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CHANGES AND OPPORTUNITIES: EXPLORING NEXUS BETWEEN THEORY AND PRACTICE

ABSTRACTS



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CULTURE AND TECHNOLOGICAL PROGRESS IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES: NEW CHALLENGES

Borisas Melnikas, Prof.Habil.Dr., Head of the Department of International Economics and Management, Professor, Vilnius Gediminas Technical University

ABSTRACT

New challenges for the changes in the European cultural, technological and economic space in the context of the processes of globalization, European integration and knowledge based society and knowledge economy creation are discussed. Needs and priorities of the creation and further development of high technologies sector in the European Union are analyzed. The main trends of the creation and development of the high technologies sector, especially - under the conditions of the creation of knowledge based society and knowledge economy in general, are characterized.

An original theoretical concept oriented to the creation, development and further modernization of high technologies sector, and based on the priorities of initiation of the synergy effects, is described. The essence of this theoretical concept - orientation to the multifaceted interaction between different cultures, different organizational systems, institutions and societal groups representing different activities, functions, interests, as well as different sectors of economy and societal life, different industries and spheres of production, manufacturing and services.

The ideas of networking, of rationalization of various regional cultural and economic systems, as well as the ideas of the development of regional and interregional high technologies oriented clusters are discussed. These ideas are presented in the general context of the problems of technological progress and knowledge based society and knowledge economy creation.

KEYWORDS: Technological Progress, Culture, Knowledge Society, European Union, High Technologies, European Integration.







GOVERNMENT EXPENDITURE: SOCIAL SECTOR EXPENDITURE AND ITS INFLUENCE FOR ECONOMY OF LITHUANIA

Mantautas Račkauskas, Master, Doctoral student, Vytautas Magnus University Vytautas Liesionis, Assoc. Prof. Dr., Academic, Vytautas Magnus University

ABSTRACT

This article aims to find how government expenditure for social sector influences the economic situation in Lithuania. Because social expenditure takes the major part in whole government expenditure structure, it needs more attention.

This article helps to clarify the influence factors that can be classified as productive and unproductive. According to functional classification, one part of expenditure for social sector can be productive, and another part – unproductive as well.

In order to find the relations, the statistical data is analyzed. In order to find out which part of social expenditure is productive or unproductive, the structure of it should be analyzed. Official statistical data helps to make comparative analysis and find the correlations between different fields of social expenditure and economic growth. The economic growth is higher when the consumption is higher as well, so even if whole social expenditure sector is called as unproductive, some parts of it can be productive, because the money given as welfare might be consumed and given back to the economy. Of course, if we analyze the productivity, we should not forget enduring value of the expenditure, and its influence for the economy in long term.

This article tries to deny or confirm the productivity of expenditure for social sector, and in this way, shows how social expenditure affects the economy of the country. Resulting conclusions give an answer whether whole sector of social expenditure is unproductive, or maybe some parts of it can be assigned to productive ones.

KEYWORDS: government expenditure, social expenditure, productive expenditure, unproductive expenditure, economic growth.







THE LAW ON COUNTERACTING DRUG ADDICTION IN POLAND VERSUS THE ILLEGAL TRADE OF NEW DRUGS (BOOSTERS): BETWEEN THEORY AND PRACTICE

Mirosław Rewera, PhD, Assistant professor, The John Paul II Catholic University of Lublin, Off-Campus Faculty of Social Sciences in Stalowa Wola

ABSTRACT

Boosters trade began in Poland in 2007, via the Internet, and a year later first smart shop was opened in the city of Łódź. Its boom occurred in the period of two years (from 2008 to 2010), and – as a result of legislative changes – began to disappear from the market, going down to the underground, where its trade continues to "bloom" especially in the Internet. The issue of highs – though legally forbidden – in Poland is still a problem that particularly affects young people.

Within a very short time the Polish government received a draft law amending the law on counteracting drug addiction and the Act on the State Sanitary Inspection. In October 2010, new legislation was adopted by the parliament, and then the Senate in November and it was signed by the Polish President.

However, these hasty legislative changes have not solved effectively once and for all the issue of legal highs. Traffickers of "new drugs" have moved their business to the underworld (accepting orders on the phone, via the Internet) and out of the country. The sale takes place also in stationary stores (e.g. in computer stores they are sold as substances for monitor clearing or in souvenir boutiques – simply as 'common' souvenirs). Since the time of smart shop closure there has also been observed another disturbing phenomenon – young people were increasingly looking for new ways to intoxication to reach such as the windscreen washer fluids or metal cleaners.

Amended Act on Counteracting Drug Addiction in Poland, which was introduced in 2010 to effectively deal with the phenomenon of legal highs, proved to be partly an effective solution, because we still have to deal with the underground trade of boosters, and we learn from the media about the victims of smarts poisoning.

KEYWORDS: New drugs (boosters), Drug addiction, Law (legislative changes), Illegal trade, Victims of smarts poisoning, Poland.







SELECTED ASPECTS OF CLINICAL HOSPITALS FUNCTIONING IN POLAND

Anastazja Wieckiewicz, Master, Postgraduate student, Warsaw School of Economics

ABSTRACT

The article describes selected aspects of clinical hospitals functioning in Poland. They are a very important link in the Polish health care, because of implementing of three very important functions: medical by providing health benefits, education in reference to teaching medical staff and scientific one due to implementation of new medical technologies.

Because of the fact that the university clinics usually get patients who are the difficult cases there are lots of expensive medical procedures. Additionally, the costs increase as a result of medical staff engaged in scientific research and teaching. The article highlights the role played in these conditions by teaching hospital management. The clinical hospital, despite of its close relationship with the university is completely independent entity, and therefore have also to strive to balance its activities. The described issues are of such important that in the case of these entities is not a business objective to increase the value for the owners.

It is worth to emphasize that except for a few areas typical only for the management of therapeutic entities as a complex agency relations, specific legislation, problems with close identification with the hospital academics, university hospitals use in current operations the same tools of financial management as the other operators on the market.

KEYWORDS: Clinical hospitals, Hospital management, Close relationship between university and clinical hospital, Poland.







SOME SUSTAINABILITY INDICATORS OF BIOENERGY

Ligita Melece, Dr.oec., Head of Department, Latvian State Institute of Agrarian Economics

Dina Popluga, Dr.oec., researcher, Latvian State Institute of Agrarian Economics **Ilze Šēna**, Scientific Assistant, Latvian State Institute of Agrarian Economics

ABSTRACT

Bio-energy as one of the renewable energy resources is currently at the global focal point, both due to its effect on environment and the necessity to replace rapidly decreasing fossil energy sources with renewable and more environment-friendly source.

The possible benefits from the environmental point of view, including the lower greenhouse gas emissions when replacing the fossil fuel with biomass, is among the main driving forces for wider usage of bio-energy. Effective indicators, which receive an increasing attention, can help to identify and quantify the sustainability attributes of bioenergy development. Indicators are needed to assess both socioeconomic and environmental sustainability of bioenergy systems. It is widely recognized by scholars that some socioeconomic indicators are related to environmental indicators.

Along with the benefits of bio-energy generation, the negative influence caused by some types of bio-energy is also stressed. The majority of such objections are related to the biomass production from the agricultural lands and field crops, which commonly are used for food or feed.

The current situation in Latvia shows that the biogas stations in Latvia largely are located in territories with high proportion of agricultural lands and most fertile soil. Thus there is a direct competition to cultivating the agricultural cultures, such has crops.

Various socio-economic and environmental indictors and criteria have been developed to implement the evaluation of the sustainability of bio-energy in the world and in Europe, and they are not always suitable for Latvian conditions due to lack of some industries (such as extraction of fossil resources) and lack of data, especially on regional and district level.

KEYWORDS: bioenergy, idicators, socio-economic, environment, location.







CONTEMPORARY FAMILY IN THE FACE OF GLOBALIZATION

Bogdan Więckiewicz, PhD, Assistant professor, The John Paul II Catholic University of Lublin, Off-Campus Faculty of Social Sciences in Stalowa Wola

ABSTRACT

The process of globalization leads to many social changes. It changes the way of work, a form of leisure time spending and lifestyles of society, as well as the functioning of the family. Globalization impacts on consumer choices, which have been undertaking mainly under the influence of the media. Globalization contributes to the spread of post-modern and popular culture. This process causes the standardization of lifestyles in different countries. People behave in a similar way in their work and in other areas of life (i. e. spending their leisure time or eating lunch in a restaurant).

The family also is under the influence of the process of globalization. It causes that family adopts various alternative forms of living. Globalization affects the changes in the family ways of life. We are dealing with a new phenomenon, that is – an increase in income diversification, which in consequence leads to a diversity of family social life. Global enterprises force out small and medium-sized companies. In result, some of them stop to exist. Reduction of jobs leads to redundancies. Loss of work by at least one of family members significantly reduces the standard of family living.

Another phenomenon of economic globalization is the diversity of the labor market. There is a need on works that require very high or low skills. The latter are usually connected with low-paid jobs, and commonly do not provide the proper living conditions of the family.

KEYWORDS: Contemporary Family, Globalization, Social changes, Functioning of the family.







PRACTICAL PROBLEMS WITH IMPLEMENTATION OF ENVIRONMENTAL ACCOUNTING WITHIN ENTERPRISES

Michal Biernacki, PhD MSc Eng, Assistant Professor, Wroclaw University of Economics

ABSTRACT

Traditional accounting systems (financial and management) provides incomplete and lacking data and hidden environmental costs in administration and overhead accounts and sometimes allocated them in inadequate products, objects. The purpose of this research is to attempt to gain an understanding of the root causes of blockades and problems to the development of environmental accounting in enterprises. The study employs interviews with operating officers, environmental managers and accounting officers of Polish companies from Lower Silesia. To improve the generalization of the results and for the future research it should be comparative research between different industries, countries and regions. Developing environmental accounting requires increasing green and sustainability knowledge and generating a conception of corporate responsibility inside an organization. This paper contributes to a deeper understanding of the influence of organizational learning mechanisms and the role of local authorities in developing environmental accounting.

KEYWORDS: accounting, management accounting, environmental accounting, green accounting.







EVALUATION OF METHODS OF QUALITY'S MEASUREMENT, AS THE DETERMINANT OF COMPETITIVENESS IN ECONOMIC AND SOCIOLOGICAL ASPECTS

Barbara Lubas, PhD, The John Paul II Catholic University of Lublin, Off-Campus Faculty of Law and Economy in Stalowa Wola,

Leszek Buller, Assistant professor, The University of Cardinal Stefan Wyszynski

ABSTRACT

The competitiveness of firms operating from a particular location is determined not only by firm own performance, but also by a multitude of other factors in the business environment from which it operates. A lot of systemic competitiveness models scopes the variety of factors that can be influenced to improve competitiveness. One of the most essential factors of the competitiveness stays still a quality of product.

It is very difficult to measure expecially service quality because it is a subjective experience. Even if an employee or product performed exactly as intended, a consumer may be dissatisfied for another reason.

There are currently very few alternatives available to researchers for identifying the drivers of external competitiveness and they are mostly based on productive efficiency and relative price levels, thus drawing all the attention towards these two dimensions of competitiveness. In contrast, a methodology is proposed here to extract from economic and social data information on the evolution of what will be referred to as the quality.

The aim of this article is to introduce two diffrent concepts of quality model building, two diffrent views of quality as the factor of competitiveness. The first one, known as conecptual, is based on qualitative description of things, interactions, relationships, structures and phenomena observed, for instance, in abrupt of changes of their functioning, leading to verbal representations of systems. The second one-mathemticatical, also known as formal, consict in representing descriptions of the some areas and levels in a formalised language of mathematic leading to development of analytic, stochastic, statistic and simulation models.

KEYWORDS: quality, measure, competition, determinant, methods.







FIRM CHARACTERISTICS AS DETERMINANTS OF CAPITAL STRUCTURE IN LATVIA

Irina Bērzkalne, Mg.oec., PhD student, University of Latvia

ABSTRACT

Capital structure is of particular importance in estimating the company value; an accurately estimated and selected equity and debt ratio can minimize the cost of capital and maximize the company value, and, consequently, the shareholder value. Capital structure depends on several factors: firm-specific, country-specific, industry-specific, and eventually, since the decision is made by financial manager, behavioural aspects also must be taken into consideration.

The aim of the research is to evaluate the impact of firm-specific determinants of corporate leverage and, based on the empirical results, to make conclusions.

Analysis is conducted on a sample of 59 listed companies (Baltic Stock Exchange) and 150 unlisted companies (small and medium enterprises) over the period from 2005 to 2012. The author analyses the relationship of capital structure and several firm-specific determinants – size, tangibility, profitability, growth opportunities, liquidity, and maturity. In the research paper, the following qualitative and quantitative methods of research are applied: the monographic method, correlation analysis and multiple regression analysis.

The study finds that for listed companies' debt increases with tangibility; however it correlates negatively with profitability and liquidity. Regarding unlisted companies one can find that debt ratios increase with tangibility as well, but profitability is not a statistically significant determinant during the economic boom, however, correlation is significant and negative during the economic recession. Overall, firm-specific determinants are more pronounced during the economic recession, which might indicate that during the economic boom creditors are taking more into consideration the country-specific determinants.

KEYWORDS: Capital structure, Listed companies, Profitability, Debt.







THE ASSESSMENT OF SUBJECTIVE WELL-BEING IN EU

Inga Jēkabsone, Mg.sc.administr., doctoral student, University of Latvia **Biruta Sloka**, Dr.oec., Professor, University of Latvia

ABSTRACT

Well-being is an ancient issue: all societies are trying to find the best possible solution for community well-being. However the concept of well-being is not clearly measurable because it is not so simple to evaluate the level of living. Well-being indicators could be divided in two – the subjective and objective ones. Most of the components of well-being cannot be measured directly by objective indicators and need subjective ones, built from the point of view of the persons themselves.

The aim of paper is to assess the level of subjective well-being in different EU countries at national and local level.

Research methods used: scientific literature studies, several stages of focus group discussions, statistical data analysis, SPIRAL methodology, meta analysis.

The main findings of the paper - the assessment of subjective well-being is becoming more and more important across the EU countries - there had been done several researches to evaluate the level of subjective well-being in communities and municipalities. Those researches are closely related to social inclusion and citizen engagement processes leading to more democratic society. Conducted research showed that there are significant changes regarding assessment of subjective well-being in different EU countries - every nation understands well-being different, for some well-being is related to material goods, at the same time for others - to relationship with society or living environment.

KEYWORDS: subjective well-being, municipalities, citizen engagement, SPIRAL methodology, social inclusion.







THE RESULTING CATEGORIES IN THE VALUATION OF LONG-TERM SERVICES IN THE CONTEXT OF PROPOSED AMENDMENTS TO THE INTERNATIONAL ACCOUNTING STANDARD 18 "REVENUE"

Anna Kasperowicz, PhD, MSc, assistant professor, Wroclaw University of Economics

ABSTRACT

A characteristic feature of long-term services is that their performance is commenced in one accounting year and completed in the other one. A long time-frame of rendering such services translates itself into the necessity to perform the assessment of all contracts being in the process of performance for successive balance sheet days. The valuation consists in the application of one of two acceptable methods. The effects of this valuation mainly impact the revenue item and possibly costs item in the profit and loss account and they become recognized in the balance sheet and the note. The proposed amendments of recognizing revenue presented in the draft International Accounting Standard 18 "Revenue" (IAS 18) stipulate the necessity to prepare oneself for the change in the previous approach. The proposed solutions to the most important issue in the context of valuation of long-term services is the need to separate the obligations under a signed contract, and pointing when the transfer of control over the result of each extracted obligation is happening. The effect of new solutions would be the possibility of application of the new costing method (currently non-authorized substance) and greater ability to "move" the disclosure of the financial result in the course of implementing the service.

The purpose of this article is to characterise long-term services as distinguishing themselves from other services, to present the current methods of their valuation and to present the impact of the effects of the proposed amendments to IAS "Revenue" on the valuation of the resulting categories of long-term services being performed. For the implementation of the so-defined aim the study of professional literature were realized which were supported by deduction, induction, licence application by analogy and case analysis has been carried out.

KEYWORDS: long term services, methods of the valuation of long term services, revenue.







SOCIAL SUPPORT RESOURCES: DISTRIBUTION PROBLEMS IN TRANSITION ECONOMIES

Elena Sevastyanova, Doctoral student, Ivanovo State University of Chemistry and Technology

Angelina Ilchenko, Dr.habil. oec., Professor, Ivanovo State University of Chemistry and Technology

ABSTRACT

The paper is devoted to social support resources distribution. The problem of poverty exists in transition economies. The public administration object is to improve resources distribution quality in the field of poor social support. The main indicator of social support recourses quality is it's targeting (distribution among really needy population). The main condition of targeting is exact gains estimation. To develop the methods of targeting improvement the author investigates social support experience in USA, European countries, the countries of Latin America, and Russia.

The author arrived at a conclusion that direct gains estimation is necessary to supplement with indirect estimation. The methods offered in the paper enable to improve social support distribution quality in the countries of transition economy with limited budget and shadow economy.

KEYWORDS: Social Support, Targeting, Budget, Poverty, Gains, Benefit.







ECONOMIC ANALYSIS AND DEVELOPMENT PROSPECTS OF THE CROP FARMING SECTOR IN LATVIA

Īrija Vītola, Dr.oec., professor, Faculty of Economics, Latvia University of Agriculture **Sanita Avota**, Mg.oec., Finanšu direktore, ZS "Landmaņa"

ABSTRACT

Agricultural companies are important in creating a stable agricultural industrial complex. Companies are dependent on grain purchase prices and dictate their rules; in order to minimize these factors to a minimum, they should provide a production storage system. Businesses should also make very conservative lending policies resulting in effective protection against a variety of external factors such as price changes, weather conditions, and national economic policy.

The aim of the research is to perform an economic and financial analysis of crop industries and make an assessment of it and to explore development prospects of the industries. There are reserves in Latvia to increase the area sown with grains, and it is mainly possible in the area exploited less intensively – in Pieriga, Kurzeme, part of Vidzeme, and Latgale. Besides, there is a significant potential for increasing crop yields in Latvia compared with the other EU states. It is also necessary as far as possible to seek lower costs to achieve the highest possible outcome.

The company major risk factors are:

- adverse climatic conditions,
- · unprotected domestic market,
- unpredictable current asset prices and increase in prices, as well as factors that are unknown at the time of sowing grain purchase prices.

KEYWORDS: crop farming sector, financial analysis, grain, rapeseed.







THE ASSESSMENT OF LATVIAN BUSINESS ENVIRONMENT IN THE RATINGS OF INTERNATIONAL ORGANISATIONS

Stanislavs Keiss, Dr.oec., Professor, Vice-rector for Scientific Affairs, Head of the Department of Economics at the University College of Economics and Culture (Latvia)

ABSTRACT

The aim of the research: to analyze business environment in Latvia taking as a basis the rating information from different international organisations.

To achieve the aim the following tasks have been set:

- 1) to survey international organisations that assess business environment and their ratings;
 - 2) to provide information about ratings that characterise business environment;
 - 3) to perform comparative analysis of business environment ratings.

The quality of business environment has important influence on the social and economical development of the state. In order to follow these processes in the business environment and analyze them, it is important to research information about ratings that characterise this business environment, the method that is applied assigning these ratings, regulation of entrepreneurship and other issues.

Globally business environment in each country is assessed by different international organisations. The ratings (indices) that are assigned by these organisations from a very wide range of viewpoints assess the competitiveness, business environment, economical freedom, level of corruption and other spheres. The most important ratings are the following: Business Environment Assessment Rating (The World Bank research Doing Business), Global Competitiveness Ranking, Index of Economic Freedom, Global Well-Being Index, Corruption Perceptions Index etc.

The annual analysis of international organisations reveals which administrative obstacles, bureaucratic barriers and regulating norms create problems for entrepreneurs. Analysing the dynamics of index data it is possible to determine in which spheres the situation has improved and where is has deteriorated. This enables the assessment of the results of the measures that have been carried out and helps to identify new problems, where finding a solution the business environment in Latvia could be improved.

The research is based on monographic analysis, synthesis and analysis, logically-constructive, grouping and comparative research methods.

KEYWORDS: Ratings of International Organisations, ratings characterising business environment, business environment in Latvia.







LEXIS OF BOTANY IN GENERAL DICTIONARIES: FROM THEORY TO PRACTICE

Silga Sviķe, Mg. TQM, Lecturer, Ventspils University College

ABSTRACT

Lexis of Botany in General Dictionaries: from Theory to Practice (Botānikas speciālā leksika vispārīgajās vārdnīcās: no teorijas uz praksi)

It is not possible to include all vocabulary of daily use in a single average volume bilingual dictionary; therefore the developers of such dictionaries should perform the selection of entries for the particular dictionary. The larger is the volume of the dictionary, the more peripheral lexis can be included in it. Moreover, a lexicographer should make a decision whether to include as many entry words and their equivalents as possible, and just some basic information about the word, or to select less entry words and to provide more equivalents and as much additional information about it as possible. To a great extent, the selection principles of entries are determined by the expected volume of a dictionary, the intended user of the dictionary and the purpose of use of the dictionary. Botanical lexicon has a special status (e.g. Latin names) and it is characteristic of having an extensive synonymy.

The research examines the principles of inclusion, handling and reflecting of the special botanical lexicon in the general bilingual translation dictionaries.

KEYWORDS: Bilingual dictionaries, lexis of special use, theory, practice, entry words.







NOTES ON THE LATVIAN TRANSLATION OF JAMES MEEK'S NOVEL WE ARE NOW BEGINNING OUR DESCENT TRANSLATED BY MĀRTIŅŠ POMAHS

Dzintra Paegle, Dr.philol., associated professor, The University College of Economics and Culture

ABSTRACT

The paper analyses the Latvian translation of the novel "We Are Now Beginning Our Decent" by James Meek ("Piezemēšanās" - translated into Latvian by Mārtiņš Pomahs). The target text is assessed from the viewpoint of the quality of the target language, examining text fragments and separate words that have been transferred unsuccessfully.

The most widespread drawbacks in the Latvian target text are:

- too lengthy sentences,
- · wrong genitive case constructions,
- · inappropriate word choice.

The issue about the translator's Latvian language skills and proficiency is still very topical.

KEYWORDS: translation, source language, target language, quality in translation.







BIBLIOMETRIC ANALYSIS OF RESEARCH ARTICLES IN LATVIAN LINGUISTICS: LINGUISTICA LETTICA

Kristīne Gurtaja, Mg.philol., lecturer, University College of Economics and Culture

ABSTRACT

Bibliometric analysis is a method with the help of which citation habits, influence factors and scientific communication patterns can be studied. In the present study there has been made an attempt to map Latvian linguists' communication patterns and citation habits based on the analysis of 20 issues of scientific journal Linguistica Lettica for the time period 1997-2012. The study proves similarities in the citation habits and scientific communication patterns with other 'small cultures'. However, there are culture and language specific differences observed.

KEYWORDS: bibliometrics, research articles, intertextuality, citations.







RENDERING THE SOURCE TEXT'S EMOTIVE CONNOTATIONS OF DIMINUTIVES TO TARGET TEXTS: THE USE OF MS EXCEL FOR DATA PROCESSING

Zane Veidenberga, Mg.edu.mngmnt., senior lecturer, The University College of Economics and Culture

ABSTRACT

The aim of this paper is to outline the possibilities offered by MS Excel for analyzing the language material - diminutives excerpted from Latvian prose texts and their translations into English.

In order to find out what linguistic tools and translation methods are used by the translators of Latvian prose texts to render the emotional connotations of diminutives to English target texts, not only qualitative, but also quantitative data processing is required. The subjectivity of interpreting the nuances of emotive connotations of diminutives cause difficulties for categorizing them for further analysis.

This paper includes some possibilities for reducing this challenge, but still further research still has to be performed to find an objective model for categorizing the emotional connotations of diminutives expressed in a particular context.

KEYWORDS: diminutive, emotive connotation, source text, target text, category.







SOME ASPECTS OF THE LATVIAN AND BELARUSIAN LANGUAGE CONTACTS (LANGUAGE POLICY)

Jūlija Gabranova, Mg.Philol., Lecturer, The University College of Economics and Culture

ABSTRACT

This article is dedicated to the Latvian and Belarusian language contacts in Latvia in the early 20th century until nowadays.

Belarusians are one of the most long-standing minorities in Latvia whose history is primarily connected with Latgale Region. The status of a national minority was granted to Belarusians in 1920, in the very beginning of Latvia's first period of independence. During that period Belarusian culture in Latvia began to blossom—Belarusian schools and gymnasiums were opened; first newspapers, books and magazines in Belarusian were published. Belarusians in general had poor knowledge of the Latvian language and considerable amount of illiterate Belarusians. In 2013 in Latvia lived around 75 000 Belarusians and only 30 579 were Latvian citizens. In everyday communications they generaly use Russian and Latvian languages.

In the Belarusian People's Republic (1918-1920), Belarusian was used as the only official language (decreed by Belarusian People's Secretariat on 28 April 1918). Subsequently, in the Belarusian SSR, Belarusian was decreed to be one of the four (Belarusian, Polish, Russian, and Yiddish) official languages (decreed by Central Executive Committee of BSSR in February 1921). At the present moment the Belarusian language is one of the official state languages in Belarusia, but it is not so popular as the second one – Russian. Many Belarusians consider Belarusian their mother tongue, but only some use it. Mostly it is "language spoken at home". According to the research, one out of ten Belarusians does not understand Belarusian. The aim of the present paper is to give a general overview of the language policy in Latvia and Belarusia from the beginning of the 20th century until nowadays.

KEYWORDS: Language Contacts, Language Policy, minorities, mother tongue, official language.







PEER REJECTION: THEORETICAL APPROACHES AND INTERVENTION STRATEGIES

Lukasz Szwejka, Master of Arts, PhD student, Educational Institute

ABSTRACT

Peer rejection phenomenon is a serious problem in modern community. Researches which are conducted from 60' of XX century, reports that 10-15 per cent of children at elementary schools experience exclusion from normative group. Apart from the scale of this phenomenon it is important to mention of consequences of peer rejection. Longitudinal studies indicate that people who were isolated from the peer context in childhood, in adulthood more often experienced serious adaptation problems. To explain this connection, scholars focus on the role of the interaction in childhood and claim that the early relations with peers are a kind of the "framework" for the further relations with the others. Therefore people who were rejected in childhood are socially incompetent.

The severity of the peer rejection is a reason for searching for effective intervention methods. The early methods were related to behavioral approach, because the peer rejection is a consequence of inappropriate patterns of behavior (e.g. high rates of aggression, withdraw, inattention). Those methods were effective in limited way and did not change the low sociometric status. Further investigation have focused on cognitive social learning theory, which involves modeling, discussions, feedbacks etc. Meta-analytical research confirmed high effectiveness of these theories.

The purpose of this paper is to present the major theoretical approaches that explain the dynamics of peer rejection. The focus is also on presenting current methods of correction, which aim is to improve peer relations among rejected children.

KEYWORDS: Peer Rejection, Behavioral Deficits, Coaching Programs, Cognitive Social Learning Intervention.







21ST CENTURY SUSTAINABLE COMPETITIVE ADVANTAGE: CRITICAL CAPABILITIES THROUGH LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Gyongyi Konyu-Fogel, Doctor of Business Administration, Professor of Management, Walsh College of Accountancy and Business Administration

ABSTRACT

In a global economy, organizations must have capabilities and core competencies in leadership, process, and people fostering critical thinking, collaboration, motivation, coordination, communication, and cross-cultural understanding. This phenomenological study aims to examine leadership behavior to identify best practices to build 21st century sustainable competitive advantage. Data was collected by online survey of 102 global business executives. Leaders noted ability to manage complexity and uncertainty, integration and differentiation skills, open-mindedness, sensitivity, flexibility, and cross-cultural understanding as the critical capabilities needed in leadership.

KEYWORDS: Organizational Development, 21st Century Management, Global Competitive Advantage, Leadership Practice, Learning Organizations.







EMPLOYEE AND MANAGEMENT DISAGREEMENT IN DEVELOPMENT OF CREATIVE COMPETITIVE ADVANTAGES

Vladimirs Rojenko, Mg. soc. sc (business administration), Doctoral student, University of Latvia

ABSTRACT

Nowadays creativity is becoming a new, most important, source of company's competitive advantage. Human capital and especially its creative dimension is a key factor of successful innovative development, inexhaustible source of new ideas. In modern, rapidly changing markets, strengthening of company's creative dimension provides an opportunity to make a breakthrough, creating the completely new markets with zero or low competition. Creativity management principles are widely discussed and defined in scientific literature; however, in real companies, employee creativity is not widely supported by management. The purpose of this paper is to investigate a difference between employee and management views on the development of creative competitive advantage.

The study, presented in this paper, is a pilot project, aimed to approbate research methodology and prove the necessity for development of the creativity management tools in the future. In order to identify differences between employee and management views on creative competitive advantage development, a research survey has been conducted at one of the Latvian IT companies. As a result, it was discovered that there is a lack of communication and cooperation, while the existing organisation culture has a negative effect on the analysed company's performance in creative field.

Gaps, discovered at the company under study indicate the necessity for a creativity management model and special human resource management tools intended for the development of common organisational culture, values and creativity support principles. Methodology demonstrated in this research could be used for the evaluation of current situation and inclusion of the creative dimension into the strategic management systems of modern companies.

KEYWORDS: creativity, competitive advantage, human capital, values, organisational culture.







IS PORTER'S CONCEPT OF STRATEGY DEAD?

Života Radosavljević,, PhD, Full Professor, Dean, Faculty of business studies and law, University UNION - Nikola Tesla

Milan Radosavljević, PhD, Associated Professor, Dean, Faculty for strategic and operational management, University UNION - Nikola Tesla

Aca Anelković, MSc, General manager, Faculty of business studies and law, University UNION - Nikola Tesla

ABSTRACT

We witness the fact that even today management in developed countries applies the concept of strategy established in the eighties by Michelle Porter. This concept is established on a classical and mechanistic basis, i.e. it is based on determinism and organizational charts, and it was effective in terms of minor changes and a high degree of certainty regarding management decisions. The very fact that Porter's concept has not changed in the past thirty years and the fact that it is still both studied and applied as such, i.e. unchanged, in high business schools in the West, is reason enough for decline of this concept that eventually leads to its final outcome which is death.

In times of turbulent and radical changes, Porter's concept of strategy is inefficient and it is necessary to replace the same with new approaches or concepts based on biologistical-medical grounds that are natural, and therefore more objective when we formulate quality strategies and strategic decisions. It turns out that it is necessary to redefine the postulates of the classical strategy and to set a new basis, i.e. new strategy for the development and implementation of strategies, as well as the introduction of new, primarily adaptive, flexible, and environment shaping strategies that are either relatively unknown or neglected today.

This paper aims to highlight the necessity of abandoning the classical strategy in strategic management and the necessity of introducing the concepts that take into account these turbulent times and the high level of uncertainty that exists today and will in the future become even higher.

KEYWORDS: classical strategy, new concepts of strategy, strategy problems.







THE NECESSITY OF INTRODUCING MEDICINE INTO MANAGEMENT AND MANAGEMENT INTO MEDICINE

Dragana Radosavljević, PhD, Associated Professor, Faculty of business studies and law, University UNION - Nikola Tesla

Maja Anelković, PhD, Associated Professor, Faculty of business studies and law, University UNION - Nikola Tesla

Vladana Lilić, MA, Lecturer, head of the foreign language department, Faculty of business studies and law, University UNION - Nikola Tesla

ABSTRACT

It is evident that modern management is based mainly on classical foundations established in the last century. Its main features are: universalism, determinism, hierarchy, schematic belief that the mechanistic approach and the clock mechanism design and construction form the basis of success in any organization. In this concept, organizations are perceived as relations between the main gear and its subordinates, i.e. relation between software and hardware, where synchronization is its mean feature. It is clear, therefore, that those organizations have no 'soul' as they have no regard for people as the main potential of any and every organization.

In the management of organizations today it is necessary to apply knowledge of natural science, especially biology and medicine, and to perceive any given organization as a natural organism. This approach is natural because everything that exists in organizations exists in humans as well, as humans are the most perfect examples of self-organization. In humans, we have inputs, transformation processes and outputs. In organizations inputs are raw materials, instruments of labor, people. Through transformation processes, inputs are transformed into different contents, and eventually we have either a product or service as the output of the previous activities. Consequently, organic, or natural approach is a more adequate approach, because it perceives the organization as a living organism in which special attention is directed towards people and their inter-relationships and interactions.

This paper aims to highlight the above problem and to point out that it is necessary to eliminate classical organization and it is necessary to introduce new concepts, with special emphasis on transition countries and Serbia.

KEYWORDS: classical management, medical-biological concept, management in medicine.







THE NECESSITY OF INTRODUCING NEW CONCEPTS IN STRATEGIC MANAGEMENT

Milan Radosavljević, PhD, Associated Professor, Dean, Faculty for strategic and operational management, University UNION - Nikola Tesla

Maja Anelković, PhD, Associated Professor, Faculty of business studies and law, University UNION - Nikola Tesla

Života Radosavljević,, PhD, Full Professor, Dean, Faculty of business studies and law, University UNION - Nikola Tesla

ABSTRACT

The fact is that even today we apply classical management concepts based on material resources, i.e. on determinism and organization chart, or clockwork; in the past those concepts searched for approaches and concepts able to produce the best results. The whole classical concept was based upon mechanistic determinism and it was appropriate for the organizations of the second half of the last century.

Instead of traditional and outdated concepts and strategies, the above highlights the need to introduce new, more flexible and adaptive approaches able to manage dynamic organizations in dynamic and turbulent environment. Above all, this applies to introduction of medical and holistic concepts. Instead of the classical strategy examining the variability of the environment and trying to develop adequate models able to adjust to the environment, current times increasingly insist on introduction of adaptive strategies and strategies able to modify the environment.

This paper aims to point out the necessity of introducing medicine into holism of biology and of introducing holism into strategic management and business in general, i.e. the necessity of introducing concepts that take into account volatility and high level of uncertainty.

KEYWORDS: classical strategy, medical concept of strategy, holism.







RISK ASSESSMENT IN DEVELOPMENT OF MARKETING STRATEGIES IN LATVIAN SMALL AND MEDIUM ENTERPRISES

Iveta Liniņa, MBA, programmu direktore, Biznesa Augstskola Turība

ABSTRACT

The cornerstone of successful business is to correctly define the strategic directions of business operations including marketing. With the reduction in significant differences between products due to technological advancement the role of marketing in ensuring competitiveness is rising.

Under modern day changing circumstances it is becoming more and more difficult even using various analytical methods to successfully forecast business development in order to precisely define a strategy. There are a lot of divergent internal and external factors that influence proper decision making. Therefore it is very important to duly identify and evaluate the possible risks and work out contingency plans for minimising their impact.

KEYWORDS: risk, risk classification, risk management, marketing strategy.







THE INFLUENCE OF ACADEMIC RESEARCH ON INDUSTRY PRACTICE WHEN DEVELOPING MULTI-COUNTRY MARKET SEGMENTATION METHODOLOGIES

Michael Levens, PhD, Associate Professor, Walsh College

ABSTRACT

Understanding the distinct consumer segments in the marketplace has long been an important objective of marketing strategy. While market segmentation methodologies can be many and varied, there are emerging some experiential practices to be considered in order to develop a robust model.

Multi-country market segmentation adds tremendous complexity but also provides great clarity to the primacy of needs-based segmentation. Traditional multi-country segmentation considered demographic or geographic criteria and human behaviors to determine country segments. Contemporary multi-country segmentation has integrated knowledge from consumer psychology and cultural anthropology with the assertion that statistical modeling can support cross-border model construction. Considering the methodologies proposed by some of the world's leading segmentation providers, it is clear that academic theory has been only slowly finding its way into industry practice.

KEYWORDS: Segmentation, Global Marketing, Marketing Strategy, Segmentation Methodologies.







EDUCATING PUBLIC RELATIONS PROFESSIONALS ON ETHICAL PRACTICES IN A GLOBAL SOCIETY

Linda M. Hagan, PhD, Professor and Chair, Business Communications, Walsh College, Troy, Michigan, USA

ABSTRACT

This paper focuses on the field of public relations from the view that managed communication contributes to political, economic, and cultural transformation. Moreover, this paper argues that for the management of communication to be credible, it must be rooted in ethical practices following established codes of ethical conduct and professionalism.

The Public Relations Society of America (PRSA) defines public relations as "a strategic communication process that builds mutually beneficial relationships between organizations and their publics." Publics are the various stakeholders internal and external to an organization, such as customers, clients, employees, organized labor, and shareholders/donors, in addition to media organizations, government agencies, community members, competitors, and other potential publics.

Public relations practitioners who are members of PRSA are obligated to abide by the approved Code of Ethics. Similarly, members of the International Public Relations are expected to abide by the International Code of Conduct.

This paper compares the Code of Ethics of the Public Relations Society of America, The International Public Relations Association, and the Latvian Public Relations Association with respect to their ethical standards, and their application in a global economy. Specifically, this paper looks at the action taken by the Public Relations Society of America Detroit Chapter in developing an ethics educational program for members. Finally, this paper encourages the discussion of ethics among public relations professionals, especially those working with mass media organizations in a global context.

KEYWORDS: Public Relations, Ethics Education, Global Public Relations Practice, Professional Codes of Conduct.







CONSIDERING ADVERTISING MODELS THROUGH AN AUTOPOETIC LENS

Michael Levens, PhD, Associate Professor, Walsh College

ABSTRACT

There are a wide range of advertising models and debate continues as to the merit of one over another. As over 100 years of advertising model building has not led to a consensus of how advertising works it is important to reconsider the models from other perspectives. One way to do this is to abstract the advertising concept and to look outside the field of marketing for a new perspective. The theory of autopoiesis, an attempt to explain the nature of living systems by describing characteristics of a system that is capable of reproducing and maintaining itself, has been applied beyond the field of biology to include sociology and systems thinking. To reconsider advertising models, autopoiesis can be extended from its biological roots through social systems to the external environment encompassing customers and finally arriving at advertising models which actually re-connect to biological concepts of language and communication.

Traditional advertising models follow the stimulus-organism-response system and are being challenged based on recent work in psychology and neuroscience. The underlying conceptual framework for this paper draws upon Maturana and Varela's theory of autopoiesis to evaluate advertising models classified by Vakratsas and Ambler's taxonomy of how advertising works. The value of extending the concept of autopoiesis to advertising models includes forgoing the idea that there is a separation between the organization and its environment. The true learning for organizations from this analysis is that the nature of advertising cannot be understood separately from consumers and organizations.

KEYWORDS: Autopoiesis, Advertising, Advertising Models, Communications.







SUSTAINABILITY OF RĪGA2014 PROJECTS: OPPORTUNITIES OR MISSED CHANCES

Jeļena Budanceva, MBA, doktorante, Rīgas Stradiņa universitāte **Ritvars Blumfelds**, students, Ekonomikas un kultūras augstskola

ABSTRACT

In 2014 Riga has status of European Capital of Culture (ECC) – status which means big responsibility and big chances, opportunity to use long experiences of other Ex-ECC and to establish new unique courageous cultural initiatives. During 2014 more than 200 different events will be present to big audiences, several millions euros was spend to support cultural organizations.

Sustainability is one modern trendy term which is used in most areas of social life – beginning from infrastructure development to the global environment. Originally this means for ecological system surviving and staying productive and healthy. Dimensions of sustainability depends on sector of social life - in economics it could be level of continuation of delivery of project goods and services with economic and financial returns as core indicators; in social sector we shall speak about life quality, social challenges, ethical consumerisms. In general project sustainability is defined as the percentage of project initiated goods and services that are still being delivered and maintained after several years of termination of implementation of the project; the continuation of local action stimulated by the project and generation of successor services and initiatives as a result of project built initiatives. Simultaneously praxis of other ECC was examined: European CC good practice is characterized by building of new cultural objects, founding new cultural and art events of local or global significance, improvement of infrastructure.

To organize sustainable projects also means to think about possible changes, evaluating criterion and future chance in advance. First surveys about Riga as ECC are starting at 2013, so they could enable only operative decision making. Strategical decisions about "heritage" of RIGA 2014 need strong political will and acting – one of the goals of this research is to figure out what organizers of RIGA2014 and experts think and plan about continuation of best projects and initiatives; which criterions will be crucial to make a decision about proceeding of projects.

KEYWORDS: Sustainability, European Capital of Culture, RIGA 2014, sustainable projects, future chance, evaluating criterion.







DEVELOPING INDEPENDENT RESEARCH SKILLS OF CULTURE MANAGEMENT STUDENTS

Velga Vevere, Dr.phil., Associated Professor, The University College of Economics and Culture

Jekaterina Bierne, MA psych., Assistant Professor, The University College of Economics and Culture

ABSTRACT

The purpose of the article is to present the research results on the current status of teaching the social research methods and design within the the culture management studies curriculum at the University College of Economics and Culture. The article addresses the following issues:

- · what research methods are being taught in different subjects?;
- are these methods complementary?;
- do they comply with the accepted professional standards?;
- how well students are prepared to carry out their independent research activities?

The obtained results will be used for working out suggestions for improving the curriculum and specific practices to ensure the well-balanced teaching process.

KEYWORDS: research design, social sciences, research skills, profession standard.







THE FIRST LEVEL PROFESSIONAL HIGHER EDUCATION PROGRAMMES AS A PART OF THE LATVIAN EDUCATION SYSTEM: THEORY AND PRACTICE

Ineta Kristovska, Dr.oec., Dr.philol., Assoc. professor, The University College of Economics and Culture

ABSTRACT

In compliance with the Bologna process, college education is short cycle higher education forming a part of bachelor education, i.e. higher education. It means that the level of requirements and learning outcomes shall be as high as in any higher education programme. Still the professional focus of such programmes shall be respected as their primary task is to ensure the acquisition of up-to-date professional competencies of high demand within a short time period (2 - 3 years).

The present research offers an overview of the main documents regulating the provision of the first level professional higher education programmes, analysis of the strengths and weaknesses of such programmes and assessment of their role in the Latvian education system. In the conclusion, recommendations are suggested for enhancing the curricula of the present college programmes, and for raising their competitiveness by introducing structural changes in the Latvian education system as such, and namely – in the college education sector.

KEYWORDS: The first level professional education programmes, college, quality of study programmes, consortium, integration.







THE CENTER FOR COMPLEX AND STRATEGIC DECISIONS:A PROPOSAL FOR THE U.S. EXECUTIVE OFFICE OF THE PRESIDENT OF THE UNITED STATES

Sheila Ronis, PhD, Chair and Professor, Walsh College

ABSTRACT

The U.S. Congressional Project on National Security Reform (PNSR) Vision Working Group recommended the establishment of a decision support tool set for the President of the United States. The Center for Complex and Strategic Decisions is a prototype of that Center. This paper describes the history of the work and process used to determine the need for the Center and why it is useful for decision makers in any organization or government. Specifically, the Center's functions and tool sets will be outlined in detail as well as the partnership with Argonne National Laboratory's Decision Sciences Group.

KEYWORDS: executive decision making, strategy, complexity.







THE SCIENTIFIC TRUTH AN THE ETHOS OF THE ACADEMICS: BETWEEN THEORY AND PRACTICE

Piotr T. Nowakowski, PhD, Assistant Professor, The John Paul II Catholic University of Lublin - Off-Campus Faculty of Social Sciences in Stalowa Wola

ABSTRACT

In the paper certain dilemmas are presented which can be expressed in a form of juxtaposed concepts of being an academic or schemes of practising being one. Based on the classification by Janusz Goćkowski and Lucyna Hołowiecka, five dilemmas are discussed:

- should academics be guild creators or company specialists?,
- should the academics perceive and treat science and knowledge as an autotelic value (aesthetic approach towards science), or should they be people dealing with science for the sake of pragmatism (utilitarian approach)?,
- should academics take up a role of intellectualists moved with civic sense or rather be loyal officers?,
- should academics be independent creators of a separate and specific type of knowledge or should they be the subjects of non-scientific authorities?,
- should the academics be guided with private or social factors?

All this shows that we are dealing here with a series of variants of models of academic professional lifestyles that we are interested in. Those are black-and-white alternatives, which means they can only exist theoretically. In reality however we should expect some shades of grey which means that a certain academic is locating themselves – consciously or not fully consciously – within a space marked out by the mentioned alternatives, being closer of further to one of the extreme poles.

KEYWORDS: ethos of the academics, theory, practice, dilemmas, juxtaposed concepts, academic professional lifestyles.







POLISH IMMIGRANTS ADAPTATION IN THE UNITED KINGDOM AFTER EU ENLARGEMENT

Jan T. Mróz, PhD, assistant professor, The John Paul II Catholic University of Lublin, Off-Campus of Social Sciences in Stalowa Wola - Institute of Sociology

ABSTRACT

Here is written the case of Polish migrants and ways of their adaptation to new cultural conditions. The author carried out own researches in London and gathered a lot of literature on Polish migrants last year. New country, new culture, new legal system and old order in Polish reality. Who benefited the most and in what degree created opportunities were used.

I try to find factors that are responsible for the change and better prospects for Polish incomers. On the other hand I present the position and predicted opportunities , which were taken into account, of the British government - in 2004 and now, perceiving the change of this position and its conditionings.

KEYWORDS: migration ''industry'', ways of seeking job, Polish media, immigrants' social space, civic and commercial advocacy networks.







PRO-QUALITY INNOVATIONS IN HIGHER EDUCATION SYSTEM IN POLAND

Jadwiga Daszykowska, PHD, Assistant professor, JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN, Off-Campus Faculty of Social Sciences in Stalowa Wola

ABSTRACT

Changes of the contemporary world cause the need to adjust education in many countries (including Poland) to European standards, and even to the world ones. Polish higher education is currently under the process of such changes (innovations) brought about by the Act of 18 March 2011 amending the Law on Higher Education, the Law on the Academic Degrees and the Academic Title and the Degrees and the Title in the field of art and amending certain other acts.

The areas referred to in the document include first of all: education management, the new rules of academic careers and the effectiveness of education. The aim of these changes is to increase the autonomy of schools and to improve the quality of education. The author of the paper describes the solutions in this matter.

KEYWORDS: quality of education, higher education, Poland.