

STRESZCZENIA

Magdalena BOCHENEK¹

BALANCED SCORECARD IN STRATEGIC MANAGEMENT PROCESS

Balanced scorecard is a concept that enables comprehensive strategic management in an enterprise. The analysis of literature allows to state that balanced scorecard evolves continuously, because of which it enjoys a great interest from as well theoreticians as practitioners of this issue. This modern concept allows converting the strategy of the enterprise into operational activities and objectives. The main purpose of the article is to work out an original proposal of measures of balanced scorecard for non-profit unit based by the example of community centre. The genesis of balanced scorecard, its essence, functions performed in the enterprise and the possibilities of using it in various types of organizations are presented in the article. Also proposal of strategic goals and measures of balanced scorecard for community centre is depicted in the article. Balanced scorecard is flexible and universal method, thanks to which it effectively fulfills the objectives set by managers of the organization.

Keywords: balanced scorecard, strategic management, enterprise.

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Łukasz JUREŃCZYK²

INVESTMENTS OF THE PEOPLE'S REPUBLIC OF CHINA IN THE AFGHAN MINING SECTOR

The purpose of the article is to present and evaluate the investment management of enterprises from the People's Republic of China in the Afghan mining sector in the broader economic and strategic context. It presents the causes, circumstances, barriers and prospects for the implementation of investments in the extraction of Afghan copper, energy raw materials and other minerals. So far, the largest investments in Afghanistan have been made by large state-owned enterprises, including Metallurgical Corporation of China and China National Petroleum Corporation. The success of their investments is currently a big question mark, and the involvement of other Chinese enterprises in the Afghan mining sector and other segments of the economy depends on this. The research problem is included in the question of the role of Chinese investments in the Afghan mining industry in Beijing's policy towards that country and neighboring regions of Asia.

¹ Magdalena Bochenek, MSc; Department of Finance, Banking and Accounting; Faculty of Management; Rzeszow University of Technology; ul. Powstańców Warszawy 12, 35-959 Rzeszow; e-mail: m.bochenek@prz.edu.pl. ORCID: 0000-0002-7089-2601.

² Łukasz Jureńczyk, DSc, PhD, university professor, Institute of Political Science, Kazimierz Wielki University in Bydgoszcz, J. Poniatowskiego 12 St., 85-001 Bydgoszcz; e-mail: lukasz-jurenczyk@ukw.edu.pl. ORCID: 0000-0003-1149-925X.

Keywords: Afghanistan, People's Republic of China, mining industry, investment management, copper, energy resources.

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Paweł KACZMARCZYK³

CLUSTER ANALYSIS OF VOIVODSHIPS IN REGARD TO SOCIAL MEDIA USAGE IN ENTERPRISES AT THE BACKGROUND OF EU STATES

The aim of this work is to assess the development of voivodships in terms of social media usage in enterprises with the use of the clustering method. In the theoretical part of the work the rationale of the research study (significance of social media in business activities of post-industrial enterprises) and research methodology were included. The empirical part of the work involves presentation of the research results. So, within the framework of social media usage by enterprises, the rankings of voivodships were created and the clusters of voivodships were detected. Data from the years 2014–2017, provided by the Central Statistical Office of Poland, was used. The results served to compare and assess voivodships in individual years of the period from 2014 to 2017. The comparisons were carried out at the background of data relating to the social media usage by enterprises in EU states in the period 2014-2017.

Keywords: social media, e-commerce, e-recruitment, voivodships, linear ordering, clustering method.

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Rafał KLÓSKA⁴

PROINNOVATIVE REGIONAL DEVELOPMENT IN POLAND IN THE SECOND DECADE OF THE 21ST CENTURY IN A STATISTICAL CONTEXT

As the aim of regional research is usually a description and an assessment of sets of object, the main two research tasks, presented in many research papers, are assumed to consist of grouping and linear ordering. This paper is part of author's series of publications devoted to the findings of the proposed original concept that allows for joint consideration of regional innovation and regional development. *Proinnovative regional development* is a term introduced for a certain overriding criterion enabling the author to consider the discussed multidimensional economic categories together in the

³ Paweł Kaczmarczyk, PhD, Faculty of Economic Sciences and Information Technology, The State University of Applied Sciences in Plock, 28 Galczyńskiego Street, 09-400 Plock, Poland, p.kaczmarczyk@pwszplock.pl. ORCID: 0000-0001-5199-6328.

⁴ Rafał Klóska, PhD, Professor at Szczecin University, Faculty of Management and Economics of Services, Szczecin University, Szczecin, Cukrowa 8, 71-004; e-mail: rafal.kloska@wzieu.pl. ORCID: 0000-002-1881-3355.

mutual relationship and not, like so far, separately. The aim of the article is to present the quantification of this research area and its statistical analysis using the methods of linear ordering at the regional level in Poland.

Keywords: innovation, development, region, statistical analysis.

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Stanislav KRIŽOVSKÝ⁵

COMBATING TERRORISM IN THE SLOVAK REPUBLIC⁶

In terms of terrorism, security environment in the Slovak Republic has been stable and peaceful to this date, without any imminent risk or threat. The Slovak Republic is not a primary target of any terrorist threat currently. However, on account of its active participation in international organizations, counter-terrorist activities and operations, a threat of a terrorist attack taking place in Slovakia is increasing. The National Action Plan for the Fight against Terrorism for 2015-2018 took on some of the tasks that had been continuously fulfilled in the previous period and, through new tasks, extends the possibilities and instruments for the fight against terrorism in the Slovak Republic. The primary objective is to ensure protection of the life, health and property of the population and public authorities in the Slovak Republic from terrorist attacks. In the counter-terrorist measures, the main focus is placed especially on the preparedness and rapid response to a possible terrorist attack or other similar activity.

Keywords: radicalism, risk, terrorism, terrorist attack, crime.

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Piotr NIEDZIELSKI⁷
Magdalena ZIOLO⁸

TARIFF AS A TOOL FOR FINANCING PUBLIC TRANSPORT IN CITIES

The aim of the article is to present the role of public transport and its financing methods, with particular emphasis on the role of transport tariffs in Poland. Tariffs in collective transport, in addition to financing functions, i.e. covering costs of services, are increasingly fulfilling the functions of shaping the attractiveness of public transport, thereby supporting the city's competitiveness as a whole, both in relation to its residents and people who have jobs in the city

⁵ Doc. JUDr. Stanislav Križovský, PhD., Vysoká škola bezpečnostného manažérstva v Košiciach; e-mail: stanislav.krizovsky@gmail.com. ORCID: 0000-0002-2067-9079.

⁶ This contribution is one of the outputs of the H2020 project: Understanding the Dimensions of Organized Crime and Terrorist Networks for Developing Effective and Efficient Security Solutions for First-Line Practitioners and Professionals, Acronym: TAKEDOWN - Solution Time - Solution Time 06/2016 to 05/2019.

⁷ Professor Piotr Niedzielski, DSc PhD, full professor, Faculty of Economics and Management of Services, Szczecin, Cukrowa 8, 71-004 Szczecin; e-mail: piotr.niedzielski@usz.edu.pl (corresponding author). ORCID: 0000-0001-5024-4722.

⁸ Magdalena Ziolo, DSc PhD, prof. US Faculty of Economics and Management, University of Szczecin, Poland, Mickiewiczza 64, 71-101 Szczecin, Poland; e-mail: magdalena.ziolo@usz.edu.pl. ORCID: 0000-0003-4136-046X.

or they are guests / tourists. The article hypothesizes that third generation tariffs are a financial tool that allows cities to manage local finance more effectively and affect the competitiveness and attractiveness of public transport. The research process used methods of critical analysis of literature, induction and deduction, logical inference and economic and financial analysis.

Keywords: tariff, local finance, public transport, public transport.

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Kornelia OSIECZKO⁹

MANAGEMENT OF CARGO TRANSPORT AT AIRPORTS

Transport management is an important logistics activity. The choice of transport branches ultimately boils down to two important elements such as costs and quality of services. The features and elements related to reliability, speed, the ability to control and carriage monitoring are also taken into account. Despite high costs, air transport is part of the global value chain that enables parts to be delivered to factories located in different parts of the world in a short time. Air transport creates 3.6% of the global value of GDP. The main advantage of this branch of transport is the short delivery time and high level of security of goods, including those sensitive to shocks. On the basis of statistical data, the tendency of increasing cargo transport in 2012-2017 can be seen. The paper presents the specification of cargoes transported by air, applicable documentation, a waybill and cargo units, and types of goods security.

Keywords: cargo transport, waybill, cargo units, air freight.

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⁹ MSc Eng. Kornelia Osieczko, Department of Management Systems and Logistics, Faculty of Management, Rzeszow University of Technology, Powstańców Warszawy Ave. 10, 35-959 Rzeszów, e-mail: k.osieczko@prz.edu.pl, ORCID: 0000-0001-5014-2742

mgr inż. Kornelia Osieczko, Politechnika Rzeszowska, Wydział Zarządzania, Katedra Systemów Zarządzania i Logistyki, Al. Powstańców Warszawy 10, 35-959 Rzeszów, e-mail: k.osieczko@prz.edu.pl

Hanna SOMMER¹⁰
Grzegorz ZAKRZEWSKI¹¹

The highest level of social responsibility is ensured by an active attitude which means that an organization perceives itself as a citizen in society and actively looks for opportunities to contribute to the social good (Hąbek, 2010).

RESPONSIBILITY AS A DETERMINANT OF THE ACTIVITY OF CONTEMPORARY ENTREPRENEURS

The article shows selected results of empirical research. The state of knowledge on CSR in society among business faculty students in Podkarpacie was presented on its base. The aim of the research was to learn about the attitudes and opinions of young, potential managers (graduating from this field) about their awareness of CSR activities in Poland.

CSR is a current theme which is widely discussed in the area of management. The salience of this concept may be demonstrated by the fact that it is taken into account in the development of business models of modern enterprises.

The first part of the article presents the theoretical foundations for the principles of corporate social responsibility. It addresses the question of the essence of corporate social responsibility. CSR was described as the art of managing modern enterprises, which put a considerable emphasis on this aspect, since they are aware of the role of establishing relationships with stakeholders. Stakeholders are a key concept when it comes to undertaking business activities in the area of corporate social responsibility.

The second part of the study presents the results of the research carried out among final-year students from the Faculty of Management at the Rzeszów University of Technology.

CSR is a challenging path, but it may bring long-lasting benefits. It changes business paradigms, rediscovering and emphasizing the importance of relationships between the organisation and its surroundings. It is a modern model of managing an organization that facilitates its operation on a competitive market and simultaneously increases the company's innovativeness.

The principles of CSR are simple: honesty, reliability, sensitivity, loyalty, righteousness. These values cannot be purchased, it takes years to develop them, and they are becoming a valuable resource in the modern economy.

Keywords: CSR, relationship management, company stakeholders, responsibility.

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¹⁰ Hanna Sommer PhD, Assistant Professor, Rzeszów University of Technology, Faculty of Management, Department of Humanities; ul. Podkarpacka 1, 35-959 Rzeszów; e-mail: hansom@prz.edu.pl. [ORCID: 0000-0001-7208-7641](https://orcid.org/0000-0001-7208-7641).

¹¹ Grzegorz Zakrzewski PhD, Eng., University of Security in Poznan, ul. Marynarki Polskiej 15, 80-557 Gdańsk e-mail: grzegorz.zakrzewski@wsb.net.pl. [ORCID: 0000-0002-0945-5322](https://orcid.org/0000-0002-0945-5322).