Distinguished Participants,

Ladies and Gentlemen,

The Department of Business Excellence, the Faculty of Economic Sciences and Management of Nicolaus Copernicus University in Toruń has a great pleasure and honor to welcome you at the Second International Scientific Conference “The challenges of management: Leadership, strategies, social responsibility”. Our conference as an event of Welconomy Forum in Toruń is a unique opportunity for academic and business representatives to meet, and additionally attend variety of panels and debates on current issues which interest the public eye.

We hope that the conference provides stimulating discussions, networking and cooperating opportunities.

On behalf of Scientific Committee

prof. Robert Karaszewski
The 2nd International Scientific Conference:
The challenges of management: leadership, strategies, social responsibility
as an event of the Welconomy Forum in Toruń
Centrum Kulturalno-Kongresowe “Jordanki”, al. Solidarności 1-3, Toruń

1st day – Monday, March 12, 2018

9:00 am – registration
10:00 am-12:30 pm – Plenary Session
1:00-2:30 pm – 1st part discussion panels
2:40-4:10 pm – 2nd part discussion panels

4:20-7:30 pm – The 2nd International Scientific Conference: The challenges
of management: leadership, strategies, social responsibility

4:20-5:50 pm – First scientific session
- Andrzej Lis PhD, prof. Agata Sudolska (Nicolaus Copernicus University in Toruń) Inter- and intra-firm learning synergy through integrating absorptive capacity and employee suggestion processes: The case study of Frauenthal Automotive Toruń company
- prof. Tetyana Lepeyko (Simon Kuznets Kharkiv National University of Economics) Manager's profile on the case of Ukraine include Asian style of management review
- Sergii Vasylyk PhD (Simon Kuznets Kharkiv National University of Economics) Employee related CSR issues: best practices
- Inna Khovrak PhD (Kremenchuk Mykhailo Ostrohodskyi National University) University Social Responsibility for Sustainable Development: Challenges and Opportunities
- Jolanta Maj PhD (Opole University of Technology) Determinants of Corporate Social Responsibility Data Collection in Polish Enterprises
- Piotr Bębenek PhD (Opole University of Technology) Creativity and Innovation Management as Contemporary Competency Model for Managers
- Viktoria Moskalenko PhD (National University of Food Technologies in Kyiv) Main aspects of leadership at food industry enterprises in Ukraine
- Aneta Szymańska PhD, Łukasz Płoszczański (University of Business in Wroclaw) CSR as a branding tool for building a corporate culture leading to business sustainability and employees’ satisfaction

6:00-7:30 pm – Second scientific session
- prof. Zygmunt Waśkowski (Poznań University of Economics and Business), Anna Jasiulewicz PhD (Warsaw University of Life Sciences) The role and application of a company’s competences in the process of implementing marketing innovations
- Yong Lu, Marek Nieznański (Institute of Psychology, Faculty of Christian Philosophy, Cardinal Stefan Wyszyński University in Warsaw) ‘I’ Avoid Loss, ”We” Seek Interdependence: Regulatory Focus and Self-construal as Determinants on the Majority Rule
- Anna Kurzak (Częstochowa University of Technology) The ecological aspect of sustainable development
- Weronika Kawecka, Anna Damilak (Łódź University of Technology) Startup - the place for leaders, not for bosses
- Anna Horzela (Silesian University of Technology) Challenges of Corporate Social Responsibility
- Tomasz Grodzicki (Nicolaus Copernicus University in Toruń) Women as managers in the world’s top corporations: underestimated potential
- Paulina Bies (Cracow Economics University) Risk management as an element of continuous improvement in the organization
- Patrycja Gulak-Lipka, Michał Jagielski, Patryk Taciak (Nicolaus Copernicus University in Toruń) Employees' contribution to company's CSR activities

7:30-7:40 pm - closing the scientific conference

2nd day - Tuesday, March 13, 2013

9:30-11:00 am – 1st part discussion panels
11:10 am -12:40 pm – 2nd part discussion panels
12:50-14:20 pm – 3rd part discussion panels
Table of Contents

Inter- and intra-firm learning synergy through integrating absorptive capacity and employee suggestion processes: The case study of Frauenthal Automotive Toruń company.......................... 4
Employee related CSR issues................................................................................................................. 4
University Social Responsibility for Sustainable Development: Challenges and Opportunities ............................................................................................................................................. 5
Determinants of Corporate Social Responsibility Data Collection in Polish Enterprises............. 5
Creativity and Innovation Management as Contemporary Competency Model for Managers 6
Main aspects of leadership at food industry enterprises in Ukraine..................................................... 7
CSR as a branding tool for building a corporate culture leading to business sustainability and employees’ satisfaction ......................................................................................................................................................... 7
The role and application of a company’s competences in the process of implementing marketing innovations................................................................................................................................. 8
"I" Avoid Loss, "We" Seek Interdependence: Regulatory Focus and Self-construal as Determinants on the Majority Rule ...................................................................................................................... 8
The ecological aspect of sustainable ......................................................................................................................... 9
Startup - the place for leaders, not bosses ................................................................................................. 9
Challenges of Corporate Social Responsibility ................................................................................................. 9
Women as Managers in the World’s Top Corporations: Underestimated Potential ................ 10
Risk management as an element of continuous improvement in the organization .................. 10
Employees’ contribution to company's CSR activities............................................................................... 11
Inter- and intra-firm learning synergy through integrating absorptive capacity and employee suggestion processes: The case study of Frauenthal Automotive Toruń company

Andrzej Lis, Agata Sudolska
Nicolaus Copernicus University Toruń, Poland

Abstract: The aim of the paper is to study relationships between the processes of absorptive capacity (inter-firm learning) and learning lessons through employee suggestions (intra-firm learning) and identify potential synergies between them. The research interest is focused on investigating the following problems: (1) How do organizations apply external knowledge to support intra-organizational learning processes? (2) How should the employee suggestion system be organized to increase (or build) absorptive capacity? The exploratory case study analysis is applied to answer research questions and achieve the aim of the study. The unit of analysis is constituted by inter-firm and intra-firm learning processes observed in Frauenthal Automotive Toruń (FTO) company.

Manager's profile on the case of Ukraine include Asian style of management review

Tetyana Lepeyko
Simon Kuznets Kharkiv National University of Economics, Ukraine

Abstract: The main focus on comparative analysis of Asian management model modern findings. Starting from mail features of Asian management style and existing contradictions appeared in e-economy, observed discussion in previous findings on the border of cross-cultural and leadership management theories. The main dimensions of Asian leadership style will be generalized based on modern practical stadies. Brief overview of modern Asian management and leadership model will be given as a conclusion.

Employee related CSR issues

Sergii Vasylyk
Simon Kuznets Kharkiv National University of Economics, Ukraine

Abstract: The corporate social responsibility (CSR) areas of company’s activity according to the UN Global Compact principles are presented. CSR issues are presented in company’s non-financial report. CSR activity is most effective when it is embodied in company business strategy.

CRS employee related issues of Polish, UK, and Ukrainian companies are investigated. These issues are viewed under next categories: training and development, communication and consultation, health and safety, work-life balance, equality and diversity. The advantages of CSR implementation are shown. The prospects for the CSR development in Ukraine are presented.
University Social Responsibility for Sustainable Development:
Challenges and Opportunities

Inna Khovrak
Kremenchuk Mykhailo Ostrohradskyi National University, Kremenchuk, Ukraine

Abstract: The university social responsibility is a catalyst for sustainable development, since education helps create the values, behavior and lifestyle needed to ensure a sustainable future. Modern universities, taking into account public expectations, educate conscious citizens who become responsible consumers, investors, entrepreneurs, employees. Under these conditions, universities must not only disseminate knowledge about the best global experience of social responsibility, but also demonstrate their own social responsibility. Also, the contribution of universities to the development and implementation of effective mechanisms of cooperation between the state, business and communities is strategically important. This paper aims at exploring and discussing the Challenges and Opportunities of implementation of University Social Responsibility for Sustainable Development. The following objectives have been set: (1) to prove the importance of sustainable development, (2) to identify Universities as agents of change for the formation of a sustainable future through compliance with the concept of social responsibility, (3) to discuss universal practices of University Social Responsibility that can be used in different countries, regardless of their economic development level. The paper provides a brief University Social Responsibility literature review and qualitative content analysis into the data analysis in case study research. These case studies have led to analysis and evaluation of documents and websites of European, American and Asian universities. The author has proved that University Social Responsibility can be achieved through implementation of ethical principles in the educational process, the original methods of education and research, and the development of socially responsible projects. Also, the article contains a toolkit for diagnosing the relationship with stakeholders in the process of implementing the concept of University Social Responsibility. The results of the study will be useful for a wide range of target groups: Students, Educators, Partners outside the education system in the field of sustainable development (media, environmental authorities, businesses, NGOs and families).

Determinants of Corporate Social Responsibility Data Collection in Polish Enterprises

Jolanta Maj
Opole University of Technology, Poland

Abstract: Studies suggest that organizations tend to a selective disclosure of non-financial information. Researchers have analysed many determinants of corporate social responsibility disclosure. However relatively little attention has been devoted to the topic of the sustainability reporting process and how the reports are developed, which includes also the question of data collection and its determinants. The paper tries to determine whether selected variables: the size of the organization, financial performance, operating on foreign markets, the issue of stakeholders mapping and preparing non-financial reports influence the detail of collected non-financial information in Polish organizations. For this purpose CATI research with 102 companies listed on the Warsaw stock exchange has been conducted. The obtained results have been analysed using V Cramer contingency measure and the Kruskal-Wallis H test. The undertaken research shows there are statistically significant differences between the detail of non-financial information collected by organizations mapping and not-mapping stakeholders.
In relation to the influence of the size of the organization the obtained results were not important statistically, yet showed a moderate correlation between those variables. Similar results were obtained for the other variables. Statistically relevant correlation has been determined in regards to the influence of operating on foreign markets and the detail of the collected data regarding respect for human rights, financial performance and the detail of collected information regarding respect for human rights and anti-corruption and bribery matters and the correlation between the fact of preparing non-financial reports and the detail of the collected environmental information. The limitations of the study result from the fact, that the questionnaire has been build using the Likert scale for most of the questions the quantitative nature of the presented answer choices imposed the choice of tools for the analysis of quantitative variables, which allow limited conclusions about the nature of the correlation. Based on the analysis of the existing state of art and to the best knowledge of the author the issue of determinants of collecting CSR data has, not yet been analysed. Thus this paper tries to start a discussion regarding a previously neglected issue.

**Creativity and Innovation Management as Contemporary Competency Model for Managers**

**Piotr Bębenek**
Opole University of Technology, Poland

**Abstract:** In the process of building an innovative organization human capital has started to be put in focus and being perceived as the most valuable asset. This innovative approach becomes unpopular in organizations where human capital is treated more as a problem than a key to solving them. Such innovations require the involvement of an increasing number of teams and the creative integration of different fields and perspectives. The synergy effect of teamwork can result in certain effects, resulting in more and more innovative solutions. The aim of the study is to identify qualitative factors describing the issues of innovation in the context of building an innovative enterprise. The key element in the research will be to analyze the methods used by managers in group work, but also to identify knowledge of models of innovation in enterprises. For the purpose of this paper a qualitative research approach has been chosen. Telephone-in-depth interview (TDI) with experts from the innovation and organisation management have been conducted. The sampling was purposive. Qualitative research will be preceded by a quantitative research which is an integral part of the qualitative study. Due to the conducted research information in accordance with the categorical key have been obtained. The experts pointed to a number of factors affecting the building of an innovative organization i.e. human capital, organizational culture, leadership and business environment. Current research has been focused on a quantitative description of innovation. The qualitative approach has been neglected so far. Therefore the paper, as a preliminary study starts the process of feeling this void.
Main aspects of leadership at food industry enterprises in Ukraine

Viktoriia Moskalenko
National University of Food Technologies, Kyiv, Ukraine

Abstract: Leadership is one of the most important elements of any society. Particular importance of the phenomenon of leadership takes place in the period of strategic and technological changes. The purpose of the article is to reveal the essence, tasks and problems of leadership at the Ukraine's enterprises. The article briefly describes the leadership styles in the food industry enterprises of Ukraine. The Global Leadership Forecast 2017-2018 is presented in detail with the aim of identifying core development vectors for CEOs. The systematic approach were adapt in the article that allowed had considered the types of intelligence as a certain amounts of interconnected components. In turn, the process approach was applied in the study of leadership at Ukrainian enterprises. An empirical method of scientific research was used when considering leadership theories. Analytical data is based on data provided by enterprises and acquired during communication with CEOs. The author's vision of forming a model of modern leadership at enterprises is presented. Asymmetric aspects of the formation of the new generation of business leaders were mentioned. The article focuses on the combination of elements of vertical development of leadership, emotional, cultural, social and verbal intelligences which base on the value management.

CSR as a branding tool for building a corporate culture leading to business sustainability and employees’ satisfaction

Aneta Szymańska, Łukasz Płoszczański
University of Business in Wroclaw, Poland

Abstract: The concept of corporate social responsibility, since it emerged in the second half of the 20th century, has never been more prominent on the corporate agenda than it is today. Over the years, growing attention has been paid to the ethical, environmental and social dimensions of business, most often under the heading of CSR. As extensive research suggests, companies receive external benefits from implementing CSR policies. CSR is linked to more favorable corporate evaluations, increased purchase behavior, higher customer satisfaction and market value of a firm – all of which is believed to translate into increased profitability for the corporation. There is also some evidence that CSR is beneficial because it improves employees’ perceptions of the company. When a company has CSR initiatives, employees are more proud of and committed to their organization. The study carried out on 146 respondents investigates the influence of implementing CSR policies on employees’ perceptions of the brand image of their organizations.
The role and application of a company’s competences in the process of implementing marketing innovations

Zygmunt Waśkowski
Poznan University of Economics and Business, Poland
Anna Jasiulewicz
Warsaw University of Life Sciences, Poland

Abstract: Marketing innovations often decide a company’s competitive advantage. However, their successful implementation is conditioned by various determinants, among which organisational competences are considered crucial. This article is to describe the relations between a company’s competences and the process of implementing marketing innovations, in the context of final effect – strengthening one’s market position. The article is of conceptual character, its main goal is to identify the sources of organisational competences and the possibilities to apply them in the process of innovation.

"I" Avoid Loss, "We" Seek Interdependence: Regulatory Focus and Self-construal as Determinants on the Majority Rule

Yong Lu, Marek Nieznański
Cardinal Stefan Wyszyński University in Warsaw, Poland

Abstract: The majority rule has caught much attention in recent debate on preference for aggregation strategies which individuals may use in making choices or judgments underlying the outcomes of group and individual decision-making process. The present research extends previous work on deterministic factors that influence the conditions under which individuals choose to use the majority rule. The experiment evidenced that individual decision makers are more likely to use the majority rule when increasing their orientation toward prevention rather than promotion regulatory focus, or when priming their preference for interdependent rather than independent self-construal. These findings highlight a dynamic association between individual differences in goal pursuit motivation and perceived self-definition and behavioral judgment strategies.
The ecological aspect of sustainable development

Anna Kurzak-Mabrouk
Czestochowa University of Technology, Poland

Abstract: The concept of sustainable development is becoming more and more popular, taking an important place in management theory. It appears as a long-term process whose aim is to balance the three dimensions: social, ecological and economic. Human plays a very important role in its implementation. Social, environmental and economic problems should be considered together. The reconciliation of these three aspects, integrated by a common goal of enterprise development, is consistent with this concept. Ecological aspects take into account the effects of the company's activities that affects the natural environment. The author's goal is to show what actions the company is doing to have the least negative impact on the planet, so that it conducts business in a sustainable way. The article consists of two parts. The first presents the theory of sustainable development with a special discussion of the ecological aspect. The second part consists of an analysis of the company's activities that implements the discussed aspect in its business activities.

Startup - the place for leaders, not bosses

Weronika Kawecka, Anna Damilak
Lodz University of Technology, Poland

Abstract: Startups as a specific companies aim to meet a marketplace need by developing a business around an innovative product or service. Launching the new startup company often means high costs of research and high rates of failure. What is more usually the co-founders at the beginning earn no money. Those conditions required special kind of leadership. Talented leader with positive mindset, that know how to motivate people to work is required in this kind of company. Startup leader should create trust that is crucial for effective collaboration. To conclude it is very difficult to have the right people on board that have the same vision and want to fulfill the same dreams.

Challenges of Corporate Social Responsibility

Anna Horzela
Silesian University of Technology, Poland

Abstract: It is difficult to define Corporate Social Responsibility precisely because it will always have a location specific context. The world business Council for Sustainable Development defines CSR as, “Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.” Of course nowadays there are some challenges of Corporate Social Responsibility, that I want to present in this article. The prime purpose of including CSR in corporate business is to make the corporate business activities as well as the corporate culture both sustainable in three ways: social, economic and environmental.
Women as Managers in the World’s Top Corporations: Underestimated Potential

Tomasz Grodzicki
Nicolaus Copernicus University in Toruń, Poland

Abstract: Although the concept of gender equality does exist in all developed countries, the number of female managers is still very low. Hitherto, there have been many studies conducted in the field of feminine style of management which perfectly illustrate both their advantages and disadvantages. Nonetheless, having all this knowledge does not improve the situation of women in getting to the management positions. There is still this unwritten rule that women are perfect for administrative jobs and less responsible ones since they are expected to focus more on their families. In that case, the owners of corporations do know that a company can run with an employee being on a maternity leave, however this does not work for managerial positions. The situation when a manager is a man is widely known and has been present throughout such a position was introduced, so sometimes for particular corporations it is very difficult to ‘break the ice’ and apply a scenario (which was not present/tested before) when the woman is a manager. Thus, the aim of this paper is to analyse the World’s largest corporations in terms of the number of female managers. It is important to realise that women are underestimated for managerial position so their share in the total number of managers in the World’s top corporations is very low.

Risk management as an element of continuous improvement in the organization

Paulina Bies
Cracow University of Economics, Poland

Abstract: Risk management is one of the requirements given by the standard concerning the quality management system. Risk is inseparable element of business operations, hence identification and proper management of the risk are crucial. The objective of the article is to show the essence of risk analysis in enterprise management. The author of the article shows the problematic aspects of risk analysis and its impact on company's improvement. Basing on literature, the most commonly used methods of risk management were quoted. The article shows a process of risk management by the example of service company.
Employees’ contribution to company’s CSR activities

Patrycja Gulak-Lipka, Michał Jagielski, Patryk Taciak
Nicolaus Copernicus University in Toruń, Poland

Abstract: The aim of the paper is to analyze the role and meaning of employees in realizing the CSR strategy of a company and how it relates to the local community. The Corporate Social Responsibility (CSR) is more and more popular approach in the companies. The success of a company in this area depends on many factors. One of these factors are employees who as a part of the company are responsible for many activities conducted by a company, including CSR projects. The study is conducted within the context of employees’ contribution to company’s CSR projects. The article describes the main idea of Corporate Social Responsibility, presents the key success factors, which decides about company’s CSR success and shows the benefits that the company can reach thanks to its CSR activities. In order to achieve the aim of the paper, the following objectives have been set: (1) to present the employees as the resource that determines about realizing CSR strategy, (2) to measure the employees’ level of engagement to CSR projects, (3) to identify the difference between employees’ declaration to be a part of CSR activities and their real engagement. The analysis is based on findings from the questionnaire survey and interview with the manager in FTO operating in Toruń, Poland. The results present that most of the employees declare their willingness of contribution to CSR projects, but their involvement is small. However, they show that employees are the very important resource who influence the realization of CSR projects.
Dear Participants,

We are proud to inform that, by the decision of the Initial Accreditation Committee as of 5th August 2015 (ratified by the Board of Directors on 12th August 2015), the Faculty of Economic Sciences and Management at Nicolaus Copernicus University in Toruń, as the first public university in Poland, received prestigious business accreditation AACSB. As the proud members of the family of AACSB accredited higher education institutions, we feel responsibility for continuous development of research in the field of management studies and dissemination of its findings. Therefore, we would like to invite you to contribute with scientific papers to the journals published by the Department of Business Excellence i.e. *Journal of Corporate Responsibility and Leadership* and *Quality in Sport*. The journals are published in a paper version and an on-line version. The paper versions are reference ones. Below there is provided basic information about these two journals. For further information please visit following websites: www.jcrl.umk.pl and www.sport.umk.pl.

**Journal of Corporate Responsibility and Leadership** (JCR&L) is a double blinded scientific quarterly. The aim of the journal is to establish the platform for scientific discussion and to disseminate the research findings on corporate responsibility and leadership. The scope of the papers published in the JCR&L covers the issues of: corporate responsibility to employees and other stakeholders, organisations in business environment, society and the natural environment; leadership including contemporary concepts of leadership, the roles played by top, middle and first line managers, and challenges (both external and intra-organisational) faced by leaders in business, public sector and non-profit organisations.

**Quality in Sport** is the journal that was established on the foundation of the annual conference “Quality in Sport”, organised by Nicolaus Copernicus University in Toruń (Faculty of Economic Sciences and Management and Faculty of Education) and the Academy of Physical Education in Wrocław. The journal has interdisciplinary character, while the aspects related to widely understood sport issues and the approaches to achieving quality in sport make up its core area of interest. Therefore, that founders of the journal are researchers representing economic sciences, its main focus is on management and economics issues. However, being aware that achieving quality in sport depends also on research in other fields, the scientific committee invites also submission of papers in the fields of law, medicine, pedagogy and psychology.

We would be honoured to publish your papers in our journals.

Yours sincerely,

prof. Robert Karaszewski
Chief of the Department of Business Excellence