

## **STRESZCZENIA**

### **From the Editorial Committee**

The content of the Quarterly Journal 18(1/2011) published by Faculty of Management of Rzeszów University of Technology are the articles written in foreign languages and the papers submitted by the foreign institutions and centers. They are associated with the predominant mainstreams of the research conducted at the Faculty. Our aim is to invite local and foreign scientists and people who enjoy respect to present their research results, theories and considerations. In this way we will contribute to passing on and popularizing the knowledge and initiating the further research, we will formulate the conclusions and answers to the important questions and at the same time create new research problems.

All the articles in the Journal have positive feedback from the reviewers.

We would like to thank the Authors and Reviewers and all the people who contributed to this issue of the Journal. We wish all the Readers interesting and inspiring reading.

With compliments  
*Editorial Committee*

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**Gerhard BANSE**

### **TECHNIK – NACHHALTIGKEIT – FOLGENABSCHÄTZUNG. KOGNITIVE UND NORMATIVE ASPEKTE**

*Zusammenfassung:* Ausgangspunkt der Überlegungen ist der Zusammenhang von Langzeitverantwortung und Technikentwicklung. "Langzeitverantwortung" bedeutet eine bestimmte Sicht auf gegenwärtiges technisches bzw. technisch instrumentiertes Handeln: die Zurechnung zukünftig möglicher Folgen technischen Handelns auf gegenwärtig Handelnde. Mit dem Leitbild "Nachhaltige Entwicklung" ist seit mehreren Jahren ein Konzept in der internationalen Debatte, das sich unter den Anspruch "Langzeitverantwortung" subsumieren lässt. Dieses Leitbild wird jedoch häufig ohne Bezug zur Technik und ihrer Entwicklung diskutiert. Aber die Technik ist ein bedeutender Aspekt für die Realisierung einer nachhaltigen Entwicklung. Deshalb gilt es, auch ein entsprechendes Technikverständnis auszuprägen. Exemplarisch werden die Rolle von Komplexität und Zeit für ein zeitgemäßes Technikbild verdeutlicht sowie vorherrschende und erforderliche Muster des Technikverständnisses miteinander verglichen.

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Gérard A. Kokou DOKOU

## **CONTOURS ORGANISATIONNELS DE LA STRATEGIE DE DEVELOPPEMENT DES PME EN PHASE DE REPRISE**

Cet article se propose de répondre à deux questions fondamentales. Quels sont les principaux contours des stratégies de développement mis en œuvre par les repreneurs de PME ? Quels en sont les impacts sur les différents acteurs, notamment internes à l'entreprise ?

Pour ce faire la méthode retenue est la collecte et le traitement de données empiriques au regard du processus d'implication fonctionnelle du repreneur et des options stratégiques retenues. Une première enquête a été menée auprès de 53 repreneurs par le biais d'un questionnaire. Ensuite, nous sommes intervenus de manière plus approfondie auprès de cinq entreprises à partir des hypothèses relatives aux contours organisationnels des stratégies de développement issus de l'enquête quantitative. Ces interventions nous ont conduit à proposer un dispositif d'accompagnement centré sur la cohérence des stratégies de développement retenues et les contours de mise en oeuvre qui les sous-tendent : management, organisation du travail et compétences.

**Mots clés :** PME en phase de reprise, repreneur, stratégie de développement, accompagnement, management, organisation et compétences

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Hanna HALL, Marcin GĘBAROWSKI, Joanna SUDOŁ-PUSZ

## **THE BENEFITS AND IMPLICATIONS OF MARKETING RESEARCH IN NON COMMERCIAL ANIMAL WELFARE ORGANISATIONS BASED ON THE EXAMPLE OF RZESZOW ANIMAL WELFARE TRUST. PART 1: INTRODUCTION AND CONTEXT OF RESEARCH**

The aim of the authors is to present the benefits of conducting marketing research in non-profit organisations based on the authors' study of Rzeszow Animal Welfare Trust (Poland) that deals with animal welfare and care for homeless animals. The research was conducted among the residents of the south-eastern part of Poland (Podkarpacie region where the Trust is based) between 2007 and 2008. The benefits for the management of organisation, which the research highlighted, were based on the interview with its chairperson conducted in December 2008. Part 1 of the article presents the objectives and the context of the research as well as introduction to the discussed topic.

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Urszula KOBYLŃSKA, Ewa GLIŃSKA

## **THE ROLE OF LOCAL GOVERNMENTS IN REDUCING ADMINISTRATIVE BARRIERS TO BUSINESS ACTIVITY AT THE LOCAL LEVEL**

Legal and administrative conditions of running corporate activity play an important role among the barriers of enterprise development in Poland. Unclear legal regulations of the labor law and administrative procedures are the most frequently formulated conclusions which result from many research conducted by entrepreneurs. Among the solutions which can be implemented there are those described in the article initiatives which are taken individually by the self-government units. Higher flexibility and efficiency of the offices while making the decisions and giving the permissions

connected with corporate activity does not require legal actions but only some organizational improvements.

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**Grzegorz MENTEL**

## **DISCRIMINANT ANALYSIS IN ASSESSMENT OF CREDIT RISK OF TRANSPORT COMPANIES**

In the article it has been presented the methodology of credit rating exemplified by a transport company. All the analyses have been based upon the Altman model. The issue is of a great significance as many companies nowadays have problems with liquidity and with gaining all the sorts of foreign capital. There are many causes of such a situation. One of them is a skeptical and at the same time careful allowing credits for uncertain investments.

The right assessment of the credit rating is important not only for a bank as a potential creditor but also for an enterprise which is obliged to pay back the credit together with interests. Therefore, both sides should take care of the best results of the mutual transactions.

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**Bogdan MRÓZ**

## **UNDECLARED WORK AND INFORMAL ECONOMY IN POLAND: IMPLICATIONS FOR CONSUMERS AND HOUSEHOLDS**

The basic aim of the paper is to shed some light on the reasons underlying the existence and expansion of the informal (shadow) economy in Poland. Particular emphasis has been put on the functioning of the informal labour market under new circumstances of the market-driven economic system. To this end diverse data sources were used including findings of the author's own research and recent nationwide survey on unregistered work in Poland conducted in 2009. The author has made an attempt to indicate major manifestations of the shadow economy observable on the labour market and to point out their implications for the economic agents (mostly Polish consumers and households) as well as for the economy at large.

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**Izabela OLEKSIEWICZ**

## **THE HUMAN RIGHTS PROTECTION AS MAIN PRINCIPLE OF A DEMOCRATIC STATE**

In the article the author explain the sense and role of human rights protection as main principle of a democratic state. She also emphasizes the fact that fundamental rights are not absolute and the possibility of temporary denying or changing in each case should be considered on the basis of their social function. She also tries to prove that firstly, the degree of human rights` protection depends on the legal system in the country. Secondly, the principle of human rights protection resulting from the UN Charter is a fundamental principle in all Western democracies. She puts also the thesis that in Europe since the adoption of the Universal Declaration the international community has made a tremendous progress in setting standards for human rights and fundamental freedoms. At the same time we are witnessing a continuous process of expanding the catalog of human rights.

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**Jan RAJCHEL**

## **BORDER GUARD AS A PART OF NATIONAL SECURITY SYSTEM**

The article describes the role and tasks of Border Guard (Straż Graniczna) and its methods and ways of transformation. It points out, that Border Guard is a formation, which has high importance in national security system and shall provided with any conditions required to properly fulfill the entrusted tasks. It is not only important to the EU countries on which external borders it takes place, but it is important to every EU country which gave up the control on its internal borders.

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**Celina SOŁEK, Agata GIERCZAK**

## **BRAND IDENTITY - IT'S ALL ABOUT TRUST, RECOGNITION AND BEING DIFFERENT**

The aim of the article is to show how to build a strong brand in unconventional way: by building trust, recognition and the most important being different. The case study of Dove brand was presented to reflect on on PCDL model and its importance in conveying the one message: Beauty hasn't got a size.

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**Jurij SZWALB**

## **ЗАДАЧНЫЙ ПОДХОД К ПРОБЛЕМЕ ФОРМИРОВАНИЯ ПРОФЕССИОНАЛЬНЫХ КОМПЕТЕНТНОСТЕЙ В ПРОЦЕССЕ ОБУЧЕНИЯ**

### **APPROACH TO PROBLEM OF FORMING OF PROFESSIONAL COMPETENCE IN THE LEANING PROCESS**

In the article a competence is examined as capacities of subject for the decision of class of tasks; readiness - as the psychological state of individual; деятельность ability is determined by not only the state of individual but also presence for him of necessary psychological resources or level of psychological equipped. The model of forming of competence is worked out. At such approach every student gets possibility to realize itself as a subject of the vocational training and own professional development.

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**Anatoliy TKACH, Tamara TKACH**

## **UKRAINIAN METALLURGY ON THE WORLD TRADE MARKET UNDER CONDITION OF GLOBAL FINANCIAL CRISES**

The article presents metallurgy as one of the basic dynamically developing industries of Ukraine, and shows other industry sectors which constantly need its products. The mining and metallurgical industry in Ukraine encompasses a full set of enterprises involved in mining and smelting of raw iron ore, the production of by-product coke and ferroalloys, iron and steel casting, as well as rolled

production. From the article we can see the positive tendencies of the development but also steps which should be taken by government.

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**Wiesław URBAN, Dariusz SIEMIENIAKO**

## **MOTIVES AS MEANS OF CUSTOMER LOYALTY EXPLANATION**

The authors of the paper try to introduce a conceptual approach based on customers' motives to explain loyalty. The main aim of this study is to provide basic explanation of customers loyalty behaviours towards a loyalty object. Authors take into account customers' loyalty motives towards various loyalty objects. The study attempts to describe and evaluate many different loyalty motives divided into four groups: (1) customer – company loyalty motives, (2) social loyalty motives, (3) loyalty motives related to benefit evaluation and (4) extrinsic obligation-triggered loyalty motives. Further directions and implications in loyalty motives research have been proposed as well.

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