać wytłuszczeniem, jeśli to konieczne.
3. Przy tytułach tabel i ilustracji obowiązuje numeracja oraz konsekwentne stosowanie równoważników zdań. Podpisy do tabel umieszcza się nad nimi, stosując skróty typu: Tab. 1. Podpisy do ilustracji (rysunków, schematów) zamieszcza się pod nimi, stosując skrót: Rys. 1. Zawsze podaje się

- pełne informacje o źródle pod tabelami, ilustracjami. Tabele i ilustracje należy umieścić w tekście najbliżej miejsca, w którym jest o nich mowa.
4. Przytoczone po raz pierwszy nazwisko w tekście poprzedza się całym imieniem, po raz kolejny inicjałem. Można spolszczać nazwy instytucji, które mają polskie odpowiedniki.
 5. Wszelkie użyte we wzorach oznaczenia literowe powinny być wyjaśnione w pierwszym miejscu ich występowania. Kursywą składa się: litery oznaczające liczby, wielkości zmienne i stałe oraz punkty geometryczne i oznaczenia funkcji, cyfry – pismem prostym. Numer wzoru podaje się w nawiasach po prawej stronie wzoru. Używa się następującego zapisu: ułamki: $\frac{3}{4}$, procent: 50%.
 6. W tekstach używamy łącznika (np. Kwiatkowska-Szymanowska) oraz półpauzy, np. 10–20 (od–do).

PRZYPISY I LITERATURA

Każdy cytat powinien być opatrzony poprawnym przypisem z podaniem stron. Należy stosować opcję automatycznego wstawiania przypisów na dole strony. Stosuje się polskie skróty, np. tamże, dz. cyt., W:, i nast. Literatura w języku nielacińskim powinna podlegać transliteracji.

¹ Fischer P., *Begleitübungen zur Grundstufe 2*. Ismaning: Max Hueber Verlag; Warszawa: Warszawski Dom Wydawniczy, 1990, s. 37.

² Koziński J., Strategia personalna małego i średniego przedsiębiorstwa. W: Maśloch P., Stankiewicz M.J. (red.), *Zarządzanie w XXI wieku. Kierunki zmian*. Toruń: Wydaw. WSB, 2010, s. 140.

³ Ciak J., Ewolucja systemu podatkowego w latach dziewięćdziesiątych w Polsce. *Roczniki Naukowe Wyższej Szkoły Bankowej w Toruniu* 2001, nr 1, s. 189–200.

Jeśli w tekście przywołuje się strony WWW (bez cytatu i powołania na treść), to należy dodać przypis:

⁴ Wszystkie podane odesłania do stron internetowych przedstawiają wersję aktualną w dniu 15.02.2011 r.

W pozostałych wypadkach (gdy cytuje się fragment tekstu ze strony internetowej) należy podać dokładny adres strony, na której znajduje się cytowany fragment, oraz sporządzić przypis według wzoru:

Nazwisko, imię, *Tytuł* [on-line]. Kolejność wydania. Data wydania i aktualizacji [Data dostępu]. Tytuł fragmentu. Lokalizacja w obrębie dokumentu macierzystego (np. rozdział 1, strony). Warunki dostępu (adres WWW). ISBN*.

*obowiązkowe są tylko te elementy opisu, które są łatwo dostępne, co oznacza, że jeśli na cytowanej stronie WWW trudno znaleźć np. nazwę autora czy datę aktualizacji, to pomijamy je w przypisie.

⁵ Korporacje transnarodowe w procesie globalizacji. W: *Globalizacja przedsiębiorstw i gospodarki – skutki i znaczenie globalizacji* [on-line]. [Dostęp 15.02.2011]. Dostępny w World Wide Web: http://globalizacja.genialne.info/korporacje_transnarodowe.html.

⁶ Gosk I., *Finansowanie outplacementu ze środków PO KL* [on-line]. Warszawa: Fundacja Inicjatyw Społeczno-Ekonomicznych, 2009 [Dostęp 15.02.2011]. Dostępny w World Wide Web: http://www.bezrobocie.org.pl/files/1bezrobocie.org.pl/public/Raporty/090316_outplacement_w_POKL.pdf.

⁷ Huczek M., Socha I., Marketing wewnętrzny czynnikiem poprawy efektywności pracy biblioteki. *Biuletyn EBIB* [on-line]. 2002, nr 3 (32) [Dostęp 15.02.2011]. Dostępny w World Wide Web: <http://ebib.oss.wroc.pl/2002/32/huczek.php>. ISSN 1507-7187.

Spis wykorzystanych źródeł (literatura) powinien:

- zostać sporządzony w porządku alfabetycznym,
- obejmować wyłącznie pozycje przytoczone w tekście,
- uwzględniać podział na literaturę oraz akty prawne uporządkowane: według rangi, chronologicznie, czyli według daty uchwalenia (od najstarszych),
- zawierać pełen opis danej pozycji – jeśli opis dotyczy całej książki lub czasopisma, należy podać ISBN lub ISSN (przykłady poniżej), przy artykułach należy podać ich objętość (strony od–do).

Ćwiekowa J., *Mistrz i nauczyciel sztuki bibliotekarskiej*. W: *Śladami edukacji bibliotekarskiej*. Warszawa: Wydaw. SBP, 1995, s. 30–56.

Rachunkowość zarządcza [on-line]. 2008 [Dostęp 12.03.2009]. Dostępny w World Wide Web: <http://www.rachunkowosc-zarzadcza.pl>.

Santorski J., Niemczycka K., *Emocje, charaktery i... geny*. Wyd. 2. Warszawa: Jacek Santorski & Co., 2004. ISBN 83-88875-87-6.

Ustawa z dnia 15 lutego 1992 r. o podatku dochodowym od osób prawnych, tekst jedn. Dz.U. 2000, nr 54, poz. 654, z późn. zm.

Oprac. Beata Antczak-Sabała

INFORMATION FOR THE AUTHORS

The editorial staff accepts so far unpublished articles concerning the manifold issues of economic, legal and managerial subject matter. The texts must be sent until the end of January of a particular year to the following address: wydawnic-two@wsb.torun.pl. The article should consist of 14–20 pages, be divided into a paged introduction, sections and a summary. The following items must be attached:

- the first name and the surname of the author, an academic title, the position and functions held, a place of employment, the e-mail address and the telephone number,
- the abstract (6–8 lines) containing the basic points of the article and its most important outcomes,
- JEL classification code (http://www.acaweb.org/journal/jel_class_system.php),
- keywords.

Texts failing to meet the editorial requirements will be sent back for correction. The editorial staff reserve the right to shorten texts.

EDITORIAL GUIDELINES

1. The text must be written in a standardised file (downloadable from: http://www.wsb.torun.pl/wwwTorun/bibliotekaTor_oferta_wydawnicza.xml). Tables, drawings, graphs – no other than black and white, editable, maximum height of 170 mm, width of 125 mm, Excel files and Corel Draw files must be sent additionally as separate sources.
2. Italics must be used for quotations and titles of books, reports, legal acts, articles. Italics must be used for distinguishing terms defined in the text for the first time, as well as for foreign phrases. Otherwise, text must be distinguished with bold print, if necessary.
3. With titles of tables and pictures, numerals are required, as well as consistent use of gerund clauses. Captions must be written under tables, using forms like: Table 1. Captions for pictures (drawings, schemes) must be written under them, using forms like: Fig. 1. Complete data about a source must be inserted under tables and pictures.

4. A surname mentioned in the text for the first time must be preceded by a full first name, mentioned again – by an initial.
5. All the symbols used in formulas must be explained when applied for the first time. Italics are used for letters signifying numbers, constants and variables, as well as geometric points, mathematical function symbols, whereas for digits – with regular print. Formula numbers must be written in brackets on the right side of the formula. The following transcript must be used: fraction – $\frac{3}{4}$, percentage – 50%.

FOOTNOTES AND LITERATURE

Each quotation should be accompanied with appropriate footnotes, including page numbers. The automatic footnote function at the bottom of a page must be applied. Literature in non-Latin language should be transcribed.

¹ Shalder S., Drummond P., Kuijs L., *Adopting the Euro in Central Europe. Challenges of the Next Step in European Integration*. Washington: IMF, 2005, p. 19–25.

² Frey B.S., Eichenberger R., Competition among Jurisdictions: The Idea of FOCJ. In: Gerken L. (ed.), *Competition among Institutions*. London: Macmillan, 1995, p. 209–229.

³ Berne R., Moser M., Stiefel L., Social Policy: School Finance. *Journal of Management History* 1999, vol. 5, issue 3, p. 165–179.

If WWW websites are mentioned (with no quotations or content reference), the following footnote must be added:

⁴ All the mentioned reference to the Internet websites represent the updated material on the day 15.02.2011.

If an extract from a website text is quoted, the detailed address of the website including the quoted extract must be provided, and a footnote must be written in the following manner:

⁵ Watts M., Odfjell to avoid Gulf of Aden due to piracy threat. In: *ICIS.com* [on-line]. 17 November 2008 [Available 6.06.2011]. Available on World Wide Web: <http://www.icis.com/Articles/2008/11/17/9172271/odfjell-to-avoid-gulf-of-aden-due-to-piracy-threat.html>.

Listing of the sources (literature) should:

- be prepared in an alphabetical order,
- include only the items quoted in the text,

- take into account a distinction into literature and legal acts organized according to their importance, chronologically, that is according to the voting date (starting from the oldest ones),
- contain a full description of an item – if the description refers to an entire book or magazine, ISBN or ISSN must be given, and with articles, the number of pages should be provided (pages from–to)

Przekł. Włodzimierz Szrajter

