

WŁADYSŁAW JANASZ

**AN INSTITUTION AND REGULATING
OF SUPPORTING ENTERPRISES INNOVATIVE ACTIVITY**

Summary

Development of innovation strategies is an essential step to set in motion a system of behavior and stimuli which can accelerate innovativeness in established economic structures. Cooperation, on the other hand, supports innovative activity as it leads to specialization and can be a distribution channel for the transfer of knowledge. Without any changes in development strategy of the economy, or raising outlays on R&D, it is impossible to maintain the present tangible infrastructure or keep research staff, not to mention the need to develop those resources.

Translated by Władysław Janasz

ARKADIUSZ ŚWIADEK

**SPATIAL DETERMINATIONS OF INNOVATIVENES
IN POLISH REGIONS TO YEAR 2006**

Summary

Spatial is a key determinant of innovativeness in industry not only in Poland, but also in a much more developed countries. This research proved that a spatial, time, technology and size of industry enterprises are important in every regional innovation system. That is why this factor should be consider innovation strategies.

Translated by Arkadiusz Świadek

KATARZYNA KOZIOŁ

**INNOVATION OF THE EU MEMBER STATES ON THE BASIS
OF THE SUMMARY INNOVATION INDEX (SII)**

Summary

The article presents the results of the European Innovation Scoreboard – an instrument of the European Commission for the annual follow-up of the Lisbon strategy. The report includes data from the EU countries, the Associate countries and the Candidate countries.

The aim of the paper is to compare the data among the EU member countries. Based on SII score, the European countries can be divided into four groups:

- Switzerland, Finland, Sweden, Denmark and Germany make up the group of „Leading countries”,
- France, Luxembourg, Ireland, United Kingdom, Netherlands, Belgium, Austria, Norway, Italy and Iceland all belong to the group of countries showing „Average performance”,
- Countries „Catching up” are Slovenia, Hungary, Portugal, Czech Republic,
- Lithuania, Latvia, Greece, Cyprus and Malta,
- Countries „Losing ground” are Estonia, Spain, Bulgaria, Poland, Slovakia, Romania and Turkey.

Translated by Katarzyna Kozioł

JOANNA WIŚNIEWSKA

**DIFFICULTIES CONCERNING INNOVATION ACTIVITY
OF FINANCIAL SERVICES SECTOR
IN POLAND AND OTHER EU COUNTRIES**

Summary

Financial services sector is one of the most innovative in Poland and other EU countries. The latest changes observed are mainly based on ITC technologies. The level of technology advancement in this sector is not the same in different countries, due to some conditions attended. Statistics shows that some difficulties concerning innovation activity are the same in all EU countries, and some are different. This article focus on some comparisons made according to the latest GUS and Eurostat statistics referring to innovation activity of above mentioned sector.

Translated by Joanna Wiśniewska

WANDA SKOCZYLAS

THEORETICAL BASIS OF VALUE MANAGEMENT

Summary

The aim of this article was to show a genesis and theoretical basis of acceptable to practitioners and theoreticians conception of value management. The main them was a core of value management in a capital market and financial (in large meaning) theory focus. It joins theory of investition and financial theory (in narrow meaning).

Translated by Andrzej Niemiec

KATARZYNA SZOPIK

**VENTURE CAPITAL AS ONE OF THE METHOD
OF FINANCING INNOVATION ACTIVITY**

Summary

The low innovation level of polish companies is confirmed fact through row reports regarding innovative activity. One of main reason this situation is problem with gaining of capital needed for develop this area of companies' activity. The article show present situation of innovations in Poland, one of possible finance method as venture capital found as well. Article also presents their essence, advantages and disadvantages due to fact it is still rarely recognized and underestimated source of capital for financing innovation activity in enterprises and in the future it could be important factor in economic processes in Poland.

Translated by Katarzyna Szopik

ANDRZEJ NIEMIEC

**RISK MANAGEMENT AS AN INTEGRAL
PART OF VALUE MANAGEMENT**

Summary

The aim of this article was to show the differences between modern and classic enterprise risk management in value management. Modern risk management is an integral part of value management in opposite to classic risk management.

Translated by Andrzej Niemiec

MAGDALENA KISIELEWSKA

EFFICIENCY OF THE MAJOR BANKING PLAYERS IN POLAND

Summary

The banking sector in Poland forms a competitive market with over 60 participants by the end of 2004. To evaluate the industry's performance over time, we use the ten largest Polish banks that represent about 80% of the sector in the terms of assets. Then, the problem of a small number of Decision Making Unit's (DMU's) and fairly large number of relevant inputs and outputs must be addressed. We analyse cost efficiency of the banks based on six production models. Efficiency scores for the study period are obtained using Data Envelopment Analysis (DEA).

Translated by Magdalena Kisielewska

KATARZYNA BYRKA-KITA

**COST CAPITAL – APPLICATION VERSUS CONDITIONS
OF APPROPRIATE VALUATION**

Summary

The concept of the cost of capital historically has served three purposes: as an investment decision criterion, as a hurdle rate in capital budgeting and as a link between financial and investment decisions. At the time being the scope of the cost of capital application is substantially wider because the competence in this area is necessary in the process of firms' valuations which are conducted for various reasons (buy and sell transactions, restructuring, taxes). In the article there were discussed various areas of the cost of capital application and their meaning in the business units operations. In particular there were emphasized the ones which do not have equivalents in polish circumstances yet, but at the same time are expected to emerge simultaneously with market economy development.

Translated by Katarzyna Byrka-Kita

TOMASZ WIŚNIEWSKI

**COMPARISON OF REAL OPTION VALUATION
WITH DOUBLE MONTE CARLO METHOD
AND BLACK-SCHOLES FORMULA**

Summary

Paper examines concept of specific method of real option valuation based on simulation approach. Monte Carlo (MC) simulation is proposed by Copeland and Antikarov to resolve the problem of many uncertainty factors influencing the project. In the next step typical option valuation techniques could be used – MC simulation being one of them. The proposal of the author is to simulate the expected value of the project in two steps. In the first step MC simulation calculates the base value of the project without option and the second MC simulation calculates the expected value of the project with option. To achieve this valuation model used for the second simulation have to imitate response of the company to changing environment in that way as the real option is actually exercised. The example of calculation is included and compared to valuation of the same case with Black-Scholes (BS) formula. Valuation with double MC methods results in value of real option lower than option value calculated with BS (double MC gives only 13% of the BS valuation). Three reasons of this difference could be: assumption of the geometric Brownian motion in BS, volatility estimation with Copeland Antikarov approach and interrelation among many different parameters not included in the MC model.

Translated by Tomasz Wiśniewski

EDYTA MIODUCHOWSKA-JAROSZEWICZ

FINANCIAL ANALYSIS INSURER

Summary

The aim paper is estimated insurer. Financial analysis insurer had two parts. Preliminary estimated bank and rates analysis. On preliminary estimated insurer to made structure and dynamic balance, profit and loss account and cash flow. On rates analysis estimated solvency, liquidity, profitable and efficiency.

Translated by Edyta Mioduchowska-Jaroszewicz

AGNIESZKA SZCZĘSNA-URBANIAK

***Franchising and leasing as an alternative sources
OF FINANCING COMPANY***

Summary

A company must raise sufficient capital to supply its long-term needs for fixed-asset investments and it must do so at the lowest possible cost. Capital can be taken from two sources: from debt by borrowing long-term funds in the market, and from equity by issuance of common or preferred stock, or by retaining and accruing earnings. The most frequent instruments of financing company in the last period include franchising and leasing.

Translated by Agnieszka Szczęsna-Urbaniak

MIRELA ROMANOWSKA

Financing of ships building in selected countries
OF THE EUROPEAN UNION

Summary

The article presents solutions worked out and improved by Denmark, Germany and Poland in the scope of possibilities of financing ship building sector, taking into consideration recommendations of the European Commission.

Regulations by law and scope of liberty of action of the EU member states not infringing conditions of fair competition were indicated.

A model of ships building financing is to finally ensure that shipyards maintain financial liquidity and profitability.

Translated by Mirela Romanowska

JOANNA BRÓZDA

**RATIONALITY OF ACTIONS VIA DEVELOPMENT
OF AN ENTERPRISE**

Summary

In scientific literature authors rather freely use two different notions: rationality of actions and development of a firm without closer intervene in their valuation. However, initial review of literature and contained definitions of both categories allows concluding that they are interpreted very differently. Both notions have however some common features, what permits studying connections between them.

Because of that, the reason of this study became researching for definite resemblance and relationships occurring between those two. Their analysis began from synthetic presentation the manner of understanding the notion of rational activity; and also interpretation of the very meaning of development. At the end that allowed to connect mentioned process with the development of the firm.

These considerations gave the base to realize definite comparisons and interpretations for both categories, which was the main subject of undertaken considerations. Their recapitulation is following statement: No mater if we treat rational activities of a firm as attaining positive states or as avoiding negative states, advisability is necessary condition of rationality; and the result of rational activity is development of the firm.

Translated by Joanna Brózda

STANISŁAW MAREK
MALWINA SZCZEPKOWSKA

Selected megatrends and its influence on functioning **OF ENTERPRISES**

Summary

In this article has been presented selected megatrends which we can observe in nowadays economics. It includes changes in education system, creation of information society and demographics changes. In authors opinion those one and also dynamics changes in enterprises environment are the most important because its determining the way of functioning of enterprises.

Translated by Malwina Szczepkowska

BARBARA CZERNIACHOWICZ

SURFACES OF CHANGES IN COMPANIES OF FUTURE

Summary

The technical advance and changes are calling changes in the technological sphere and mutual relations between people in organizations. The area of these changes is difficult to grasp because he refers to various issues and aspects of functioning of the company. It is possible to try multiple and multidimensional transfigurations of economic subjects after all to predict. To visit within the confines of the organization to substantial changes it is possible occurring surfaces: organizational, of relationships to the environment, of the strategy, internal relations, culture. It is necessary to point out at it, that honourable mention above-mentioned has the conventional character. Touched upon issues are often tied with themselves within the confines of these surfaces, they are interfering and they are completing.

Translated by Barbara Czerniachowicz

The role of human resources department

IN BUILDING KNOWLEDGE BASED ORGANIZATION

Summary

Progressive changes of the organizations' functioning conditions led to the situation in which knowledge management and the knowledge itself allow enterprises to gain significant advantage over competitors. Mentioned changes make human resources management specialists placed in the face of new challenges. Their role begins to gain the strategic character for the company, what requires their cooperation with the general management responsible for the strategy of the enterprise. However the main role of their is to prepare other employees for fulfilling new roles that surely will appear together with the brought into effect innovations.

Entering the path of knowledge management may be for the company a multistage undertaking. However it should head towards the specified level known as *ordering the knowledge*. Achieving such point means that knowledge management became the part of enterprise's mission; and that it is blended into the organizational culture. It results in the influence of the knowledge management abilities on the market value of the enterprise.

The main task of the modern human resources management department is first of all to focus at the process of learning of all the organizational structures and employees.

Translated by Bartłomiej Drychnicz

ANNA BIELAWA

JÓZEF FRAŚ

MARIAN GOŁĘBIOWSKI

INTEGRATION MANagements SYSTEMS IN AN ENTERPRISE

Summary

The article presents the crux, conditions, premises and effects of integrating management systems in an enterprise. It has been pointed out that in the case of Polish firms the need of integration derives primarily from the necessity of observing international quality management standards (ISO 9001:2000), environmental management standards (ISO 14001:2004), as well as standards of Occupational Health and Safety Management Systems (OHSAS 18001:1999) in a single integrated management system, which enables the strive to ever more complete fulfillment of customers' quality expectations and social needs as well as possibly most efficient management of an enterprise, especially with respect to improvement of competitiveness.

Translated by Marian Gołębiowski

MARIAN GOŁĘBIOWSKI

**KNOWLEDGE IN THE PROCESS OF ASSET TRANSFORMATION
IN AN ENTERPRISE**

Summary

The article presents knowledge as a distinctive element of the process of asset transformation in an industrial company. It has been shown, that in the XXI century knowledge has become a strategic asset of an enterprise and the ability of every organization to learn quickly is a crucial element of gaining competitive advantage.

Translated by Marian Gołębiowski

ALEKSANDRA GAŚIÓR-ŻARSKA

**IMPACT OF HUMAN RESOURCES ON THE INCREASE IN THE GOODWILL ON
POLISH STOCK MARKET COMPANIES' EXAMPLE**

Summary

The approach to human capital of enterprises was restated in the article. The economy based on know-how forced to perceive human resources not as the labour force, only as capital bringing measurable benefits to the economic unit in the long span of time. The qualified personnel's suitable selection is the most important task of companies, who in accordance ordering know-how they will cause the company for creating the value, but the same will lead to the improvement in the competitive position.

Translated by Aleksandra Gąsior-Żarska

ANNA BIELAWA

QUALITY AND QUALITY COSTS IN PRODUCT LIFE CYCLE

Summary

The analysis of quality costs is an important management tool which provides a method of assessing the overall effectiveness of the management of quality and a means of determining problem areas and action priorities. Also the

appropriate level of the product's quality is a very important issue. Therefore this article presents different kind of quality and quality costs which exist in product life cycle.

Translated by Anna Bielawa

JÓZEF FRAŠ

QUALITÄTSMANAGEMENT IN ÖFFENTLICHEN DIENSTLEISTUNGEN

Zusammenfassung

In der Arbeit wird das Wesen des Qualitätsproblems in Öffentlichen Dienstleistungen dargestellt. Es wird auch allgemeine Charakteristik der Öffentlichen Dienstleistungen präsentiert und das Modell von Anwendung der Qualität dargestellt.

Übersetzt von Józef Fraš

KRZYSZTOF JANASZ

THE MAIN FORMS OF MARKET STRUCTURES IN THE ECONOMY

Summary

This article shows the main forms of market structures in the global economy. In early years of the United States, a monopoly usually meant an organization to which the government had granted some exclusive privilege. The monopolist was thus the sole legal seller. Competition is a process in which competitors engage. We cannot have competition without competitors. It does not seem as obvious to people that we also cannot have competition if we prohibit competitors from taking actions intended to increase their share of the market. So there is a very important for enterprises to know the type and the scale of the market structures.

Translated by Krzysztof Janasz

STANDARDS OF VALUE IN BUSINESS VALUATIONS

Summary

A standard of value is a definition of the type of value being sought. The standard of value usually reflects an assumption as to who will be the seller or who will be the buyer in the hypothetical or actual transactions regarding the subject assets, properties, or business interests. The standard of value addresses the question: "value to whom?" In the developed countries, the most widely recognised and accepted standards of value are: 1) fair market value, 2) investment value, 3) intrinsic (fundamental) value, and 4) fair value. The standard of value, either directly or as interpreted in case law, often addresses what valuation methods are appropriate and what factors should be considered.

A premise of value is an assumption as to the set of actual or hypothetical transactional circumstances applicable to the subject valuation. All businesses or interests may be valued under each of four alternative premises of value. The value conclusions reached under each premise, for the same business, may be dramatically different.

Translated by Dariusz Zarzecki