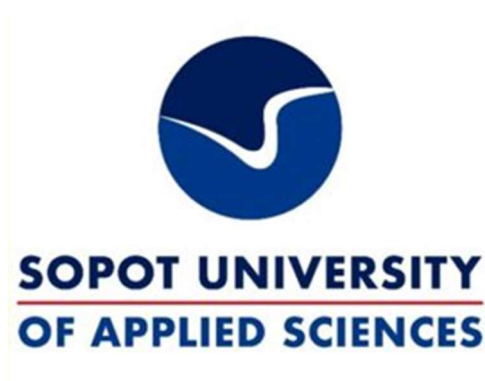# TAKE 2023

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TAKE 2023

THEORY AND APPLICATIONS IN THE KNOWLEDGE ECONOMY 2023

THINKING THE UNTHINKABLE ON INTANGIBLE SCIENCE

CONFERENCE BOOK OF ABSTRACTS

Keynotes

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Some Key Notes on Creative Enterprise in a Troubled World"

Dr Peter Sharp, PhD, MSc, BA (Oxon), PgCHPE, PgCRDSupervision, PgCRM, FHEA Assistant Professor of Creative Enterprise

Peter is an Assistant Professor of Creative Enterprise at Regents University London and a Christian who is an elder at his local church in North East London. He has over 20 years' experience of research in Knowledge Management and Learning in Organisations. He is an experienced trainer of supervisors and life coach in business and has run numerous cross-disciplinary events, authored over 200 articles, and is a passionate artist who runs staff wellbeing events. He is delighted to share his keynote with you entitled "Some Key Notes on Creative Enterprise in a Troubled World".

THROUGH THE LENS OF EVIDENCE: A CRITICAL OVERVIEW OF THE SOURCES PROS AND CONS AND A WAY FORWARD

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Abstract

Evidence, and data, according to the Economist (2017), is valued as much as, or even more, than oil. This value is likely to keep increasing as organizations have to deal more with complexity and uncertainty and socio-economic ecosystems in which they strive become more interconnected. Indeed, the ability to take informed and evidence-based decision making is not only a skill but a paramount pre-requisite for leaders in today's organizations. Knowing the evidence and being able to evaluate the evidence in a critical manner is important and invaluable in such fluid environments. The bottom-line is that managers and leaders need to acquire the capability to become evidence-based practitioners. Evidence-based management relies on four sources: personal expertise, researched knowledge, organizational data and stakeholder influence. On evaluating each, one discovers the potential of each source but also the potential limitations. This keynote provides a critical overview of each but more than that, it goes one step further to propose how managers and leaders can utilise each of the sources benefits, together, to shape high level quality decisions that minimise the likelihood of erroneous course of action.

Keywords   Evidence

Sources

Pros and cons

Special Sessions

Chat GTP - a revolution for Intangible Science?

In January of 2023 the world was awaken by a new "revolution" called ChatGTP – the tool that knows everything and writes any PhD thesis in one evening ! ? Is it true and how can it change our science ? We well ideas, experiences, thoughts and feelings about this new instrument.

Competitiveness, Globalization & The Organizations

       For Economists Competitiveness is a goal, globalization a fact. How can organizations del with both realities, and how do Intangibles relate to this duality ?

Debate: Is it really possible to make business and science work together?

Panelists   dr Constantin Bratianu

prof. Susanne Durst

dr Tomasz Kalinowski

dr Beata Krawczyk-Bryła

prof. Gaby Neumann

dr Darlene Russ-Eft

dr Michał T. Tomczak

Piotr W

Is information relevant, true or just noise ?

Do you listen to others or do we just put ideas online to show-off and survive?

How can scientists work together nowadays ?

integrating sustainability into training curricula at universities

Małgorzata Zięba (Gdańsk University of Technology) mz@zie.pg.gda.p

The recent Eurobarometer survey on European citizens attitudes towards the environment demonstrated that 67% of the Polish respondents believed companies and industries are not doing enough to protect the environment. In the same survey, a quarter of the respondents believed that providing more information is one of the most effective solutions for helping tackle environmental problems. In order to change the situation, it is necessary to integrate the elements of sustainability into the curricula of Higher Education Institutions (HEIs) to prepare future workers and managers for the new challenges. Gdańsk University of Technology invites all TAKE participants and your colleagues to the Integrating Sustainability into Training Curricula at Universities Workshop on June 28. We will discuss the current state of sustainability management issues and the possibilities to integrate topics related to it at universities. You will hear about solutions and courses availanble free of charge for the implementation at your institutions. The workshop is targeted chiefly to teachers/educators and management at universities. Participation in the workshop is free of charge

Doctoral Workshop

Erasmus students and the development of human capital: motives, benefits and barriers

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Abstract

a) purpose

The purpose of this study is to understand through the motivation, benefits and barriers, if an ERASMUS student develops his human capital. And if this development will be a competitive advantage in the labor market.

b) design/methodology/approach

Methodologically, we explore the relationship between participation in ERASMUS programs and the development of human capital through semi-structured interviews with students from different Portuguese faculties.

c) theoretical base

Formal education aims to develop and increase the skills and knowledge of individuals. This learning is an investment in human capital since the student makes the rational decision to invest his effort, time and money in his studies. The individual makes this investment because he expects the benefits to outweigh the costs. From a more practical point of view, the person hopes that this training will allow him in the future to have a job with better working conditions and salary.

d) results or expected results

A student does ERASMUS because he wants to have an international experience with his friends, to do better academically, to get to know a new country and culture and to start an international career. The benefits of this experience are related to an opening of the mindset, to the improvement of language and the acquisition of news explicit and tacit knowledge. Although there are barriers, such as the huge amount of paperwork and cost, this experience will improve the students' employability and prepare them to be global managers.

e) originality/value

This study is beneficial to many players, such as universities, individuals, companies, and nations. In addition to this diversity, this study differs from others by relating ERASMUS to a new profession, the global manager.

f) practical implications

By knowing the main motivations and benefits, universities and countries can develop better strategies to promote this mobility and thus increase knowledge flows. In turn, individuals will have confirmation that this experience is worth the investment as it has positive consequences in the labor market, and companies will understand that people with international experience already have the adaptability, global mindset, and tacit knowledge that are fundamental to the global age we live in.

Inclusive Education; Case study

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Abstract

Historically, attendance of students with disabilities and Special Educational Needs has been remitted to answers based on segregationist and exclusionary views (Freitas, 2008). Nonetheless, a new understanding, grounded in the recognition and respect for diversity, placed at the center of the political and academic debate the principles of an Inclusive Education (Ainscow, 2009).

This perspective refers to an educational intervention centered on the potential development of the student, in which teachers take on the role of mediators. These mediation functions oblige teachers and other education technicians to redirect traditional assessment and intervention towards a more dynamic, multidimensional approach centered on the potential of children in the context of a school for all.

This work of reflection, investigation and application developed in the case study Escola Básica com Secundário de Santo António, illustrates how, on the one hand, multiple explicit conceptions persist today, of a theoretical and political nature, and implicit ones, such as values and attitudes, which mark narratives and educational practices that are planned to be inclusive.

Taking this framework into account, the article presents a study, carried out with teachers and non-teachers who work in the field of Inclusive Education. It is a qualitative research that had as objectives: identify the conceptions of Inclusive Education of teachers and non-teaching staff and understand the possibilities for implementing this educational philosophy in everyday school life, using the Social and Biopsychosocial Models as a basis.

Keywords	Inclusive School	Exclusion	
	Integration	inclusion	learning

The Challenges of Banco Crédito Agrícola in Portugal to the European Commission's Sustainable Finance Action Plan

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Abstract

This article relates to the necessary changes that Banco Crédito Agrícola in Portugal has to consider; at the level of strategy, processes and organizational culture; to meet the European Commission Action Plan for sustainable finance, published in 2018 and that obliges financial institutions to redirect capital flows towards more sustainable investments in order to ensure sustainable and inclusive growth, manage financial risks arising from climate change, resource depletion, environmental degradation and social issues, as well as promote transparency and long-term vision in economic and financial activities. (EC, 2018, p. 2)

The study seeks to give greater relevance to the approach on Resource-Based View and Dynamic Capabilities, supported by knowledge management insofar as they may constitute the main sustainable competitive advantage for Banking in Portugal to meet the challenge that the Action Plan described above poses to it, regarding sustainable finance.

The preferred methodology includes a qualitative and a quantitative part. The qualitative part is supported by Grounded Theory (applied to interviews of key positions of the institution and taking into consideration the sustainability reports of the 2013-2020 period of Banco Crédito Agrícola) and the quantitative part follows Confirmatory Factor Analysis, with the result of two samples (one addressed to Portuguese population and the other to employees of Banco Crédito Agrícola based in Portugal).

The analysis of the results and the conclusion point to a relationship between sustainable finance, knowledge management, Banking in Portugal; as well as the need for strategic, cultural and process changes that is posed to Banco Crédito Agrícola, in the context of the development of organisations.

Keywords: Sustainable finance, Knowledge management, Banco Crédito Agrícola in Portugal; strategic, cultural and process changes.

A CONCEPTUAL THEORETICAL FRAMEWORK FOR KNOWLEDGE SHARING ON DIGITAL PLATFORMS: THE ROLE OF KNOWLEDGE LEADERS

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Abstract

The rationale of this paper is to explore the role of knowledge leaders for knowledge sharing on digital platforms in knowledge-based organisations. Although leadership research has called for consideration of digital platforms and the effect thereof on leadership, leadership for knowledge sharing has hardly been investigated. This study sets out to extend on existing viewpoints by looking at it from a knowledge management approach. A systematic literature review was conducted to gain a better understanding of the central theoretical constructs. This was based on descriptive research through the lens of a multiple-point-of-view, as well as a metamodern approach. Metamodernism focuses on a continuous ontological oscillation between two viewpoints, namely modernism and postmodernism, and presents an interpretive context to look at the austerity of modernistic communication theories. Because emerging technological advances demand progression beyond current corporate boundaries, it is asserted that the knowledge management paradigm presents the means to prepare systems and processes to enhance organisational performance on digital platforms. A conceptual theoretical framework for the role of knowledge leaders in knowledge-based organisations is proposed which emphasises that enhanced organisational performance can be improved through a constant ontological oscillation between the core constructs. These include the use of both emergent and planned strategies for dialectic relationship building; knowledge sharing within the knowledge management paradigm at both the macro (technological) and micro (human) levels; digital platforms that presents the opportunity to implement its core philosophy, a super smart or intelligent society using intelligent systems developed by Industry 4.0, to create a human-centered or people-centric society in a cyber–physical space (real–cyber worlds); and organisational innovation, digital/technical transformation and organisational computerisation (automation). In this cyclical process, intellectual capital at individual and collective levels enhances organisational performance and the achievement of the strategic intent of the organisation. The paper is limited to the presentation of a conceptual theoretical framework and evidence-based research is needed. However, this review shed light on an under-researched and crucial area in the ever-changing organisational environment and presented a conceptual theoretical framework to address these key theoretical constructs.

Analysis of gender inequality in Polish companies

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Abstract

a) purpose

The purpose of the paper is an attempt to answer the question of whether gender inequalities are being observed in Polish companies and, if so, what is their scale? The analysis will be based on a survey carried out on a sample of more than 4,000 respondents. Women participated in the survey are employed in companies from different sectors (telecommunications; finance, banking and insurance; services, tourism, beauty; law; energy; telecommunications and IT; medicine; other) and of different sizes (50-250 employees; 251-1000 employees; over 1000 employees).

b) design/methodology/approach

In the article we will examine whether, according to the women surveyed, women receive the same opportunities for development and promotion as men in a similar position. Whether the size of the company and the industry sector has an impact on, who is highest in the hierarchy of the company surveyed, a woman or a man. Whether being a woman makes the person surveyed receive the same or worse conditions, and whether this is also influenced by the size of the company and the industry in which the respondent is employed. We will make a statistical analysis of the above opinions, and also try to answer the question of whether, depending on who is the direct superior, the development of the employee/subordinate (woman) is supported or not.

c) theoretical base

We will review the literature on research on various types of workplace inequalities, including gender inequalities, in the European Union.

d) results or expected results

The statistical analysis carried out will illustrate whether inequalities regarding gender are observed in the work environment and, if so, to what extent. Do employed women feel that they are treated equally to men, and also do they have the same opportunities for development and promotion as men.

e) originality/value

The paper addresses the important social problem i.e., inequality in the work environment. It will contribute to the discussion on existing inequalities in the workplace and taking action to reduce them.

f) practical implications

The paper's analysis of gender inequalities in Polish companies and its conclusions will facilitate a better understanding of existing problems. They will also help to develop strategies of assistance in order to improve the existing situation.

Keywords

ender inequalities

survey

statistical analysis

Analyzing the Impact of COVID-19 Pandemic on the Value of Intellectual Capital in Companies Adhering to International Financial Reporting Standards (IFRS)

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Abstract

The COVID-19 pandemic has had a profound impact on the way in which companies manage and utilize their intellectual capital. With an increased reliance on remote work and digital communication, the pandemic has brought about significant changes to the way in which intellectual capital is developed and utilized within organizations. However, the pandemic has also led to disruptions within industries and an economic downturn, resulting in a decline in the development of intellectual capital within companies. Intellectual capital, which refers to the knowledge, skills, and expertise of an organization's employees, is a critical factor in determining the success and competitiveness of a company. It allows organizations to identify and take advantage of new opportunities, adapt to changes in the market, and maintain an edge over their competitors. In light of this, the purpose of this paper is to investigate the influence of the COVID-19 pandemic on the changes in intellectual capital found in companies preparing financial statements in accordance with International Financial Reporting Standards (IFRS). To determine a quantification of intellectual capital as objective as possible, the following objectives have been set: Objective 1: Identify the sectors of activity in which the value of intellectual capital has been most impaired, the sectors in which there has been a significant increase in the value of intellectual capital and the sectors of activity in which there has been no effect on the value of intellectual capital. Objective 2: Compare and record the value of intellectual capital by sector of activity in order to establish solutions and eliminate situations that are stagnating or generating a reduction in intellectual capital. To calculate the value of intellectual capital, the Stewart T. A's method was used, which was applied to 100 listed companies applying IFRS. The data was then filtered and processed in SPSS. The results of this study led to the development of a model for the valuation of intellectual capital in crisis situations for companies applying IFRS. This model offers the possibility to quickly and pre-decisional quantify the value of a company's intellectual capital and allows for informed decisions to be made, especially in crisis situations where time is of the essence. The results obtained in this study are of real interest to all IFRS reporting entities, but especially to all stakeholders interacting with them. The model offers the possibility to

quickly and pre-decisionally quantify the value of a company's intellectual capital and allows for informed decisions to be made. Furthermore, it can help to identify the sectors of activity that have been most impacted by the pandemic and help to establish solutions to eliminate situations that are stagnating or generating a reduction in intellectual capital. The econometric model developed in this study offers a valuable tool for companies preparing financial statements in accordance with IFRS, allowing for the quantification of a company's intellectual capital and informed decision making in crisis situations. In addition, the model can also aid in identifying areas for improvement and potential strategies for enhancing intellectual capital within an organization.

A physical internet solution to ignite circular economies in logistics industries

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Abstract

a) purpose

The European Commission recently published proposals for EU-wide rules on packaging, which are building blocks of the European Green Deal. The goal is to stop the sprawling accumulation of packaging waste by encouraging the development of business innovations based on material recycling solutions or novel technological opportunities enabling packaging reuse.

In the context of the applied research project DigiPharmaLogNet, a physical internet solution of a returnable transport item (RTI) is specifically developed and evaluated for introduction of circular economies in pharma logistics. The RTI promises high numbers of reuse cycles and is compatible with Industry 4.0 sensor technologies, which offer capabilities particularly benefitial to pharma logistics, including but not limited to real-time temperature monitoring and tracking medicines.

b) design/methodology/approach

In order to demonstrate the feasibility of RTI applications in pharma logistics, real process analyses and hypothetical optimizations were conducted. Potential profitability was then demonstrated by differenct cost scenarios and summerized in breakeven analyses.

c) theoretical base

Although the project is by nature an applied project, it is based on the notion of Physical Internet. Theoretical aspects were applied with respect to qualitative and quantitative process analysis and modelling. For this purpose, the Business Process Modelling and Notation (BPMN) was employed.

d) results or expected results

Evaluations of prototypical implementations suggest economic profitability of RTI-based circular economies in combination with a positive impact on the ecological footprint of the logistics chain. The positive results led to follow-up projects targeting additional industries in order to broaden the spectrum of applications.

Similar to DigiPharmaLogNet, the subsequent projects ReKEP and Resistant intend to realize circular economies in courier express parcel industries and Austria's military logistics, respectively. The starting point is the same RTI solution as in DigiPharmaLogNet, but the

expected requirements for industry-specific RTI developments and digital transformation processes are different.

This publication presents evaluations of the initial pharma-based RTI solution and discusses the preliminary results and expected outcomes of the follow-up projects

e) originality/value

Digital transformation lags behind in logistics sectors and realization of circular economies is little prevalent, because the required transformation projects entail high risks of failure. The presented prototypical implementation of a digitally enhanced RTI provides rare empirical data for a circular logistical system and allows gauging of its broader application. The availability of scientifically sound evidence is needed in order to demonstrate feasibility and profitability. The outcomes of the presented projects will contribute such evidence, which will support logistics industries in achieving the global sustainable development goals.

f) practical implications

The presented results will provide an example for the partial implementation of a "Physical Internet" and an application-blueprint for circular logistics in other industrial sectors.

Keywords   supply chain management, circular economies, returnable transport items

                Logistics, physical internet

Artificial intelligence and computing clouds in the digital business transformation of the green smart city

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Abstract

Digitalization is changing the rules of the game in virtually all sectors of the economy, including financial and business. Digital business transformation is the process of using digital technologies to strengthen a company's ability to create robust new digital business models. The possibilities of applying digital technologies in enterprises of individual industries have gained great interest in global research. They are implemented primarily by significant scientific centers and consulting companies. Digital business transformation in smart city is a process that uses artificial intelligence and cloud computing to support the competitiveness of key areas of a city, taking into account the important constraints related to the green economy. Artificial intelligence and cloud computing are priorities that will redefine the activities of companies, creating additional profit opportunities.

The aim of the publication is to characterize the development directions of the artificial intelligence and cloud computing in the digital business transformation, taking into account the key areas of competitiveness in the green smart city. According to the Author, the use of the latest achievements, especially in the field of artificial intelligence and cloud computing in the digital business transformation, is a huge potential to improve the key areas of competitiveness in the green smart city. It is worth emphasizing that there is a gap in the literature on the subject, as there are no clear ideas for the effective use of, in particular, deep learning with the use of artificial neural networks in the cloud for the digital transformation of business in the key areas of smart city competitiveness.

This strategy creates a great chance to avoid a serious crisis due to the development of the pandemic consequences. Cities, especially large cities, have to cope with some open important issues like growing population or traffic congestion. We assume that home and public space is supposed to be used in more efficient way. Even currently, there is a huge problem with a lack of crucial resources like water or energy in many regions of the world. So, an efficient management of resources is strongly required. What is more, it is predicted that global warming and carbon emissions will be probably considered as some critical factors for living conditions in cities. These problems concern many cities, not only the largest ones, but also much smaller ones.

A vision of a smart city is related to better protection of natural environment and more efficient use of it. Sustainable homes and buildings can be planned and efficient use of city resources can be developed. Citizens expect an efficient and sustainable transportation in livable city and also better urban planning of ecological buildings. Besides, the temperature in the streets can be controlled by building constructions. So how to effectively support the harmonious development of smart city? How to use modern technology, including artificial intelligence, sensor networks, Internet of Things, edge and cloud computing? The problem is also how to rebuild a city that is constantly in motion? How to perform surgery on the open heart of a living metropolis? How to strengthen the capacity of existing cities? I will try to outline the answers to some questions in this article.

It is considering how to apply cloud computing in a smart city. In addition, it is characterized by deep learning and the Internet of Things for the ecological management of the city's critical resources. An analysis was also presented regarding the specific case of deep learning architecture based on artificial neural networks (ANN), including the use of LSTM ANN. Because a smart city is a place where economic mechanisms are intensively supported by modern computational methods, including deep learning, we select some datasets to verify the quality of designed classifiers. Finally, the results of numerical experiments and conclusions are presented.

The results of theoretical research and numerical experiments confirmed that the impact of artificial intelligence and cloud computing on the digital business transformation, supporting the key areas of competitiveness in the green smart city, is significant.

Assessing the Human Resource Development Crisis Management with Training: Strategies Developed for New and Returning Expatriates

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Abstract

a) Purpose

While the world approached the Covid-19 Pandemic period with tense apprehension, the fields of business, management, science, and education had to jump into action into a new modality, rather, a new form of crisis management movement. While many were not ready for such action plans, they knew they had to immobilize quickly and set the tone, mood, and action plan and strategies into motion. Even though this was a new frontier for many, some professionals were better equipped for periods of trials and tribulations, challenges, and cultural challenges and changes in one's understanding of norms, ethics, values, and the new norm that approached during this historical period. Consequently, the training field changed drastically as many people had to depart from live training to training remotely. Many professionals involved in the training field had to switch roles and functions to adapt quickly and help many to "catch up" with the needed momentum of a new order of business operations. The typical world of Human Resource Development (HRD) professional has centred in the areas of education, training and development, and career development. Whereas Human Resource Management (HRM) professionals have centred their energies in the management of human capital (formerly known as employees), they have relied on others for training as they have regarded the training component as a separate business operation, but also due to their own lack of training in this field of specialization. Thus, this paper will focus on training methodologies and strategies changed during the Pandemic period, but equally important, a key element of this presentation will focus on the aftermath for those people returning back as expatriates after travel mobility was so vastly limited due to global health controls and stipulations. Furthermore, due to the Great Resignation in the United States commending from 2019, many HRD and HRM professionals have had to focus on revamping the workforce and rush to find qualified candidates to fill needed positions in many corporate divisions. Therefore, this presentation will help to examine their own form of crisis management in the field of training from the point of the chaotic start of the Pandemic through its peak points to now, after the main wave of the Great Resignation made full impact during the time when global health conditions started to improve and travel was made more open what was experienced after Covid-19's full force in 2020.

b) design/methodology/approach

The approach to this study of business will be by various forms of data collection of accounts of life before, during, and after the Pandemic period, especially regarding the return to normalcy and adjusting to life with the impact of the Great Resignation (World Economic Forum 2021). This historical fact, which is still ongoing, was a result of people trying to find their own "meaning of work", as well as the exodus of Baby Boomers leaving the workplace.

c) theoretical base

While Kurt Lewin developed his Change Management Model back in the 1940s, it still is applicable today, especially after this momentum change of events which occurred because of the impact of COVID-19 across the world. The three phases of his model are: 1) Unfreeze; 2) Change; and 3) Refreeze. In order to understand if this model is applicable, one has to determine if there is a need for a change. With the shutdown of most of the businesses, schools, and other industries across America, as well as the globe, it could be argued that change was the only way operations might have a chance of surviving. Coupled with this model, the Stakeholder Model will help to look at the impact of external and internal stakeholders during this change management process from a descriptive modality. According to Donaldson and Preston (1995), "It [stakeholder theory] presents a model describing what the corporation is. It describes the corporation as a constellation of co-operative and competitive interests possessing intrinsic value." With the use of this model, one can perceived the status of most businesses and organizations to find out what they were like before, during, and after a major event in terms of an operational perspective, as well as the impact on the stakeholders involved internally and externally. On the other hand, Carroll (2014) noted that "Stakeholder Theory is useful in helping to understand, and manage organizations, which is why the language of stakeholder theory is used widely in business, not for profit, government etc." While government organizations may be unique in their structure and operation, the Stakeholder Theory will help to form a lens in which one can look at the unique mechanisms at work in the business world in each of the three phases of Lewin's Change Management Model as the researcher examines if there was a need for change and to what ends one had to change to maintain some semblance of operational normalcy versus the coined phrase "The New Norm."

d) results or expected results.

This research to be reviewed and analyzed will help to develop a foundation of not only the documentation of the historical stories developed and published but will serve as a framework for further exploration and examination. This is a period that needs researchers and subject-matter experts to absorb, analyze, and reflect on how the several types of entities and organizations experienced a change in thinking in terms of their operations and moved towards immediate change management with little time to object, to enact immediate change.

e) originality/value

This research will help to review various areas of knowledge that may not be interconnected or supportive of each other, but it may help to develop the next chapter or genre of business knowledge management for all organizations to learn from. While there may have been a rush back to normalcy, one can argue that business will never operate the same again. Rather, businesses and their leaders, as well as their human capital (employees) will now be equipped with better skills sets for future operational events and/or changes in processes, but only if there is time to process what did happen and learn from it.

f) practical implications

The practical implications of such a research review here may open a new area for others to follow in their own organizational structure and operational thinking in terms of processes that worked or did not work well during the COVID-19 period. Further, with the use of Lewin's Change Management Model, coupled with the Stakeholder Theory, one could argue that businesses may have been better equipped than expected as many businesses do fail under normal circumstances, but it should be noted that there were many anomalies, as well as model

companies, which demonstrated best practices that should be highlighted and published more to share with the world of business stakeholders.

Bridging the gap between nursing theory and practice: Patient safety in the U.K. NHS.

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Abstract

Introduction

The considerable gap between nursing theories as taught in undergraduate nursing degree programmes and their application amidst the challenges of the modern clinical environment have been widely demonstrated (Abdullahi et al., 2022). The chasm that exists between taught nursing theory and applied clinical practice within the acute setting and its correlation with adverse patient safety incidents is a recurring theme to emerge from investigations into incidents of serious patient harm and requires further exploration if this alarming trend is to be reversed (Tingle, 2021) .

Pre-registration nursing students are well versed in the traditional nursing theories such as Orem's self-care model, Roy's adaptation model and Peplau's theory of interpersonal relations since an undergraduate nursing degree typically comprises circa 50% theory and 50% practice (Brandão et al., 2019). A case with which many nursing students will be familiar due to its inclusion in several pre-registration programmes, is the death of patient Elaine Bromily due to a breakdown in the human factors of communication, situational awareness, prioritisation and leadership amongst surgical and nursing staff during a routine sinus surgery (Mcclelland and Smith, 2016). The subsequent campaign by the deceased patient's husband to raise awareness of the safe application of effective human factors amongst clinicians has now seen their recognition as being a core feature of safe care delivery as well as being inextricably linked with safer surgical outcomes (Bould et al.,2015).

Whilst the current model for nurse education asserts that nursing theory-guided practice helps to improve nursing care by allowing nurses to articulate the rationale behind patient interventions, the clear disconnect between theory and practice is leading many academics and clinicians to advocate for a return to practical learning and greater emphasis on evidence-based nursing (Younas and Quennell, 2019).

When reflecting upon the quality of healthcare delivery within the NHS, it is necessary to reflect upon the effectiveness with which theory and practice cohere (Tingle, 2021). NHS medical and nursing staff attend mandatory training which focuses on patient safety issues, albeit subject to finance and time constraints, and there is now an NHS Patient Safety Syllabus from the Academy of Medical Royal Colleges (Spurgeon and Cross, 2021).

High profile patient safety failings are now a seemingly regular occurrence following the publication of the Francis Report in 2013, which detailed systematic failings in care and preventable deaths at the Mid Staffordshire NHS Foundation Trust and made recommendations for culture change within the NHS (Francis, 2013). Care Quality Commission (CQC) inspection reports continue to reveal failures in the most basic aspects of nursing care such as adequate record keeping and effective communication processes which poses the question of how the

NHS and higher education establishments are addressing these failures and whether lessons are truly being learned at all (Tingle, 2021).

The chasm between what is being taught at Universities and what is happening in practice is all too apparent within the modern NHS and it is questionable whether initiatives such as the Patient Safety Syllabus and education and training in patient safety are making any tangible difference in terms of the NHS patient safety improvement and how any improvements are actually being measured (Tingle, 2021).

Project reset in emergency medicine: Patient FIRST

The safety and infection control challenges faced by Emergency Departments in the wake of the first Covid wave were the catalyst for the CQC to publish Patient FIRST, written by CQC specialist professional advisors who are also experienced clinicians in Accident and Emergency departments that the CQC have rated as either 'good' or 'outstanding'. It is a support tool which combines practical advice and examples of good practice. FIRST stands for:

• Flow

• Infection control, including social distancing

• Reduced patients in emergency departments

• Staffing

• Treatment in the emergency department.

Five core principles of Patient FIRST are listed in the report, which include:

• Patients come first, and safety can never be compromised.

• Emergency departments must prioritise rapid assessment and emergency stabilisation of acutely unwell and injured patients.

• Delivery of quality urgent and emergency care is paramount and must be a focused and multidisciplinary effort. (CQC, 2021a: 3)

Flow

According to the CQC, effective patient flow prevents crowding within the emergency department and reduces the risk of iatrogenic infections. Developing and following emergency care pathways is a crucial part of managing patient flow within emergency departments.

'Flow escalation. The entire trust needs to be aware of the flow issues in a timely manner to resolve them. Many small "things" might be needed to avoid more significant impacts in flow. A flow escalation manager can be an individual based in the emergency department.' CQC, 2021a:8

Infection control

The stated aim is one of zero patient or staff acquired iatrogenic infections in the emergency department. Examples of good practice include:

'Don and doffing. Make sure the department has a clear 'how to' don and doff procedure in a numbered step approach. It needs to be visible in the areas where staff need to do this. Staff need to be 'clear' of other duties to concentrate on this procedure. Checklists can be used as well as the recommended buddy system.' CQC, 2021a:13

Patient FIRST also recommends the diversion of minor illnesses and injuries away from the emergency department community services such as GPs to reduce overcrowding and makes recommendations for optimal Emergency Department staffing ratios (Tingle, 2021).

NHS Patient Safety Syllabus

In 2020, the E-learning for healthcare (Elfh) digital training platform launched a series of online training materials for NHS staff to access. Level 1 is called 'Essentials for patient safety' and instructs clinicians to:

• Listen to patients and raise concerns.

• Employ a systems approach to safety, where optimal practice becomes a collective as opposed to an individual effort.

• Avoiding 'blame culture' when things go wrong and focus instead on learning and improving.

• Creating a fair and open culture that promotes patient safety by being open to learning and talking about risk and safety. (elfh and Health Education England, 2021)

Level 2 is called 'Access to practice' and takes a more detailed look into patient safety. One session is about systems thinking and risk expertise, the other is about ergonomics, human factors and safety culture.

These initiatives to boost patient safety are two examples of efforts made by the NHS to recognise and address the theory- practice gap within acute hospitals by way of quality staff education (Tingle, 2021). However, the CQC have also reported that there is a need for a drastic culture change, specifically in relation to the 'blame culture' that has been found to be prevalent within the NHS and which prevents staff from speaking openly about their concerns:

'There were some concerns with culture in the trust and staff being confident about speaking up. There were issues for some members of the black, Asian and minority ethnic staff. For example, we heard from a number of staff who had been told by a line manager to use a westernised name as this would be easier for people to pronounce. Another member of staff was not called by their name in a meeting and no effort was made to learn to pronounce it. Some staff told us they did not always raise concerns as they were not always taken seriously or appropriately supported when they did.' CQC, 2021b:10

Patient FIRST also gives examples of the practical challenges of matching theory with practice that are frequently being seen in Emergency Departments. Inspectors noted that:

'Patients in emergency departments did not always receive appropriate care and treatment in a timely way, exposing them to the risk of harm ...

'The trust did not always manage the access and flow of patients in the urgent and emergency departments and in medical care services, with patients spending long periods waiting for an in-patient bed.'

'Staff did not always recognise and report incidents and near misses in some services. Also, staff did not always share lessons learnt from these, to help prevent any future incidents from happening.' CQC, 2021c

Conclusion

Recent CQC reports and other high profile inquiries such as Francis (2013) make plain the common mismatch between theory and practice and the often tragic consequences of this for patient safety and care. There are no shortages of CQC inspection reports and newspaper articles detailing catastrophic failures and these sadly eclipse the many superb acts of patient care performed within the NHS each day because failures in care can cause serious harm or death.

Martin Bromily, whose wife died during a routine surgery, theorised that the NHS should adopt the same approach to safety as that seen in his own profession as a pilot, where aviation safety incidents are not hidden but openly examined in a blame free culture. (McClelland and Smith, 2016). Theory taught in a classroom will not alone will not change the poor culture within the NHS which prevents the honest conversations that effect meaningful change and online safety training is not a panacea. The theory practice gap will only be bridged by a committed change in culture and improved working conditions for nurses and other clinicians both within the NHS and the healthcare eco-system as a whole (Tingle, 2021).

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Challenges for technology development in education necessitating validations from health

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Abstract

The paper examines the collaboration between three main stakeholders, technology developers, educators, and health professionals, from three research projects. These projects aimed to create computer-supported digital education tools. Two of these projects (projects 1 and 2) focused on automatically detecting vision problems, while the third ongoing project (project 3) is centered on developing tools specifically for children with autism. The digital tools employ cutting-edge technologies, such as serious games for enhanced experiences, eye-tracking technology to analyze children's focus better, and AI for processing relevant information and determining tendencies and specificities via measurements and algorithms.

Using these tools holds great promise, as technology can provide support for activities that might be otherwise difficult or impossible due to resource constraints. These tools would prove highly beneficial for the development of children, as identifying vision problems is essential for proper functioning, and providing support for learning emotional skills can significantly improve the quality of life for children with autism.

To develop the tools, technology development and education experts must work together with health professionals right from the start. While specialists from all three stakeholder groups are critical for validating the tools, it can be challenging to formalize their different roles, especially for the health experts at the outset.

The purpose of this paper is to provide a better understanding of the three-way collaboration necessary to achieve the goal of developing digital technologies that consider specific health functions for educational purposes.

Inspired by Sundin and her colleagues, the methodology utilizes storytelling (Sundin et al., 2018) and participatory observations to provide concrete examples that influence interdisciplinary collaboration and aid in creating the required digital tools. The study identifies boundary objects and knowledge barriers that align with the development process and discusses their impact.

The findings highlight the differences between the identified and unknown boundary objects from the start, how they influence the different iterations of product development, and their consequences for future use. The paper also examines issues affecting knowledge transfer and knowledge barriers, focusing on the three main stakeholders. The challenges and possibilities for incorporating new technologies such as virtual reality, serious games, and methods from artificial intelligence in these tools are explored as well. The practical contribution is an abstract framework presenting the three-part collaborati

The paper's value lies in presenting concrete examples and relations for similar technology development activities. This may serve as a helpful resource for those seeking to understand the complexities of interdisciplinary cooperation in the development of digital tools that consider specific health functions for educational purposes.

SUNDIN, A., ANDERSSON, K. & WATT, R. 2018. Rethinking communication: integrating storytelling for increased stakeholder engagement in environmental evidence synthesis. Environmental Evidence, 7, 1-6.

Keywords

collaborative development	eye tracking	serious games
AI	education	children

Communication about rebranding: the case of Polish listed companies

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Abstract

Brands management, including rebranding, is the key driver of modern marketing strategy, still, we need more knowledge of how companies communicate rebranding. Corporate communication is not limited to financial and non-financial information. Changes in the marketing strategy are also crucial for the outside stakeholders influencing their decisions an investment behaviours. Our research aims to understand how companies communicate rebranding using various information dissemination channels. We identified all listed companies on the Warsaw Stock Exchange that went through a rebranding. Our time frame starts in 1991, when WSE initiated operating, and ends in 2020. Using textual analysis tools, we investigated 199 disclosures of 115 companies that conducted 139 rebrandings.

In contrast to existing research from other Stock Markets, our results show that Polish companies rarely use official stock exchange channels to disclose information aboutrebranding. In most cases, the information was published through the company's website orpress release having rather an informal character. We also identify that Polish companies use scarce explanations and limit words that show emotions while informing outside stakeholders about their brand change. Our findings implicate a need to increase the awareness of listed companies of the importance of marketing strategy communication and its benefits in investors relation creation.

Author keywords

Communication

rebranding

Polish listed companies

Company culture as an asset. Knowledge-Learning-Collaboration culture approach for sustainability

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Abstract

Settings: This paper ties theoretically and empirically company culture with intellectual capital, dynamic capabilities, and sustainability. We see organizational sustainability as a long-run perspective enabling the organization to constantly generate the shared value, survive and develop. Therefore, we see the knowledge-driven organization as a network of minds and, consequently, organizational sustainability as an effect of a sustainably collaborating network of brilliant minds.

Purpose: This paper presents a new perspective that treats organizational culture not as a static conceptual model but as a dynamic, complex adaptive system composed of knowledge, learning, and collaboration cultures in which synergy organizations might successfully function in a hyperdynamic knowledge economy. Moreover, this study expands a new KLC approach to company culture seen as an asset where the synergy of knowledge, learning, and collaboration cultures – must be designed and nourished to leverage the knowledge and intellectual capital needed for organizational innovativeness and sustainability. Knowledge and intellectual capital are the critical value-creation factors in the knowledge economy. Company culture eats strategy for breakfast - Peter Drucker says. Therefore, the authors consider how organizational cultures must and will shift organizational abilities in a knowledge-driven economy.

Theoretical Base: The KLC-approach introduced in the book Kucharska & Bedford (2023) is a base for the presented idea and for supporting its empirical model.

Methodology: Structural Equation Modelling (SEM) method. The presented empirical research supporting the key theses of the paper performs based on a cross-country comparison: the US and Poland (2500 cases).

Conclusion: The key message of this study is that knowledge, learning, and collaboration KLC-driven company culture is a key company asset tremendous for organizational sustainability creation. A piece of empirical evidence justifies our point that, indeed, KLC- driven company culture fosters knowledge flow within an organization that, thanks to intellectual capital generation, increase the organizational ability to change internally (by internal innovativeness of processes). In the presented model, the ability to change internally is a proxy of the higher- level organizational changing routines (dynamic capabilities) that reflect the entire organizational change adaptability competency needed in the hyperdynamic reality.

Implications: Company culture is an asset requiring design, implementation, and management to leverage the company by supporting its strategy. If company culture and strategy misalign – there is no chance for success in the long run perspective.

Limitations: The given empirical model does not include such variables as sustainability and dynamic capabilities. Conclusions about KLC approach power to support sustainability based on innovativeness seen as a sustainability proxy. Specifically, in the presented model, the ability to change internally is a proxy of the higher-level organizational changing routines (dynamic capabilities) that reflect the entire organizational change adaptability competency needed for sustainability.

Keywords	knowledge culture	learning culture
	collaboration culture	KLC-approach

CONCEPTUALISING THEORETICAL GUIDELINES FOR CORPORATE BRAND AUTHENTICITY: LESSONS FROM BRAND AUTHENTICITY

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Abstract

Even though brand authenticity has elicited a lot of attention, there have only been a few attempts to investigate the nature of corporate brand authenticity. This paper's point of departure is that corporate brand authenticity is essential to building a corporate brand's desired reputation. Additionally, it is assumed that the organisation's familiarity with and focus on specific aspects of brand authenticity may be valuable for achieving corporate brand authenticity. Making sure that the relationships made in today's dynamic digital interactive landscape are genuine and sincere, and that the stakeholders of an organisation see them as such is a significant problem for corporate brands. Scholarly publications on this topic are limited, despite the organisation's need for authenticity that could lead to strong reputations and the urgency with which it must do so. The research methodology mainly involved two steps. First, Google Scholar, an academic Web search engine, was used to identify scholarly materials in peer-reviewed journals, conferences, academic books, and the like. The academic works were then inductively analyzed to determine and compare the distinctive attributes of the corporate brand and the antecedents of brand authenticity. By examining the attributes alongside the antecedents, this research makes a theoretical contribution to the literature on corporate brand authenticity. The proposed factors of corporate brand authenticity might fill in some of the gaps in the literature on corporate brands and inspire future research. This study is based on theoretical insights in literature on the qualities of the corporate brand and brand authenticity in the corporate communication and marketing fields respectively.

Keywords	Corporate brand	authenticity
	corporate reputation	corporate branding

Creating sustainable wealth in the knowledge economy context. Theoretical foundations and framework proposal.

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The advent of the Knowledge economy has dramatically changed the foundations of wealth creation for individuals, companies and nations. Assuming wealth is equivalent to abundance of valuable assets, we realize that in the new context of the knowledge economy wealth is moving from tangible to intangible assets, and the main intangible asset is knowledge. Consequently, we can say that wealth is mainly accumulated knowledge. Nowadays, we can also estimate that tangible assets only represent less than 20% of the total assets owned by individuals, companies or nations.

At company level, traditional accounting books (Balance Sheets and Profit and Lost Accounts) do not provide relevant information on intangible assets, and the way to inform on future wealth creation potential is given to new information system initiatives, such as Integrated Reporting.

At the macro level (Regions and Nations) there is a similar problem, but not a similar tentative solution and this research pretends to search the theoretical foundations of an Integrated Reporting at the macro level and to design an Integrated Reporting specific framework as well.

After an introduction, the paper has two main purposes. First, discovering from the existing relevant literature on sustainable political, economic and social development, and on competitiveness, innovation and intellectual capital at the macro level, which are the principles and theories that guide nations' sustainable wealth creation in the knowledge economy context. This part tries to answer two fundamental questions: Who does create wealth? and How is wealth created. Second, finding out the suitable methodology or framework to enable an in-depth diagnosis of a nation's wealth creation potential foundations, with the aim to aiding in the definition of the possible vision, objectives and lines of action to embrace to enable innovation and sustainable economic growth.

According with principles and theories of wealth creation there is a close relationship between wealth creation and competitiveness and consequently trying to find out methodologies and frameworks for an in-depth practical diagnosis of a nation's wealth creation potential, leads us to the World Competitiveness Report from World Economic Forum (WEF) and World

Competitiveness Yearbook from International Institute for Management Development (IMD), the two most relevant considering their up to date data bases, historical performances and scientific approach. Intellectual Capital community methodologies at the macro level are also considered as alternative approaches to the competitiveness frameworks.

Finally, we finish the review and valuation of competitiveness and IC macro dimension frameworks considering NICBS (Nations' Intellectual Capital Benchmarking System) and enhanced NICBS methodologies as the most complete and suitable for the above in-depth mentioned diagnosis.

In essence, the approach followed in purpose two has been a review of scientific literature on competitiveness and IC macro dimension with the exclusive aim of finding out the practical framework that could make it possible an in-depth analysis of a nation wealth creation potential. At the same time this methodology or framework would be the cornerstone of a kind of Integrated Reporting at the macro level (Regions and Nations).

In summary, the research tries to be a first step on the design of an Integrated Reporting framework at the macro level that considers knowledge and other intangibles as the main foundations of competitiveness, innovation and sustainable economic growth, or in other words the main foundations of wealth creation potential.

Keywords: Wealth, competitiveness, innovation, intellectual capital, intangibles, knowledge

based development, Integrated Reporting.

DESIGNING A GOODWILL ASSESSMENT MODEL FOR COMPANIES APPLYING INTEGRATED REPORTING

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Abstract

The quality of a company's financial reporting is always ensured by the positive value of the goodwill, since it is always taken into consideration when assessing the global value of that company; in the same time, the quality of reporting increases when the IT asymmetry decreases in relation to stakeholders' requirements and the disclosure of significant information on business sustainability, which are non-financial information comprised by the sustainability report.

The purpose of this work is to outline the impact of goodwill in the financial statements of companies applying the IR, in improving stakeholders' relations by disclosing a holistic, transparent and useful view for decision-making, especially within entities registering a positive goodwill. For this, in the first part of the work we will refer to a number of introductory considerations on the IR concept and the way in which, under the current economic context, this type of reporting answers the criticism against traditional reporting, thus improving the communication with stakeholders. To this end, the main research objectives are oriented towards: O 1 – presenting the IR concept and framework as a corporative reporting tool, emphasizing the need for stakeholders' communication improvement; O 2 – assessing the level of exploiting non-financial information and the use of this information and O 3 – considering decision-making impact of information on goodwill evolution.

A quantitative research using a database comprising 144 economic entities selected at a global scale, which includes all business sectors, beginning with their first use of IR until the present time.

In the section Results and discussions authors' contributions are provided, transposed in the design of an economic model of goodwill assessment for entities applying IR, meant to show how goodwill is a benchmark for maintaining and attracting investors. Against this background, the dependency relationship between goodwill and the dynamics of various factors of IR influence was determined, using the multiple linear regression model. The model generated by our research can also be used by other entities applying IR, being thus able to assess goodwill

and the impact of this asset on the relationship between the entity and the stakeholders. Other indicators can be considered for this purpose, as they can significantly affect goodwill evolution.

In relation to the impact of intangible assets on performance, we can conclude based on our analysis and the model we designed that there are industries where goodwill raises an alarm to stakeholders, especially in that segment of the graph where bars exceed the Gauss curve. Consequently, the disclosure of goodwill information in the corporate reports could entail major benefits both for the entity and stakeholders; nevertheless, given the strict regulations, this information is not included in the financial statements. We can thus confirm that the adoption of IR practices, corroborated with the presence of positive goodwill figures in the financial statements result in a significant improved relation with stakeholders, since they receive a large volume of information with a major impact on decision-making, allowing them to see the economic and financial panorama of the reporting company, in much more detail from the credibility and the disclosed information perspective.

The development of a measures package meant to promote business sustainability and an improved flow of information on the social and environmental issues of a company could really help investors and large public to benefit from comparable and relevant information.

Determinants of female economic activity in Poland

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Abstract

a) purpose

The aim of this article is to present - against the background of the literature on the subject and empirical data collected by governmental institutions operating in the European Union - the entrepreneurial activity rate of women in Poland over ten years (2012-2021).

b) design/methodology/approach

In order to achieve the main objective, secondary data from Eurostat and the Central Statistical Office (CSO) were analysed, detailing the employment rate by gender and working age by Polish voivodeships. Indicators were analysed in the following ranges: average gross wage and its valorisation in 2012-2021, median wages in industries with the highest employment and wages at different levels of organisation in 2020. The tools of mathematical analysis and the basics of stochastic processes were used to calculate the data presented in the publication, determining the particular sensitivity ranges of the published results.

c) theoretical base

When examining women's economic activity, it should be emphasised that issues related to it are a relatively new research direction, and an understanding of the specifics of the subject seems particularly important given that the number of women starting businesses in recent decades has been characterised by a permanent upward trend. The role of economically active women assumes particular importance in contemporary economic processes, as their presence on the labour market and in the public sphere is one of the greatest achievements of the 20th century. Women's professional activity became a phenomenon on a social scale in the 1960s and 1970s, while the number of women working in Poland and the countries of Central and Eastern Europe has been increasing dynamically since the end of World War II, which was conditioned by industrialisation, based primarily on manual labour.

d) results or expected results

When analysing the female employment rate in Poland, attention should be paid to the country's position in relation to other EU Member States. The twenty-first position points to unlimited development opportunities and the need to support this economic space at every level of economic activity. This conclusion is reinforced by the statistics achieved by the opposite sex - men - which showed an upward trend over the period studied (2012-2021). This is also confirmed by the value of the calculated median female salary, which is lower by EUR 126.2 than the median gross male salary in Poland.

e) originality/value

Analysis of individual indicators relating to women's labour force participation in Poland has made it possible to provide answers to the questions what the current state of affairs is and what its determinants are. Thanks to the published results of the study on the employment rate by gender in European Union countries, the different situation of women and men can be seen. On the other hand, visible discrimination against women appears in the analysis of the average gross salary at different levels of organisation in Poland, which can be used to support and create additional aid programmes to support women's economic activity.

f) practical implications

A defined indicator of female entrepreneurship will allow recommendations to be tailored for state bodies and local government institutions supporting women's economic activity in Poland as well as in other EU countries with a similar economic structure.

Development of LGBTQ Policies for Cadet Forces: where is the LGBTQ voice?

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Abstract

Aim/Purpose of the Research

2.1 Background

The Sea Cadets (Navy) are different from the Army Cadet (Army) and the Air Cadet (Air Force) forces in a few ways. For example, only the Sea Cadets do not discriminate against cadets with learning disabilities or physical disabilities. In many ways the Sea Cadets lead the way in inclusivity. However, gender inclusivity is the next challenge and at the present time all policies are written by the same team at Head Quarters (HQ). This draws questions on how inclusive the policy writing team are and how it can ensure gender diversity is being represented.

2.2 Why is this research needed?

From a practical perspective gender inclusivity has been an issue for society and, in particular, for the armed forces who have a history of discriminating against gay people. Some progress has been made over the years more so within the last 20 years but there is still a long way to go. For example, years ago it was not seen as appropriate for someone to 'come out' as being gay in the armed forces, it was against the principles and the ethos of the armed forces, and if you were to be caught out regarding your homosexuality, you were either imprisoned with the armed forces or you were discharged from the forces with remarks noted in your armed forces service records. You also lost all rights to your armed forces pensions or any campaign medals you may have received. Now we have moved on in time things have changed and are continuing to change for the better, with service personnel now having their pensions re-instated and their medals being returned and for them to feel they can be open about their sexuality. Example Dame Kelly Holmes was a sergeant in the Army and for many years she kept her sexuality a secret until this year (2022) when she finally felt she was safe to 'come out' but while she had kept this a secret, it caused her to have anxiety issues, loss of confidence and she also suffered from mental health issues. She found out that the army had made big changes towards the LGBTQ+ community and she then felt comfortable in being honest about her sexuality, knowing she would not lose her military pension or her honorary rank of Colonel.

There are also difficulties in gaining access to MoD documents or Sea Cadet documents and processes and even when the Freedom of Information Act has been applied and pressure given from MPs the MoD and the Sea Cadets have still not disclosed the information needed to assess practices in terms of gender diversity. This research will provide evidence of the MoD and the Sea Cadets refusal to disclosure. They should be encouraged to enable progress.

2.2 Aim

The aim of this research is to:

Gain an understanding of the existence of and process of representation of gender diverse individuals in policy writing in the Sea Cadets

Understand the experiences of gender diverse cadets, civilian volunteers, commanding officers, and paid employees in particular to their welcome, acceptance, involvement, and development in the Sea Cadets.

To provide best practice is terms of policy development, education, cultural development, and relationships to optimise inclusion of gender diverse individuals.

3 Literature Review

Key topics for this research are LGBTQ+ community, policy development, cadet forces, hierarchical youth organisations, gender diversity and gender inclusivity. Literature not more than 10 years old will be used for the literature review as society has changed in its approach and thinking about gender inclusivity.

Although civilian volunteers and Commanding Officers are all adults, the Senior Cadets come under Youth. Much research has been done on gender diversity in youth organisations and this body of literature is helpful. There is another body of literature on students in school and in further and higher education. This body of literature is helpful but mainly focussed on mental health of the LGBTQ community.

"Policy on lesbian, gay, bisexual and transgender (LGBT) service members has undergone dramatic transformation in numerous countries" (Sundevall &Persson,2016).

From a knowledge perspective there has been some literature found pertaining to the specific topic of this DBA proposal but not a lot in the UK, so, the concepts will need to be researched to look at knowledge contribution. Sea Cadets are a unique community within an organisation which has a unique hierarchy and relationship with the MoD. This unique community needs to be studied separately rather than just being part of 'youth community' research and 'student community' research. The leaders/volunteers, who are adults, are also in a unique position which is not covered in literature.

"With evolving understandings with Sexual orientation and gender identity, public administrators are confronted with questions on how to craft policy and make decision based on new concepts of sex and gender for transgender employees" (Elias et al, 2018)

With the progress towards inclusion, written policies, partly due to legal requirements, have now moved from condemnation and exclusion, of the LGBTQ community, to acceptance and inclusion of it, but who has written these policies? Indications in the Sea Cadets are that the LGBTQ community is being excluded from participating in creating these polices.

Government policy often excludes LGBTQ youth (Ormiston, 2022) and this has led to an LGBTQ homeless epidemic. In his article, Ormiston analyses policies and makes recommendations on how these can be changed. Although relating to governmental policy this article provides insight into how policies can be more LGBTQ inclusive.

Institutional policies and resources, as well as structural-level factors can affect LGBTQ+ students' well-being (Woodford et al, 2018). Woodford et al, documented 11 college students' policies and programs and then examined participants experiences of discrimination and linked the experiences to each of the policy areas. This is useful to evidence how policies do or do not make any difference to gender diverse individuals.

Developing positive identity factors such as authenticity and sense of belonging can support gender diverse individuals, but their self-awareness can be a barrier as they may anticipate rejection (Rostosky et al, 2018). The extent to which authenticity is valued within the culture of the Sea Cadets will be examined and what sea cadets understand as 'belonging'. Erica Ciszek (2020) has done some helpful work on the precursors to successful dialogue around gender diversity, one pre-cursor of which is trust. She also considers how LGBTQ+ communication professionals can assist with this which is a consideration to explore for Sea Cadets.

4 Research Methodology

This stage of the research is an Action Research approach.

Focus Groups of Sea Cadet Officers and Civilian adult volunteers and previous encumbants.

5 Outcomes

A compiled description of lived experience of leaders (civilian and command). This will provide insights into how the organisation (Sea Cadets) has helped or hindered their welcome into being fully participative members of the sea cadet community. These will be themed in terms of obstacles, enablers, mediators, and agency.

Actions taken in the organisation as a response to this research.

Developing a framework of questions that the Sea Cadets (and other Cadet Forces and hierarchical youth organisations) – can address to help them produce a gender diverse affirming culture and improving their representation of gender diverse individuals in their policy writing and their policy enactment.

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Keywords	LGBTQ	Policies
	Cadet Force	Voice

Dissemination of Data on Practices in HRD /HRM As stated by Professionals over a Period of 10 years

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Abstract

1. Purpose:

The purpose of this paper is to disseminate and report first-hand data collected by graduate students as course assignments starting from 2007 to 2019. Every semester, students were instructed and guided in a class assignment to interview an HRD/HRM practitioner using the same, unaltered questionnaire for 10 years. The purpose of the assignment was for the students to gain knowledge regarding some practices in the field of HRD/HRM as opposed to academic theories that are accessible through a review of literature and classwork. Class discussions took place using compiled documentation containing all the answers so the students could benefit from all the respondents' practices.

2. Theoretical Base

Human Resource Development (HRD) has become a field of study and practice. In this perspective, HRD has developed various and multiple models and approaches for scholars and practitioners to utilize as frameworks. Theory is particularly important to a discipline that is emerging and growing (Chalofsky, 1990; Ruona, 2000; Torraco, 2005). While practitioners need many theories in their toolkit, scholars of HRD seek an encompassing theory to define and guide the profession.

The following two definitions from HRD scholars capture the essence of theory and the challenge facing our profession:

1. "A theory simply explains what a phenomenon is and how it works" (Torraco, 1997, p. 115).

2. "Theory building is the process or recurring cycle by which coherent descriptions, explanations, and representations of observed or experienced phenomena are generated, verified, and refined"(Lynham, 2000b, p. 160). Theory building uses scientific methods to analyze a phenomenon, an event, or a behavior.

3. Methodology

Every semester, students are instructed and guided in a class assignment to interview an HRD practitioner using the same, unaltered questionnaire. The instructions to the students were to identify a Human Resource Development professional, a Training professional or Organization Development professional or any other person who can provide them with answers regarding the functioning of HRD in their organization (profit or non-profit). They had to write a paragraph about the title of the person to interview and his/her job as well as their organization. Students were also instructed not mention names or any other personal information regarding the person or the company. They interview the person using the questionnaire provided by the instructor. The students were instructed to record the answers under the question and submit the completed questionnaire via BlackBoard platform as an assignment. The questionnaire was composed of 20 questions. Some of the questions were:

1. What kind of qualifications a person in your department should have that would make them more successful in the HRD field?

2. How often does your department do training?

3. What challenges do you face during the recruiting and retention process?

4. How often does your Human Resources Department, update training materials?

5. Do you have any experience training employees for global employment?

6. What do you do when an employee has completed the provided required training, but remains incompetent in that skill?

7. When recruiting, do you promote from within or do you prefer recruiting from outside your company and w

8. What type of legal issues do you face on a daily basis?

9. What have you found to be the most popular reward for employees?

The purpose of the assignment is for the students to gain knowledge regarding some practices in the field of HRD as opposed to academic theories that are accessible through a review of literature and classwork. Class discussions take place using a compiled document containing all the answers so the students can benefit from all the respondents' practices.

4. Data

The data collected is presented as follows:

Every semester about 300 responses regarding HRD practices are collected (15 students X 20 questions). With an average of 15 students every semester during a period of 10 years (22 semesters), the total number of respondents is 330 HRD practitioners or 330 questionnaires to analyze (660 answers). The following is an example of data to be analyzed by practice :

• Recruiting and retention (challenges, courses needed outside HRD, internal hiring vs external),

• Training (frequency, training materials updates, needs assessment, global training),

• Daily legal issues (training and disciplinary actions when an employee is failing, types of daily legal issues,).

• Most important aspects of the job.

• Performance improvement undertaken, turnover and design of motivation, most popular reward for employees.

• Methods used in training (internet/online, teleconferences, face-to- face, handouts, Power Point presentations, etc.)

The last question: "What do you think is the most challenging issue facing the HRD field today?" will be treated and analyzed separately as a non- practice.

5. Results

As the workplace evolves, practices and theories interact to better serve the field of HRD/HRM. The 660 answers gathered during a period of 10 years yielded some important facts and practices

such as: Most respondents still prefer face to face training despite the development of technology. The majority of the respondents do not have any training in global training despite the effects of globalization. Most of the training is done on site not online. The challenge with the recruiting is that it is hard to find people who are truly dedicated to their jobs. "The challenge that I face about the retention process is to be able to retain brilliant employees". Workers are always looking for new jobs with better benefits. "Recruiting domestic diversity is very difficult not just for us, but it is difficult for most organizations". Most organizations value the promotion from within "to give the chance to their employees first".

Table: Examples from 2010 and 2019 Answers to Question 18.

Question: What do you think is the most challenging issues facing the HRD field today?

2010 Question: What do you think is the most challenging issues facing the HRD field today?

2019

• Budget cuts! Training is usually the first thing to be downsized or eliminated completely.

• Termination due to the economy, having to let good people go.

• Interviewing skills among potential employees…many people are lacking polished and refined interviewing skills

• I think the economy. People are taking jobs that they are not trained for because it is what is available and trying to train people who may have been in high ranking positions before can be difficult.

• We spent so much money training and developing individuals to do jobs that they've never done before and end up losing them due to opportunities elsewhere.

• The most challenging issue today is to show the value of the HRD department in terms of overall organizational strategy.

• Whether it's government or corporate HRD, I still think that funding is the biggest challenge

• Entitlement. People feel like they are entitled to work, and that they are owed something at their jobs, instead of being thankful that they have a job in the first place.

• The strong work ethic is fading in this country, and makes my job very difficult

• Salaries and Benefits

• Getting top management to understand the value of the HR/HRD department and inviting them to the strategic planning process

• Incorporating training for products and services that are expanding in foreign markets.

• Laws and regulations are very different and at the present the company lacks foreign offices to spearhead this project

• Communications is a challenge in this day and age of so much so fast.

• Gaining respect from Human Resources and Management on the importance of training

• Placing available employees. Many projects are near completion, with not as many new projects starting up

• Global competition and the younger people are committed to their career and not the company

• On a local level I believe that health benefits have become an issue

• The lack of cultural understanding in the business. The workplace is getting more diversified. The need to have better understanding of different cultures and backgrounds

• The most challenging issue facing HRD today is diversity in the workplace. We live in a global world and HRD needs to adapt to workplace diversity because

• There's no broad answer for that. I think it would be more of an industry challenge or city challenge.

• Diversity, we put so much emphasis on diversity, yet most people only see it as being based on race, sex, and age.

• The most challenging issues is the change of the demographic.

• Competition with salaries which is what we are facing and the multi-generation work force.

• Just to get people to stay and make it a career.

• The main challenge that the HRD field is facing today is not being recognized as a fundamental part of the company.

• Funding is a huge issue. ROI is often difficult to prove that offering customer service training for example is measurable to prove that customer service has improved.

• I believe the political sensitivity is the hottest issue right now. My colleagues have many issues with racism, politically charged conversations at work

• Retention and motivation.

• Digitalization / technology advancement / Automation.

• I would say one of the trickiest and most challenging issues facing the HRD field today is leadership development.

• We are in every litigious society and employee wants to sue for everything.

5. Conclusion

HRD is an evolving field of every day practices that are deemed necessary to face challenges, create opportunities, and solve everyday problems and issues. While theories take time to explain a phenomenon, many models of HRD are based on extensive practical experiences with development and improvement.

6. Implications

This paper has significant implications to the HRD and HRM fields as "HRD policies are closely associated with that aspect of HRM that is concerned with investing in people and developing the organization's human capital" (Armstrong,2006, p. 535) cited by Matthew W. Hurtienne et al (2017). Theory in an applied field such as HRD is required to be both scholarly and successful in practice and can be the basis of significant advances.

Does the employer's gender matter when hiring people with disabilities?

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Abstract

a) purpose

The aim of this article is to answer the question: Does the employer's gender matter when hiring people with disabilities? The authors wanted to find out how the gender of the employer affects the employment of people with disabilities, and try to define these factors – which was the objective of this article. The motivation of this study is based on the practical, long–term knowledge of the authors (one of them is a person with disabilities from birth) and knowledge of current economic trends in connection with the state policy aimed at activating people with disabilities. The respondents of the study could express their opinion focusing on the proposed factors determining the favor of employing people with disabilities. The method of this study was a dedicated questionary form.

b) design/methodology/approach

The authors collected data using a close questionnaire. The study employed the individual survey qualitative data addressed to representatives of micro, small, medium and big enterprises from sheltered employment workshops (SEW) and commercial labour market (CLM). As methods of carrying out the work, research tools were selected, adapted to the size of the research sample, and considered sensitive in the social sciences. In addition, mathematical analysis tools were used to calculate averages, medians, and variances. The questionnaire was used for the study, with a single and multiple–response questions using a 7–point Likert scale, used in social sciences. One of the strengths of the presented methodology is the careful selection of the questions asked in the questionnaire. The computing environment was the Statistica program package.

c) theoretical base

Disability is an interdisciplinary issue. It is the subject of research in both the economic, social and legal sciences and is a global issue with real implications for 21st century policy. Indeed, it occurs on all continents and affects the policies of all countries in the world, regardless of their level of economic development. Despite numerous interventions, employment of people with disabilities remains at a low level in Poland and in the EU. This was not essentially been changed by the act giving rise to the creation of enterprises in Poland with a special legal status adapted to employ people with disabilities. Literature indicates their disappearance caused by economic as well as social factors.

One of the priorities of the European Union is to support micro, small, and medium-sized enterprises (SMEs), which account for over 99% of all enterprises, being the largest employer in

the EU economy, thus significantly contributing to its development. It has been noted that they face difficulties in accessing capital, external sources of financing, as well as modern technologies or innovations, especially in the early stage of development. The EU law provides for numerous preferences for SMEs, which have much wider access to support from public funds than large one.

d) results or expected results

The results of the survey indicate that the gender of the employer matters when hiring people with disabilities. The analysis leads to several conclusions. Firstly, the female owners of small and micro enterprises are more likely to hire people with disabilities. Secondly, the opposite trend was noted in medium and large enterprises managed by male owners.

e) originality/value

The economic value can be classified as an entrepreneurial factor, indicating the gender of the employer: female or male. Social value, on the other hand, is the greater gender sensitivity of the employer to another person – an employee with a disability. These results indicate that this survey has both economic and social value.

f) practical implications

The gender of the employer matters when hiring people with disabilities has been confirmed. The female gender owners of small and micro enterprises are more likely to hire people with disabilities. This is evidenced by the fact that, according to the study, it was in these types of enterprises that the statistical rate (RwD) $\geq 6.00\%$ of employment of people with disabilities was most often achieved, expressed per full-time equivalents (FTEs). The opposite trend was noted in large and medium enterprises managed by the male gender. Both enterprises' gender owners benefited from 100% of government subsidies resulting from the employment of people with disabilities, but the female gender owners of small more often benefit from government subsidies for employees with disabilities.

Suggestions for future research are:

a. extension the research group of study

b. comparison of various SEMs enterprises' industry segments on the employment of persons with disabilities

c. extending the research to other economic areas in Poland and the EU

d. application of this study in other countries and compare the results.

Both local, general government and institutions supporting the activation of employment and people with disabilities as well as commercial institutions should be oriented towards the economic aspects of quantitative modelling of jobs on SEW)and CLM. This study should contribute to understanding the condition of the labour market, including information on the preferences of a group of people who are still not integrated part of the community – PwD.

Keywords   disability   economics of the handicapped employment discrimination

              ethnic minority workers and social value

              employer's gender as a entrepreneurship determinant

Eco-innovation activity in Central and Eastern European Countries (CEECs) and possibilities to support it by eco-innovation policy.

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Abstract

a) purpose

Innovation constitutes a significant factor related to socio-economic development, and it is principal in achieving the competitive advantage of enterprises, regions, and countries. Nowadays, an increasing importance is attached to eco-innovations activity, which takes into account the ecological perspective ensuring the reduction of environmental costs. Innovation is a factor of social and economic progress at the national level, as well as a driver of resilience and competitiveness. If particular country wants to advance towards an environmentally friendly and prosperous society, it is important that it promotes eco-innovation activity as one of the main drivers of adaptation to current global challenges. The main objective of the study is to present the status and development perspectives of eco-innovation and the opportunities for governments to effectively influence the implementation of specific tools (financial and non-financial) to support eco-innovative activity in Central and Eastern European Countries (CEECs) of the European Union. While pursuing such a formulated objective, the barriers, threats, opportunities and challenges related to eco-innovative activity and the tools to support it in the above-mentioned countries are also taken into account.

b) design/methodology/approach

The research is based on a review of recent literature and on a comparative analysis of statistical data on the development of eco-innovation, as well as on the current and expected effectiveness of the impact of modern tools (financial and non-financial) for supporting eco-innovative activities in CEECs. The study also takes into account the European Innovation Scoreboard and Eco-innovation Scoreboard.

c) theoretical base

The theoretical basis for the considerations is a diagnosis of the existing state of eco-innovation and a review of specific theoretical and empirical approaches, including a presentation of their significance for the economy and possible instruments and solutions for supporting eco-innovative activity in CEECs. The analysis is also based on the presentation of good practices in the above-mentioned area applied by the most developed EU countries and the possibilities of their implementation by these group of countries.

d) results or expected results

The results obtained illustrate the formation of eco-innovation activity and indicate the different ways and mechanisms of functioning of financial and non-financial tools for supporting eco-innovation policy in CEECs, including the possibilities of their implementation and the assessment of their effectiveness. In addition, the study includes a presentation of the possibilities of implementing solutions applied in highly developed EU countries by less developed CEECs.

e) originality/value

The comparative analysis of eco-innovation activities and the tools to support them in CEECs presented in this study is based on a diagnosis of the existing state of their economies in this area, an assessment of development prospects, as well as a comparison of selected solutions and an indication of the possibility of their effective implementation by these countries. The results of the research carried out allow specific conclusions to be drawn with regard to the financial and non-financial policy of supporting eco-innovation, as well as the formulation of recommendations and recommendations for its implementation, both at the level of the EU (supranational), as well as at the level of its individual member states (national), especially those located in Central and Eastern Europe.

f) practical implications

The EU countries show a significant divergence in terms of both eco-innovation and innovation activities. The EU countries taking the leading positions in terms of eco-innovation activity are simultaneously the leaders in relation to innovation activity. The similar situation takes place in the case of the EU countries belonging to the group of the poorest eco-innovators. The CEECs still confront the outcomes of post-communist transition which created unfavourable economic and social circumstances to adopt green initiatives. The results of the eco-innovation scoreboard for these countries show an inefficient use of materials, water and energy resources, and also low resource productivity. Only improving energy efficiency was considered a political priority and has already been integrated by governments in their implementation plans. The gaps between East and West EU countries are diminishing, but there are still institutional, legislative and economic shortcomings in eco-innovation that should be addressed. The analysis carried out indicates the level of eco-innovation development in CEECs and the potential for good practice in supporting eco-innovation activity by these countries, and provides a strong basis for assessing the potential for eco-innovation support policies to have an effective impact on the development of eco-innovation activity in these countries. The Europe is currently facing major environmental challenges such as climate change, depletion of natural resources, and biodiversity loss. That is why new economic and social approaches and models resulting in explicit and significant environmental benefits have fundamental meaning to sustain socio-economic development for the EU countries, especially CEECs.

Keywords	Eco-innovation policy	Central and Eastern European Countries (CEECs)
	EU countries	comparative analysis

Effective Management of Community Sustainability Knowledge

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Abstract

a) purpose

Investigate how sustainability knowledge is shared and attitudes formed in an Icelandic community (Akureyri) that has achieved carbon neutrality. Based on the observed difficulties in other cities, regions, and nations in effectively working together to advance sustainability initiatives, Akureyri is a singular example of how a community can be persuaded to take effective steps to reach carbon neutrality.

By studying the different groups within Akureyri--academia, business, government—we can look at how knowledge flows within and across groups. With that understanding, recommendations can be made for how better managing sustainability knowledge can lead to action in other communities, regions, and nations.

b) design/methodology/approach

The study included in-person, face-to-face interviews with over fifty city leaders from Akureyri, Iceland. The town includes just under 20,000 residents and is the commercial and political center of northern Iceland. The interviews included a structured questionnaire including both short-answer and open-ended items. Items were drawn from established sources such as sustainability attitude from the Yale Seven Americas studies and more location specific questions about personal connections (allowing construction of a social/knowledge network diagram). Connections between respondents were reinforced by the sampling procedure (snowball sample) and data from social networks.

c) theoretical base

The study and its analysis are based on established theory in several disciplines. Initially, social marketing/behavioral economics have a considerable literature on providing incentives to targeted populations to encourage attitude and behavior change. That theory has been applied repeatedly to sustainability initiatives, how to encourage targeted to groups to act in a more climate-friendly manner. Quite a number of those applications have relied on personal connections and persuasion to motivate change, providing an opportunity to apply additional theoretical principles from the realms of knowledge management (specifically knowledge sharing) and communication. The structure of the questionnaire and the open-ended interview questions allowed data gathering based on these literatures. The end result is suitable for analysing how personal relationships, trust, perceived expertise, and effective knowledge sharing can help gain the desired attitude and behaviour changes.

d) results or expected results

The research demonstrated that the range of sustainability views in Akureyri was much narrower than that seen in the US and that personal connections between community leaders spanned

the different segments, even with differences in views were apparent. Potential reasons were identified in the open-ended interviews, including concepts supported by the knowledge sharing and social marketing literatures including trust, social norming, ease of compliance, and other related ideas. The quantitative and interview results also indicated unique characteristics of the northern Icelandic community that likely have some impact on their views on sustainability and their willingness to so effectively move toward carbon neutrality.

e) originality/valu

Social marketing concepts and practices have a lengthy history of application to sustainability issues, including in communities. This study offered a unique opportunity to explore the success of a sustainability campaign with social marketing features in much more depth than is often possibility. The ability to interview over 50 community leaders at length, specifically about carbon neutrality and how Akureyri was successful in reaching that goal provided much deeper insights than is typical of campaign post-mortems. Further, the research provided an opportunity to gather responses relevant to knowledge sharing, allowing an exploration of the role knowledge management might play in moving sustainability initiatives forward. Given that sustainability is founded on key knowledge about climate change and potential solutions, tools and techniques to enhance how that knowledge is shared and applied could be important in moving toward solutions.

f) practical implication

The results of this study provide helpful guidelines for other cities, regions, and nations pursuing carbon neutrality. The concept of personal relationships and individuals sharing knowledge helpful to solving a community issue is different from some of the political discourse seen surrounding sustainability. Moreover, how that knowledge is shared is important. Knowledge management can help in structuring knowledge exchange so it is useful and impactful. This example illustrates some best practices for incorporating such knowledge management principles in a new context.

Keywords	knowledge management	knowledge sharing
	Sustainability	knowledge networks
	trust	

Energy and environmental challenges in a new digitalized world addressed by Microelectronics Research & Development and Training

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Abstract

a) purpose

The development of digital technology worldwide has been incredible since the early 2000s. The number of connected objects, internet links, servers and data centres, intelligent sensors and artificial intelligence (AI) systems has increased exponentially, leading to an exponential increase in the amount of data transferred or stored in data centres for processing. The distances covered by the data despite the fibre optic or satellite links, which are supposed to improve the flow, have increased dramatically. An SMS between two neighbours travels an average of 19600 km to find a route that is not saturated by priority users (providers of financial and commercial products, games, films, media, etc.). Thus, the amount of electrical energy consumed is growing exponentially. The digitization of many administrations and education in the world, the development of applications via the IoT (Internet of Things), the new generations of wireless communications and artificial intelligence seem to generate a new acceleration of the amount of data processed and of the resulting energy consumption. If this trend does not slow down, by 2030, with electricity consumption doubling every four years, the entire world's electrical energy production will be devoted to digital activities. All storage, transmission and processing equipment is based on microelectronic components, circuits and systems. Action is urgently needed.

b) design/methodology/approach

The current challenge is therefore to focus on the field of microelectronics and nanotechnologies, which are at the origin of this increase in consumption that will become uncontrollable. Indeed, studies conducted in research and development have already shown the potential possibilities of improving equipment, with a medium-term objective of dividing by 100 and in some cases by 1000 the electrical consumption of current electronic equipment. Theoretical approaches but also the realization of prototypes by research and development centres have already demonstrated these significant improvement possibilities.

c) theoretical base

Theoretical bases concern the implementation of new circuit architectures, new insulating or semiconductor materials, new manufacturing technologies involving the third spatial dimension (3D components) applied to integrated electronics and embedded electronics. The generalization of integrated analogue functions and functions based on asynchronous architecture, but also the use of new components based on SiC and GaN semiconductors in the power circuits necessary for the supply of servers, data centres and transmission devices, are also a proven way to reduce the power dissipation of large electronic systems such as transoceanic optical fiber cables and data centers. The implementation of these approaches

requires new skills directly related to the needs of microelectronics companies, which have been experiencing a shortage of jobs for over five years.

d) results or expected results

The objective today is to support research and industrialization actions in this field, a policy led by the European Union and more specifically France, the USA but also the countries of the Far-East involved in these technologies. However, human skills automatically linked to innovation are increasingly rare and the pool of future graduates or certified at all levels of study, from technician to doctor, must be strengthened. Skills must cover the entire spectrum of the field, from very low to very high power, from ultra-high integration to large area technologies, from analogue to digital. The French national network for training in microelectronics and nanotechnologies, the GIP-CNFM, brings together all the skills in the field by providing all higher education institutions with training platforms that cover the entire spectrum of the field. Supported by the industrial community of the electronics sector and by the Ministries of Higher Education and Industry, the new trainees are already partially meeting the needs of jobs in shortage. This effect is reinforced by actions of attractiveness to young people and by reconversions of employees of companies in fields in slowdown. At the French level, a realistic assessment mentions the need for 18,000 additional graduates over the next 5 years. The reinforcement of the training of engineers, doctors and technicians is still necessary and will depend on the reinforcement of the teaching staff which is becoming insufficient to meet the needs.

e) originality/value

The originality of the approach comes from the objectives that are part of a recent, proactive policy that aims to meet the growing needs of digital use, reduce energy consumption and decrease the carbon footprint of human activities. Without this action of adapting digital technology to innovative technologies, the effect on energy and the environment, in particular, is likely to be the opposite of the desired goal.

f) practical implications

The first practical implication is the coordination at the national level of the training in connection with research and companies in order to cover the needs as much as possible. This approach requires an investment by all the players who must work together making the best use of their own respective skills. Indeed, due to the increasing complexity of technologies and systems, the range of skills in terms of knowledge and know-how is becoming too wide and only a teamwork covering different sensitivities can achieve quality results. Another useful implication is the development of student hosting platforms, permanently updated following the technical and technological progress.

Keywords

Digital society, Energy consumption challenges, Microelectronics hardware, Skills-knowledge and know-how, technical training

Ethics and Performance Management (PM) Structures: A Case Study

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Abstract

a) purpose

The purpose of this work is to examine the development of a performance management (PM) system within the context of ethical principles. The process and issues with be examined within the context of a specific organization.

b) design/methodology/approach

The method involves examining these issues within a specific organization / case: Compass Minerals. Compass Minerals is a company that produces salt, plant nutrients, and magnesium chloride to distribute throughout North America and the United Kingdom. Their headquarters is in Overland Park, Kansas, and they have over 2000 employees worldwide. The organization has several core ethical values such as integrity, respect, collaboration, value creation, and high performance. Also, they have corporate sustainability principles and a code of ethics and business conduct. Their goal is to be innovative and unique and to find effective and efficient ways to fulfil the needs of everyday life.

c) theoretical base

Den Hartog, et al (2004) conducted a literature review and development of a PM system, and more recently, Schleicher, et al (2019) undertook an integrative review focused on developing a model of the evaluative criteria involved in PM systems. Furthermore, Buckingham and Goodall (2015) described the new system developed for Deloitte,, which involved focusing on the rater, and on frequency and transparency. The case study described in this study incorporates some of the key concepts described in these previous works.

Performance management systems `and performance reviews are put in place to help with decisions such as training, career development, compensation, transfers, promotions, terminations, etc. The review process for performance generally includes expectations, along with formal feedback about how well or poorly an employee is performing. Some performance review systems include ranking, forced distribution, 360-degree feedback, competency-based, management by objectives, graphic rating scales, and behaviorally anchored rating scales.

Summerton (2017) suggested four ethical principles for PM. His first principle is to respect the individual, and he stated that, "people should be seen "as ends in themselves" and never as "means to other ends" (para. 1). His second principle says there should be mutual respect from both sides of PM, HR and employees. They should respect each other's thoughts, ideas, opinions, and values. His third principle is fair procedures. All operations, project\s, and systems must be

conducted with complete fairness. Finally, Summerton's last and final principle for PM is transparency.

d) results or expected results

This case study will describe the PM system developed by Compass Materials. Then it will discuss the ways in which this system incorporates ethical principles. The following describes the organization's work.

Compass Minerals human resources (HR) team evaluated potential changes to their system and recognized that their new PM system must include the following. Their first goal was to focus work. The manager needs to share what is expected from employees. The second goal was to drive better performance. The system needs to ask whether expectations are met. Feedback and support from the HR manager and from the line manager help to drive better performance. The third goal of PM was allocating rewards (merits, bonuses, promotions). When employees meet or exceed expectations, they should know what to expect "in return." And, finally, the last goal was driving culture. The human resource development (HRD) manager's job was to teach and model this culture. In addition, Compass Minerals focused on how development leads to impactful results using the following objectives: (a) dramatically reduce complexity in the system, (b) reduce manager time spent assessing, (c) place greater emphasis on development and coaching, (d) view corporate as a support, (e) bestow more autonomy and independence, (f) instil growth mindset, (g) reduce any ethical liability, (h) build the employee value proposition, and (i) build the culture. Furthermore that system connected to the organization's sustainability goals and utilized the code of ethics.

e) originality/value

Compass Minerals has made it a point to include two-way conversations between their managers and employees. This has ensured there are no miscommunications or confusion. Such communication allows for a better understanding of expectations and requirements. Employees know exactly where they stand in relation to achieving goals and reaching performance milestones that contribute to career development, and promotions. At the same time, managers gain insights into what motivates the people working for them through the conversations that are two-way. Finally, a third benefit is that employees that understand their roles, along with everyone else's roles.

Compass Minerals created a Quarterly Pulse Survey for Managers, which becomes a combination of PM and talent reviews. This tool can also be used in alternate quarters by focusing on performance and growth. The Survey for Managers is coupled with a Pulse Survey sent to Employees to receive their input.

f) practical implications

The case study demonstrates how HR and the human resource management (HR and HRD functions within an organization completely overhauled the PM system. Furthermore, this new system incorporated ethical principles, as well as connected to their corporate sustainability goals and to the code of ethics and business conduct.

Excellence in Management Consulting – Viewpoint of Ethics and Responsibilities in the Client-Consultant Relationship

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Abstract

a) purpose

Management consultancy is primarily a trust-based relationship business, which draws on a professional knowledge base to help solve client problems of various kinds. Consulting services are in demand due to the megatrends such as sustainability, digital transformations and connectivity, and thus have a major impact on developments in the economy, society and politics. However, changes in the economy and society, which are associated with crises and economic downturns, require flexibility, innovation and creative solutions, based on quality excellence and ethics.

Excellence in management consulting aims at continuously professionalizing the client-consultant relationship and highlights, among others, the required qualifications of management consultants as well as the professional management of the consulting organization. Areas required to cope with the current transformations, as well as the challenges and future key success factors for consultants and clients are based on sustainability and ethics, in order to define trust and responsibilities throughout the assignment and to deliver sustainable solutions. An important fact is the role of standards in a service industry like management consulting. ISO 20700 Guidelines for management consultancy services will be outlined and reflected.

b) design/methodology/approach

The approach is to apply quality management and business excellence models to management consulting theory with a view to ethics management and responsibilities in the client-consultant relationship.

c) theoretical base

The theoretical base is the methodology of quality management and ethics management from a macro, meso and micro-perspective as well as research on professional management consulting. Ethics management will be discussed based on relevant theories and approaches, cause-effect-chains as well as relevant instruments for aptitude and implementation. Important is the role of standards. ISO 20700 Guidelines for management consultancy services will be outlined and reflected.

d) results or expected results

Derivation of an excellence model for professional management consulting, including all dimensions (consultant, client, consultant organization and the professional associations), with a focus on the research of ethics and responsibilities in the client-consultant relationship.

e) originality/value

The topic is a new research area, as it provides a holistic approach to management consulting from different perspectives, in order to further develop management consultants and the consulting industry. The viewpoint to ethics and responsibilities is important to create trust and sustainability in relations and deliveries expected by clients and stakeholders.

f) practical implications

This topic is relevant to consultants (also among others, small firms and sole proprietors), clients and stakeholders of the consulting industry, as it tackles competencies, roles and responsibilities in the client-consultant relationship as well as the professional management of a consulting organization – with a few to management consulting as a profession with its standards, ethics, qualification and Codes of Conduct thus contributing actively to Consulting Governance.

Exploring the relationship between knowledge transfer and motivation of public servants: an empirical investigation

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Abstract

a) purpose

Knowledge transfer, seen as a vital component of organizational development, can happen naturally within informal settings or be approached as a strategic management component, depending on the organizational maturity level and the leadership style. This study investigates current knowledge transfer techniques within public service organizations and examines their function in employee motivation.

The effective transfer of knowledge between employees in public institutions is essential for improving organizational performance and increasing the capacity of institutions to fulfill their mission. To ensure efficient knowledge transfer, we need to address some relevant aspects such as organizational culture, efficient communication, knowledge structuring, use of technology, leadership, motivation, and reward systems.

Human resources management plays a crucial role in influencing knowledge sharing and transfer among civil servants. Leadership is responsible for fostering an organizational culture that encourages knowledge sharing and transfer. Leaders can create an environment where public servants feel inspired and motivated to share their knowledge through personal example and by clearly communicating the value and importance of knowledge sharing.

By articulating the purpose and benefits associated with knowledge sharing, leaders can inspire and motivate civil servants to participate actively. Leaders can facilitate knowledge sharing and transfer by creating formal structures and processes. These may include developing mentoring and coaching programs, organizing knowledge transfer sessions, establishing technology platforms for information sharing, and implementing clear policies and procedures for knowledge management.

The success of the knowledge transfer depends on adequate support and resources, including providing access to relevant tools and technologies, allocating time and resources to knowledge-sharing activities, and recognizing the efforts and contributions of civil servants involved in this process. By appreciating and rewarding these behaviors, leaders can motivate public servants to continue sharing their knowledge and be actively engaged in this endeavor.

A holistic approach to the problem of knowledge transfer can contribute to the identification of optimal solutions both at the individual and organizational levels.

b) design/methodology/approach

In-depth interviews with public employees from various departments and hierarchical levels within several public organizations in Romania were conducted to investigate the practices of knowledge transfer now used in public organizations, how knowledge transfer affects public workers' motivation, and the function of leadership in this respect.

c) theoretical base

We argue the importance of this topic from the perspective that effective knowledge transfer positively influences public workers' motivation by increasing job satisfaction, supporting professional development, fostering a learning culture, providing recognition, promoting collaboration, and enabling succession planning. Leadership is vital in facilitating these outcomes through their actions and behaviors and creating a supportive and motivating work environment.

d) results or expected results

The research results shed important light on the methods and instruments used in Romania to encourage knowledge sharing among public employees. The consequences of employee motivation and the role of leadership are examined. The study also looks at possible challenges for knowledge transfer inside public sector organizations, including how emerging technology may affect this activity.

e) originality/value

The originality of the paper resides in the fact that it investigates the knowledge transfer inside the public institutions and brings to light important and present issues very specific to the domain.

f) practical implications

The findings add to the understanding how organizational leaders and human resource professionals can create strategies and interventions to promote efficient knowledge sharing, boost employee motivation, and drive organizational performance.

Keywords   public servants   human resources management

                  knowledge management   knowledge transfer

                  leadership   organizational culture

FIFTY SHADES OF WELCOME: LGBTQ+ AND THE CHRISTIAN CHURCH

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Abstract

Purpose of the Research

This research is primarily about inclusivity, equality and equity in the Christian Church concerning sexual orientation. By nature, this research is also is about diversity.

The purpose of this research is to understand the concept of welcome in relation to the LGBTQ+ community as seen through the eyes of LGBTQ+ affirming Christians, non-affirming Christians and LGBTQ+ individuals who have a connection to the Christian Church as an organisation. They may be members or have chosen not to join because of discrimination.

Churches nearly always say 'everybody welcome' on their noticeboards and communications but what does this actually mean? What is the Church Organisation meaning when it says this? What is this understood as saying by the LGBTQ+ community.

Literature and reading

Christian Church is an organisation. It is a complex organisation: more complex that a business or a charity. It is an organization that does not have to uphold the Employment Act in terms of equality, inclusivity and diversity as ministers are not 'employed'. They are provided with a 'stipend' to be able to live while they serve God and the Church.

Literature disciplines relating to organizations in general are relevant and are considered in this research. These include Organisational Culture (equality, equity, diversity, inclusivity, values, expectations, behaviour patterns, CSR, sustainability), Organisational Communication (PR, discourse, semiotics, tone), Organisational Theory (structure, roles, systems, processes), Organisational Behaviour (leadership, groupwork, individuals), Organisational Psychology (social and psychological processes, organisational justice) and Organisational development (OD, HRD, L&D, talent management).

Apart from being an organisation Christian Church is a collective of followers of Christ. These are followers who adhere to His teachings and have a range of theologies supported by the teachings of Christ and the books of the Holy Bible. Therefore, academic theological disciplines and current Christian practice is also relevant.

Affirming Movements are a massive resource for research and conversations and there are key activists associated with each of these:

• Reformation Project: https://reformationproject.org/

• Open Table: https://opentable.lgbt/

• Dignity and Worth: https://dignityandworth.org.uk/

• Affirm – Baptists Together for LGBTQ+ inclusion: https://www.affirm.org.uk/

• One Body One Faith: https://www.onebodyonefaith.org.uk/

• Oasis (Steve Chalke): https://www.oasisuk.org/campaign/inclusion-lgbtq/

Contribution

1 Work in Congregational Discernment on the issue of inclusivity is a growing area of research. However, most of this is from the USA. This research is adding value by considering the approach in the UK and later will expand into Europe.

2 Also, the organisational analysis will consider aspects such as the relationship between inclusivity and equality of talent development and its effect of the sustainability of the church. The trajectory is, therefore, different from and an expansion on the work already done.

3 The sheer minority of in-practice affirming churches and the lack of research done on them.

In the UK the law prevents ministers of the Church of England from carrying out same-sex marriages (CoE 2023). A recent vote (Feb 2023) re-established not marrying same-sex couples. The Baptist Union give choice for individual churches to decide whether to marry same-sex couples. However, very few have taken up this. Even those that have taken a vote to be inclusive will have members who voted against this. The United Methodist church states on its website "The Methodist Church affirms and celebrates the participation and ministry of its LGBT+ members." (Methodist Church 2023). However, the way the Methodist church works each church does not have its own minister. A group of ministers circulate around churches within a geographical area. Some ministers will not preach as churches who are inclusive and some inclusive churches will not accept ministers to their church. So even when it seems there is acceptance, there is not. Independent Churches, Evangelical Churches and Pentecostal churches usually have clear statements of non-affirming of same-sex marriages.

4 The positioning of the researcher and the participants in relation to the research is deliberately purposed to maximise validity in the two communities, Christians and LBGTQ+.

There are 2 strands each with 2 dimensions: Follower of Christ or not follower; LGBTQ+ community or Straight. This research is using the researcher-in for the Beliefs, but the researcher-out for the LGBTQ+ community. The Christian community believes that these conversations are dealing with God and the consequences are eternal. The LGBTQ+ community's arguments are listened to more strongly from the point of view of a straight person as there is no personal bias.

PARTICIPANTS RESEARCHER

Methodology

This takes a qualitative inductive research approach using Reflexive Thematic analysis (Braun & Clarke 2006, Braun et al 2016, Terry et al 2017, Braun & Clarke 2019, 2020, Bryne 2022).

The researcher is what is termed an Affirming Christian. This means the Christian affirms that being LGBTQ+ is not a lifestyle choice but is the natural state of the individual and that being in an equal power consenting committed covenant sexual relationship with someone of the same sex is not a sin. Therefore, equality opportunity to use full gifting including leadership roles in the church is fully supported.

Participants & Data Collection

The position of the researcher has been made clear to the participants to gain more open, honest responses. It is also made clear that emotions in the research, both in collection of data and analysis of data, are not bracketed out but are fully included.

Hubbard et al (2001) shows theoretically and empirically how emotionally-sensed knowledge is an indispensable part of the social science research process. They believe it is a challenge when academic research trains us to 'extract out' emotion.

Data was collected in 2022 and 2023 from the following:

6 self-selecting focus groups. These were from the congregation within a newly establishing church deciding on what 'identity' and 'welcome' means.

One congregational meeting of 50 people broken into random groups (of about 8 people) wherever people were seated - of about 8 people

Interviews with 2 gay Christian women and 2 gay Christian men

Findings

There were many different layers of welcome established from conversations with all participants:

Acceptability of loving behaviours

We welcome you – but please don't behave like a loving couple in view of others

Acceptability of talking about the relationship

We welcome you – but please don't tell us you are getting married to each other

Taking a leadership role (ie being an example)

We welcome you – but we are not comfortable with you taking a leadership role in case people think the church is affirming your sex relationship

Teaching

We welcome you – but please don't tell our children that it's good to be gay

Wanting to help

We welcome you – but because the bible says same sex attraction is not natural then we feel we want to help you

Trying to change people

We welcome you – but practising homosexual sex is wrong so we can help you move away from that and not continue in that sin

Person to Person acceptance

We welcome you – we know you and we know you are a strong believer – we empathise with what you have been through - but we are struggling to say that it's o

Keeping up with the times

We welcome you – we are living in modern times – we need to accept everyone who is genuinely in a loving relationship

Love can't be wrong

We welcome you – we accept you are in a loving committed relationship and cannot see how this can be wrong in God's eye

Affirmed

We welcome you as natural and fully affirm you in all roles. Being in a physically loving equal consenting committed 1 to 1 relationship with any person is not a sin

Non-affirming

We welcome you – we don't judge you – we are all sinners – your sin is no worse than any of our sins but it does remain a sin.

Implications of the Research

That churches need to be really clear on what they mean by welcome and to state this on their website and other communications.

That the word welcome has become meaningless. That there is a general non-meaning of the word welcome that goes beyond this study. An example given was the recent FIFA World Cup 2022 in Qatar where the slogan was '"everyone is welcome" alongside non-affirming of the LGBTQ+ community. The LGBTQ+ Community were 'welcome' but if anyone showed them affirmation eg the wearing of the 'one love' armband, then they were silenced and if they would not be silenced then they were punished.

That the word 'inclusive' is also becoming meaningless as it often comprises only a few groupings. The term 'fully inclusive' is also confusing, as if there are undisclosed rankings of inclusivity.

Gender inequality in employment opportunities, unconscious bias in the recruitment process in Poland

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Abstract

Gender equality is a key priority expressed in the agendas for development and sustainability of countries and institutions. Equality concerns the equivalence of the rights and responsibilities of the human person in the natural world, especially in the relations of equal conditions between women and men. Despite de concerns presence in political agendas, several imbalances and socioeconomic disparities persist among gender, creating obstacle to equal opportunities and living conditions globally. In the specific context of the job market and career opportunities, there is ample room for improvement in many European countries. Key research topics in this field include the gender pay gap, imbalances in job roles, including in leadership positions, and the exposure to social discrimination such as harassment, threats and abuse, that persist in online context both in professional and personal life. This article contributes to the literature and society by promoting employability and reducing gender inequalities in access to employment opportunities and career progression for various target audiences. In this article, we aim to address a persistent, relevant and timely social challenge in the European landscape, since the existing facts support that this is an internationally shared concern.

In particular, in Europe, despite the advances achieved in career projection and development over the years, considerable unconscious prejudices still persist in the labour market, caused by gender inequality, being capable of disguising the attractiveness of opportunities and job offers. In the most recent Gender Equality Index - EIGE assessment (EC, 2022), Poland although has obtained the highest gender equality score in health with 83.6 (out of 100), it has received the lowest score in the power category with 34.4, and a moderate score of 67.3 in equal access to employment and quality working conditions for men and women. Given this context, this article

addresses gender bias in recruitment and career access processes, in the context of Poland, and discusses it towards finding in other EU countries, in the context of a European research project.

The study approached professionals and company recruiters, with the objective of identifying their perceptions and experiences in professional life, regarding gender inequality in the labor market and knowing their opinion on the relevance of some strategies to mitigate gender prejudice in recruitment contexts. The study is based on the European research project "O'Bias – Overcoming gender bias in career opportunities", led by the University of Aveiro in Portugal, in which Poland was a participating country.

The study builds on the results of the development and application of a questionnaire, to professionals and recruiters, through Google Forms from October to November 2021. The questions were focused on expressing opinions about the importance of some strategies that can be implemented in organizations to reduce gender bias in recruitment processes from both professionals and recruiters perspectives. The questionnaire is structured in two parts as follows: (1) Recruiters - Overview and general information on recruiters; Work experience; Unconscious gender bias in Recruitment Processes; Specific positions and professional areas; Strategies and Practices. (2) Professionals - Overview and general information of professionals; Professional Experiences; Awareness of and experience with unconscious issues of gender bias; Positions and professional areas where unconscious gender bias still prevails; Strategies/Practices implemented in organizations. In the first phase of data collection, the questionnaire was distributed in the 6 countries involved in the project, including Portugal, Spain, Germany, Poland, Cyprus and Greece. This study report the results of the Polish context, putting it into perspective e with the other countries results. The respondents included men and women of different ages and levels of education and professional experience. The results of the study offer several managerial insights about persistent gender bias in career access as well as the perceptions about the importance and effectiveness of several strategies to mitigate bias in recruitment processes, building on the literature and illustrated for the specific case of Poland with data from the questionnaire.

Keywords

gender equality

labour market

gender bias

gender stereotypes

How can a leaders values influence the internal and external image of an organization: the case of AIESEC

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Abstract

a) purpose

This paper;s main objective is to understand the effect of organizational culture, through leaders; values, on an organizations image.

b) design/methodology/approach

Taking into account the objective and the research questions, the study presented here follows the qualitative methodology. A case study was developed, analyzing a specific organization, AIESEC, and thirteen interviews were conducted with former members of the organization. In an initial phase, contacts were collected from 68 people who met the conditions to participate in the study. However, the final sample fell on only 13 participants, as the saturation point was reached. After the case study planning, data were collected through semi-structured interviews, and a script was developed for this purpose. It should also be noted that the interviews were conducted using telematic means (via the Zoom platform), at a time agreed upon with each of the interviewees via e-mail.

c) theoretical base

With the intensification of the breakdown between the internal and external barriers of organizations, it is increasingly challenging for organizations to build a cohesive, homogeneous organizational image in line with the organizational culture itself. This is because communication channels, and even the interactions between employees and the outside world, have an increasing weight in the organizational image. With this in mind, there are new challenges that organizations have to face, one of them being the way their leaders expose themselves to the outside and the way they themselves shape the organizational culture. Pires & Macêdo (2006, p.83) stated that: &quote; culture, with the construction of social and normative meaning,

enables a group to strengthen or disintegrate. Culture expresses the values and beliefs that members of that group share.&quote;

Applying this concept to organizations, in which it assumes a strong vitality and importance, Gottman et al. (1998) alerted to the relationship between leaders' values and the possibility of these being translated into organizational practices, integrating the organizational culture. In the past, organizations could disconnect their internal mode of functioning from relationships with the external environment. However, networking chains, business process innovation, and a focus on customer service, among others, redefined what were once external relationships and began to create the need to integrate these same activities into the daily lives of all members of a given organization (Hatch & Schultz, 1997).

In this context, companies have changed their way of being in business, in the sense that the topic of &quote ; purpose&quote; has become increasingly relevant. Today, leaders believe that their businesses exist not only to generate profit, but to make the world a better place, and this maxim is demanded of companies by their most varied stakeholders (Zu, 2019). Since purpose is something that relates directly to values associated with organizational culture, Zu (2019) postulated that the most common cause for the success or failure of an organization lies in its core principles, according to which the business leader acts. The actions of leaders are closely linked with their beliefs, hence the importance of leaders maintaining certain values in the corporate or organizational environment at all levels, that is, from daily operations, to executive decisions, that ensure their actions meet the companys purpose (Ghate & Ralston, 2011).

d) results or expected results´

The results indicate that the leaders; values do not have a direct influence on the organization;s image in cases where the external exposure of the leaders is not high. However, if the contact of internal employees with the outside and the leader-employee relationship are high, leaders' values can have an indirect effect from the direct influence they will have on their employees. To this end, a cohesive message from the leaders is essential, acting as the basis for the internal organizational image.

Although all interviewees characterize the organization's culture as very positive, one can still denote the lack of a coherent and consistent message that is the basis of the organizational culture in all national offices and at all hierarchical levels of the organization. Furthermore, the interviewees state that the values of the leaders influence the image of the organization by being "similar from leader to leader".

e) originality/value

This paper has its value demonstrated by being original research that produces new knowledge, with primary results collected exclusively for the purpose of this project. This paper is written by the researchers who actually did the study, where they interpret the results and discuss possible implications.

f) practical implications

In this study it was possible to realize the importance of the existence of a cohesive message from the leaders that works as a basis for the internal organizational image. Thus, the study may have implications for management, since points to be taken into account are mentioned, which may contribute to correct the external organizational image in the long term. Leaders can then tailor their internal message to ensure that employees, in their interaction with the outside, will

be ensuring that they will have a correct organizational image. More concretely, AIESEC should focus on creating a cohesive internal organizational image message, spreading it through all AIESEC Portugal offices. We should try to do it in the leading layers of the organizations but also in new members, ensuring that when new members join, there are spaces for empowerment of each employee regarding the cohesive internal image message that will be passed to the organization's members and even this diffusion should start during the selection process.

Innovation in the service of the environment: Towards a better comprehension of the determinants for SMEs' adoption of eco-innovations.

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Abstract

For at least two decades, the eco-innovation has become among the hottest topics around the world (McKinsey, 2011; McKinsey, 2022; OECD, 2007, 2010). Given the resource limitations, the environment deterioration, and the increased environmental pressures (the energy crisis, the climate change, the awareness of environmental problems, the COVID19 pandemic, the Russia's war in Ukraine and its effect on the rising costs of energy), the assessment of eco-innovation adoption is gaining growing interest from organizations, decision makers, and society (Larbi-siaw et al., 2022; Sarkar, 2013; Yan et al., 2022; Zulkiffli et al., 2022). In fact, the concept of "eco-innovation" or "green innovation" is relatively recent and has gathered importance since the 90's (Sanni and Verdolini, 2022). In 1987, the the United Nations World Commission on Environment and Development (WCED) released the Brundtland Report, which proposed an approach that promotes economic development while giving prominence to sustainable innovation (in a way to reduce environmental risks). In response to the global pro-environmental transition, organizations, particularly small and medium-sized enterprises (SMEs), have recognized the importance of adopting a sustainable development approach. The adoption of innovations for sustainable development, known as "eco-innovations" or "green innovations". These innovations can be defined as "new or improved processes, technologies, systems, or products intended to reduce or prevent environmental problems" (Chen et al., 2022). These innovations provide a multitude of benefits, such as cost reduction, economic growth, new market opening, improvements in organizational reputation among customers, improvements in financial performance, improvements in sustainable performance, reduction of pollution and environmental risks, creation of a more sustainable and environmentally friendly society, etc. (Aguilera-Caracuel and Ortiz-de-Mandojana, 2013; Asiaei et al., 2023; Chen, 2008; Hojnik et al., 2018; Polas et al., 2023). In this continuity, it has been established that organizations that adopt eco-innovation would be in a better position to face competition and would have a greater opportunity to gain a competitive advantage (Kuo et al., 2022). Thus, the numerous benefits of ecoinnovation induce the relevance, and even the necessity, of looking into its potential drivers and barriers. Most research that studies eco-innovation focuses on large firms, while the study of ecoinnovation in SMEs is still in its infancy (Polas, 2023). However, SMEs are unanimously recognized as important actors in the economy in terms of job creation and innovation. As an illustration, in 2021, SMEs represented 98.1% of all firms employing workers in Canada (Statistics Canada, 2022). The literature abounds with studies that have attempted to identify the determinants of eco-innovation adoption in large organizations, including determinants that can be acted upon, on the one hand, increase their propensity to eco-innovate, and, on the other hand, get them to engage in sustainable development projects (Chen, 2008; Sanni, 2018). However, most previous studies focus on a limited number of dimensions (Bai et al., 2019; Chen et al., 2018; Huang and Li, 2017). As a result, they evacuate some factors (especially those referring to the personal dimension of the managers, including their values and personal characteristics) that could contribute to a better understanding of the phenomenon under study,

which condemns them to capture only part of the reality. The choice to opt for an analytical framework that integrates a broader spectrum of dimensions is therefore appropriate and contributes to the relevance of this research. In addition, the originality of the theoretical framework mobilized in this research is reflected in the combination of several theoretical approaches. More specifically, we will propose an integrative model that highlights the main factors that explain the adoption of eco-innovation based on three different approaches: the institutional approach, the resource-based approach and the motivation approach. The objective of this study is to explore the determinants that facilitate or hinder the adoption of eco-innovation in SMEs.

Following the guidelines provided by PRISMA-ScR, a meticulous and comprehensive literature search was conducted to delve into the extensive body of literature addressing the subject of green innovation. This scoping review aimed to gather and analyze relevant studies, publications, and research articles pertaining to the field, providing a comprehensive understanding of the current state of knowledge.

Most importantly, our paper provides several significant and original contributions to the advancement of the existing body of literature on eco-innovation. On the one hand, at the theoretical level, the previous studies reveal several shortcomings, including the lack of consensus on the most important determinants to consider in explaining eco-innovation, the redundancy in the choice of theoretical approaches, and the predominance of correlational analyses that identify individually and separately the determinants likely to explain eco-innovation adoption. To overcome these shortcomings, our study proposes an integrative conceptual framework of the determinants (facilitators or inhibitors) of eco-innovation adoption in SMEs, based on the contributions of three theoretical perspectives: institutional, resource-based and motivational. Moreover, the recognition of the human dimension and individual attributes of managers contributes greatly to the originality and potential contribution of the present study. On the other hand, at the practical level, the framework that will be developed, once operationalized in the Quebec context, could be of great help to both the organizational and institutional environments in promoting and improving the propensity of adoption of eco-innovations by SMEs. Specifically, it provides empirical support and recommendations for organizations and decision makers to improve the eco-innovation adoption plans.

Investigating the Effect of Horizontal and Vertical Individualistic and Collectivistic Cultural Values on Maximizing and Satisficing Entrepreneurial Decision-Making in the US and Slovenia: Study 2

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Abstract

Introduction

A preceding research study was conducted exploring the influence of individualistic (I) and collectivistic (C) cultural orientations of US (current) and potential future entrepreneurs on their decision-making styles (satisficing and maximizing) and their overall entrepreneurial intentions. A ready cultural instrument was used to assess I and C of participants and that was the SINDCOL questionnaire that measures "subjective individualism (I) and collectivism (C)" (Triandis & Singelis, 1998, p. 37). The data gathering phase of the study was performed in the fall of 2021 and the spring of 2022 in the United States among business major undergraduate students in a mid-western public university. The total number of Qualtrics surveys collected was 205. The data results and conclusions led to the suggestion of conducting a second study that compares the generally individualistic US results with those of a collectivistic culture. In addition, the data from Stage 1 of the study (Study 1 explained above) suggested that a more specific assessment of the cultural orientation was needed and a differentiation between the types of Individualistic and Collectivistic cultural orientation. The more specific aspects suggested were the dimensions of Horizontal vs. Vertical individualism and collectivism (HI, VI, HC, and VC).

Purpose of Present Study

The present research is a follow up on Stage 1 (Study 1) of a previous data collection conducted in 2021 and 2022. In addition to the United States, Slovenian business students were approached for participation in the new Qualtrics survey. The new research questions this study poses are the following: How does participating students' (from the US and Slovenia) cultural orientation (more specifically, they Vertical Collectivism - VC and/or Individualism - VI, as well as Horizontal Individualism- HI, and Horizontal Collectivism - HC) relates to their decision-making styles in a business context (in the US and Slovenia)? How do the same cultural orientations VI, VC, HI, and HC impact students' entrepreneurial intentions both in the US and Slovenia? A new research question was added compared to Study 1: How do the same cultural orientations (VI, HI, VC, and HC), influence the propensity of young entrepreneurs in the US and Slovenia to start or be involved in social enterprises?

The findings of this study on testing 5 hypotheses concluded that: 1) Those who maximize their decisions will have a more individualistic cultural view; 2) Individualism will be positively related to entrepreneurial intentions in the US; 3) Individualism will be negatively related to social entrepreneurial intentions in the U.S.; 4) Maximizing will be positively related to entrepreneurial intentions in the U.S.; 5) Maximizing will be positively related to social entrepreneurial intentions in the U.S. Interestingly, even though this was not a specifically posed research question, when it comes to the desire to start socially oriented business (i.e., those with the primary purpose of solving a specific social mission), individualism had a negative relationship with social entrepreneurial intentions, suggesting that culture may play a role in the type of new ventures individuals start, with those who are more individualistic favoring for-profit business over social enterprises.

Literature Review

Cross-Cultural Literature

Building on Hofstede's (1980a, 1980b, 2011), and later on Hofstede, Hofstede and Minkov's (2010), dimensions of individualism and collectivism (IND) used to describe differences at the national level, Triandis and Singelis (1998) recognized that individuals also vary in their cultural perspectives within national cultures. Particularly, they developed a measure aiming to inform scholars and professionals how to recognize differences in individualistic or collectivistic orientations within a national sample (Triandis & Singelis, 1998). If compared to zoology, individualism (I) and collectivism (C) represent the broadest division with a myriad "species" of each, described by culture-specific attributes (Singelis, Triandi, et al., 1995). A more sophisticated method of tempering cultural knowledge with demographic and life experience information is needed to differentiate people within one cultural background from each other. Thus, the attributes that matter to the individual representative of a national sample, are measured by the subjective Instrument SINDCOL, and they can be best understood as fluctuating tendencies that might, or might not, be manifested in a particular individual.

Being able to recognize I or C orientations and their differences proved significant in predicting certain behaviors on an individual level as well as in work-related circumstances. For example, a work-related outcome associated with individualism (I) is independent decision-making and performance; whereas an outcome associated with collectivism (C) is interdependence, comfort, and harmony with a workgroup (Singelis, Triandis, et al, 1995). In addition, collectivistic social behaviors are best predicted by norms, obligations, and duties; whereas, individualists are linked with competition, higher levels of self-reliance, (Triandis, 1995), higher level of risk-taking (Chanda & Unel, 2021), and lower level of uncertainty avoidance (UAI) (Hofstede et al., 2010). Individualistic work-related outcomes on an individual level are also innovation, proactive initiatives, resourcefulness, achievement (McClelland, 1966; Dimitrov, 2005), and goal orientation. Further INDCOL research (Gurhan-Canli & Maheshwaran, 2000) offered value to advertising and consumer behaviors. For example, collectivistic representatives value the superiority of the in-group product.

"Training an individual to recognize such variations, within culture, will be of great value" (Triandis & Singelis, 1998, p. 37). Such training can be achieved if respondents answer the 24-item SINDCOL questionnaire that measures "subjective individualism (I) and collectivism (C)," (p. 37). The benefits of such knowledge lie in being able to understand the motivation of one's American colleagues in a global business environment. Diversity training in the US was suggested

as a direct application of the instrument. Furthermore, Dimitrov (2005) confirmed the specific training implications for T&D specialists. Diversity trainings, as discussed by Triandis and Singelis (1998) and by Dimitrov (2005), are useful for all business processes, including the understanding entrepreneurial propensity of individuals for the purposes of increasing innovation and economic success of the enterprise. Dimitrov's (2005) conclusions for the purposes of adult learning and training list self-directedness, individual accountability, confidence, and individual reward levels as typical Individualistic work behaviors. Typical collectivistic behaviors are predicted to be collaboration, value of the group reward, loyalty and self-sacrificial behavior for a collective ideal or a goal. Individualists are also future- and present-oriented, proactive, and prone to change, with an emphasis on personal and internal control; whereas, collectivists have a predominantly past and long-term orientation (Hofstede et al, 2010), trust change less easily, and take well-measured decisions that have utilitarian benefits (benefits for the majority in the in-group) and can, therefore, be more time-consuming.

Vertical and Horizontal Collectivism and Individualism

Building on Triandis' (1995) recognition that a distinction between the vertical and horizontal I and C also needs to be made, the Study of Triandis and Gelfand (1998) was pivotal in introducing the idea that being just a little individualist (I.) and a little collectivist (C.) is not enough for a person from a certain national culture. Rather, there is another level of analysis – personal, individual, identity crucial, and unique. This is the horizontal/vertical (H/V) aspect of the individual cultural differences.

H-C. Per Singlis, Triandis, et al (1995), Horizonal Collectivism (H-C), is a cultural pattern where the self is merged with the members of an in-group and personal identity is perceived as part of the identity of an in-group. Individuals are dependent and similar to others in the group. Equality is an essential value. Triandis (1995) provided the Israeli kibbutz and some monastic orders as examples.

V-C. Vertical Collectivism (V-C) is a cultural pattern where the self is still a part of the in-group, but not the same and not equal to the other selves. The self is dependent on others, and yet different from them. Serving and sacrificing that self for the in-group and its future is an important behavioral expectation. Inequality is accepted as a tolerable value. Triandis (1995) provided India and Greece as examples on the national level.

H-I. Horizontal Individualism (H-I) is a cultural pattern where the self is autonomous and independent from others, but yet equal in status to them – perceived as same. Triandis (1995) provided Sweden and Australia as example son the national level.

V-I. Vertical Individualism (V-I) is a cultural pattern where the self is autonomous, but different from others. Inequality and competition are the expectation in this cultural orientation. Triandis (1995) provided the United States and France on the national level.

Entrepreneurship and Decision-Making Styles

Based on Simon's theory of bounded rationality, satisficing has been reconceptualized by Barry Schwartz and colleagues (2002) as a measurable trait in which individuals systematically differ in their tendencies to satisfice or maximize, with implications for a variety of personal and work-related behaviors and outcomes (see Schwartz et al., 2002; Cheek & Schwartz, 2016 for review). The fundamental differences between maximizers and satisficers lies with their decision goals. Satisficers are content with good enough options while maximizers desire to find the best. To

find better options, maximizers will continue to search for additional alternatives and compare options even after their criteria have been met. For example, when it comes to purchasing a new phone, maximizers will continue to look at different models to see if a better one may be available even after finding a phone that meets their requirements, say a large screen and good battery life. Alternatively, satisficers may end their search efforts after finding a phone that is "good enough" by obtaining one that meets their minimum criteria.

In general, maximizers consider more options, engage in greater comparisons of alternatives, and will spend additional time and effort to find the best (Schwartz et al., 2002; Cheek & Schwartz, 2016). Due to the contemplative nature of the decision strategy, maximizing has been associated with ruminating over decisions (Schwartz et al., 2002; Painvandy et al., 2008) and counterfactual thinking associated with evaluating more positive and negative outcomes of various alternatives (Leach & Patall, 2013; Polman, 2010). This tireless process sometimes pays off when they find better outcomes. For example, maximizers who search for more job opportunities after graduation land positions with 20% higher starting salaries than those who satisfice (Iyengar et al., 2006). The authors attribute this to their greater efforts to seek out additional opportunities, even one's that were outside their major area of study. As a strategy, maximizing is more achievement oriented, aimed at finding the best possible outcomes both now and in the future (Bubic & Erceg, 2018). For example, to meet future goals, maximizers have greater savings intentions and will allocate more money toward savings (Zhu, Dalal, & Hwang, 2017).

Social Entrepreneurship

Through the discovery and exploitation of opportunities, social entrepreneurs find their purpose in serving society rather than their own interest (Mair & Noboa, 2003, 2006). Although there has been little research on how cultural orientation may impact social entrepreneurial intentions directly, a study comparing the U.S. with China found that attitude toward entrepreneurship was a more important predictor of social entrepreneurial intentions in the U.S. than in China (Yang, Meyskens, Zheng, & Hu, 2015). The authors attribute this to the individualistic nature of the culture in the U.S., where people are more likely to be motivated by their own interests and attitudes. In line with other studies in collective societies, they found that societal norms toward entrepreneurship were more influential in predicting entrepreneurial intentions in China (compared to the U.S.) based on the role that society and significant others may play in supporting and encouraging social entrepreneurship to serve others. At the personal level, in societies that support personal achievements over group outcomes, it is possible that individualistic values would be less aligned with the collective goals of social enterprises. Therefore, it is predicted that individualism will be negatively related to social entrepreneurial intentions.

Methodology

Samples

This study is conducted in a US public university among business-major students as well as in two Slovenian public universities among business undergraduate students. Over 300 students (combined from the 2 countries) agreed to participate in an electronic survey for extra credit in their business management classes. The instruments used in this survey were found to be beneficial for the personal portraits and self-awareness of these US and Slovenian students.

Students attending the University of Norther Colorado in Greeley took the survey. Students from the University of Ljubljana and the University of Primorska in Slovenia completed a survey measuring the studied variables. Students were asked to select the country where they were born or spent the greatest part of their formative years 1-10. Out of 152 students who completed the questionnaires, 107 indicated they were from Slovenia or spent their formative years there, and thus were included in the analysis.

Instruments

Two instruments were combined with a 5-question demographic portion. Instrument 1 is to assess the level of horizontal and vertical (H and V) individualism and collectivism (I and C). Triandis and Singelis' (1998). Instrument 2 is to assess the entrepreneurial decision-making styles maximizing vs. satisficing (M and S) and inclinations in the participating samples from the US and Slovenia.

A timed, Qualtrics, virtual study consisting of two parts was presented to participants: Part 1 measured social entrepreneurial intent (total of 18 items) and Part 2 measured H/V I/C cultural values and orientation. Instrument 1 was created by Soltwisch (2021) for the purposes of Study 1 (Soltwisch, Dimitrov, & Hojnic, 2023 in press). Instrument 2 was Singelis, Triandis, Bhawuk, and Gelfand's instrument from 1995 consisting of 32 items (8 scenario items measuring each category VI, VC. HI, and HC). Lastly, a demographic section was included consisting of five questions inquiring about gender, religious, and cultural heritage background, which were previously found to be relevant to I/C (Triandis, 1995; Triandis & Singelis, 1998). The study's purpose and the utilized survey were approved by an official IRB process at the US and Slovenian universities where the sample was recruited. Students expressed agreement to participate by the act of proceeding to the actual survey. Timed questions were used in order to reduce the possibility of responding without necessary depth of reflection and to minimize rushing through the items in the attempt to reach the end.

The data suggested that among students, those who maximize their decisions are more likely to pursue entrepreneurship post-graduation. This relationship was mediated by participants' VI, VC, HI, and HC cultural orientations, finding that maximisers who are more VI may be significantly more inclined to pursue entrepreneurship than those who are more VC.

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Keywords

Cultural Values, Entrepreneurial Decision-Making, US Slovenia:

"I want to keep working for this company". The employer brand attractiveness and its effect on employee satisfaction, WOM and intention to stay: the case of online and hybrid workspaces

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Abstract

Purpose – As the job market competitiveness and the difficulties in attracting and retaining talent increase, the concept of employer branding and its application in human resource management has gained increased attention. To face the current challenges, many companies, in parallel with their economic activity, are focusing on building and managing their employer brand. Additionally, the COVID-19 pandemic has brought new challenges accelerating the process of digitalization and moving many employees to online and hybrid work ambience. Although scholars have already recognized the role of employer branding as a key resource for attracting high-quality employees and bringing undenied advantage in the war for talent, it still needs to be determined if the employer branding is as efficient in case of online and hybrid workspaces. Accordingly, the purpose of this study is to better understand the dimensions that shape the employer brand attractiveness and their impact on employee satisfaction, positive word-of-mouth, and the intention to stay working for the organization in the pandemic aftermath.

Design/methodology/approach - The present study uses a quantitative approach. An online survey was self-administrated by 151 individuals active in the labour market in Portugal and who, mainly because of recent pandemic, found themselves working at online or hybrid workspaces. We use partial least squares structural equation modelling (PLS-SEM) and the procedure of bootstrapping with 5000 subsamples to test the proposed hypotheses.

Theoretical base – In accordance with service-dominant logic the real competitive advantage in today's market is conveyed through an increased focus on operant resources, such as human skills and knowledge (Vargo & Lusch, 2004). That is one of the reasons why the human resources are imperative to achieve the organizational success. On its side, organizational identification theory explains employees' attitudes and behaviors. Aiming to further investigate the employees' attitudes this research was inspired by studies in employer branding, mainly Berthon et al. (2005) who explored the employer brand values perceived by employees and developed a scale to measure the dimensions of employer attractiveness. Furthermore, this study applies the postulates of King and Grace (2010) who in their analysis of employee-based brand equity suggested the further benefits that employer branding carries. Additionally, we consider the recent changes in the workspaces and the employer branding in the aftermath of pandemic (Kucherov et al., 2022).

Results - The results of the empirical study highlight the importance of employer brand attractiveness. The results suggest that employees who perceive their organization as attractive,

communicate positively about it and intend to stay working for that organization. Furthermore, the results show that the employee satisfaction and positive word-of-mouth influence the intention to stay.

Originality/value - The paper makes an important contribution bringing to human resource management the evidence linked to brand equity literature. Specifically, this study incorporates the postulates of the employee perspective of brand equity which is also called "the third perspective on brand equity" (King & Grace, 2009). This multi-disciplined approach allows to address a current issue related to employee loyalty and brings some light into what can influence the employee to be willing to stay working for the organization.

Practical implications - The contribution of this study addresses current human resources concerns and reflects the perceptions of employees. Getting to know those perceptions can assist the strategy formulation in many businesses that have recently reorganized their workspaces following the undergoing digitalization.

Knowledge hiding in team settings: team dimensions as contingency factors

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Abstract

Although companies frequently make great efforts to encourage workers to share knowledge and voice concerns, many workers intentionally choose to hide their knowledge rather than share it (Prouska and Kapsali, 2021; Peng 2013). This 'an intentional attempt by an individual to withhold or conceal knowledge requested by another person" (Connelly et al., 2012, p. 65) is called knowledge hiding. Due to the significance of the subject, there has been a sudden increase of articles on knowledge hiding in recent years (e.g. Khan et al., 2021; Zhang et al., 2021; Hao et al., 2022; Donate et al., 2022; Sofyan et al., 2022). However, most research has currently examined knowledge hiding in dyads or studied coworkers or people the same company employs without specifying a defined target (Babič et al., 2019; Anand et al., 2022).

Purpose: This study investigates how team dimensions shape the impact of individual work design on knowledge hiding. Specifically, we argue that work design will differentially affect knowledge hiding contingent on the team's core characteristics (including skill differentiation, temporal stability, and authority differentiation). For this purpose, we conceptualise team-level knowledge hiding by integrating both work and team design research and then empirically test team work design variables that influence knowledge hiding.

Design/methodology/approach: This study uses a laboratory experiment conducted with undergraduate Business School students in Almaty, Kazakhstan. In the study, we manipulate team dimensions to examine the proposed causal claims. This experimental design allows us to isolate purported causes, manipulate causal factors in order to test the proposed relationships and make reliable causal inferences about the effects of proposed causal relationships.

Theoretical base: This paper integrates work design theory and team-based perspectives to understand how team work design predicts knowledge hiding among team members.

Results or expected results: This work is in progress. We expect that work design characteristics are related to knowledge hiding and have their effects through team dimensions. Further, since it has been established that there may be variations in team dimensions characterised by skill differentiation, temporal stability, and authority differentiation (Hollenbeck et al., 2012), we expect the relationships between work design variables and knowledge hiding will differ across teams.

Originality/value: This research aims to contribute to theoretical advancements in the field of knowledge management by integrating literature on work design and team dimensions and

through expanding the application of work design theory to the field. Although past research has examined the effects of work design, we answer calls to consider the team-level dimensions.

Practical implications This study offers advice on creating team structures that can be applied to modify work design elements provided by jobs without pushing people to engage in knowledge-hiding behaviours.

Knowledge Management as a key to sustainable development? Implications from a German-Cuban higher education partnership project

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Abstract

Sustainability is a key term these days. At first, it refers to the fight against and prevention of climate change, but much more it addresses living conditions of people all around the globe based upon decent economic growth, too. Seeing the strong need for action the United Nations created the "2030 Agenda for Sustainable Development" to transform the world with respect to 17 sustainable development goals (SDG) and 169 targets. They set out a supremely ambitious and transformational vision stimulating action in areas of critical importance for humanity and the planet to be implemented by all countries and all stakeholders in collaborative partnership.

According to the Cuban new constitution, society expects universities to actively contribute to the development of the country. This does not cover social aspects only, but aspects of economic development as well. Effective supply chain management and well-working processes form the backbone for the economic growth and social well-being of this developing country. Due to its key significance, logistics and supply chain management in Cuba has been emerging as one of the most important crosscutting economic activity in Cuba and more attention is paid on it. Insertion of Cuba in global supply chains is a challenge and new competencies need to be developed for it. For this, the SCIEnC(e)4SuRe project on "Strengthening Competences of Industrial Engineers in Cuba for Sustainability and Responsibility in Supply Chains" is jointly run by Technical University of Applied Sciences Wildau (Germany) and University of Technology Havana "José Antonio Echeverría" (CUJAE, Cuba). It is supported by the Federal Ministry for Economic Cooperation and Development and aims at academic capacity building and developing institutional structures at CUJAE but also at preparing for a multinational network of supply chain experts. Main activities are related to knowledge creation, sharing and transfer.

Against this background, the paper aims to discuss the link between knowledge management and the 3Ps of sustainability, i.e. planet, people, and prosperity. Based upon identifying knowledge as key resource for industrial engineers in their role as mediators to assure sustainable and responsible supply chains, the paper relates chances and challenges for sustainable development in Cuba to specific knowledge management activities as they were and are run in the SCIEnC(e)4SuRe project. Conclusions support the understanding of both knowledge as key resource to ensure sustainable development and knowledge management as key methodology for success.

Keywords   knowledge management   sustainability

               sustainabe development goals   industrial engineering

               supply chain   Cuba

Knowledge practices for financial management of small and medium-sized listed companies

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Abstract

a) purpose

Small and medium-sized businesses are constantly driving economic prosperity. The SME sector accounts for the overwhelming majority of enterprises, i.e. 99.8%, both in Poland and in the European Union as a whole. Therefore, the aim of this article is to verify the research hypothesis assuming that KM (Knowledge Management) plays a key role in the financial management of small and medium-sized listed companies, especially in terms of investment decisions.

b) design/methodology/approach

The article is an innovative approach to the essence of stock market investment knowledge used in the operation of joint stock companies. The research method used in this article will be the analysis of stock market data describing the financial condition of small and medium-sized listed companies in times of broad economic crises, which mainly include the coronavirus pandemic and the armed conflict in Ukraine, which has lasted for more than a year and has resulted in the global economy facing, among other things, an energy crisis. On the basis of selected financial data, the author will estimate an econometric model to help explain the mechanism of changes occurring in the financial condition of the companies under study.

c) theoretical base

A literature review confirming the important role of knowledge management including the Balanced Scorecard (BSC) methodology in financial situation of the joint-stock companies. The current state of the global economy is leading r to a dangerous situation in which it is becoming increasingly difficult to maintain a secure financial cushion. However, despite the unfavorable conditions, another interesting trend can be observed. It concerns the accumulation of savings and the postponement of larger investments "for better times". Knowledge is recognized in highly developed countries as the most valuable resource, and consequently a key factor in the development of business entities, especially those from the SME sector in the context of cooperation and competition. Without conscious knowledge management, it is difficult to imagine the effective use of modern methodologies, including BSC defined as Human Resources Management Scorecard examining the effectiveness of the organization's operation in 4 dimensions: financial, internal processes, customer service and infrastructure. In the presented article, the author will focus on verifying the knowledge used in the investment process of listed companies, taking into account the financial dimension

d) results or expected results

The estimation of the econometric model is expected to confirm the research hypothesis that knowledge management plays a key role in the financial management of small and medium-sized listed companies, especially in terms of their investment decisions.

e) originality/value

The article is an added value in the sense of explaining the key role of knowledge management in financial management of small and medium-sized listed companies struggling with making investment decisions in the face of the previous coronavirus pandemic and now - the military conflict in Ukraine causing another crisis, which is, of course, the energy crisis

f) practical implications

The econometric model used in the research is designed to confirm how knowledge is used in the management of investment decisions made by shareholders of small and medium-sized listed companies. Thanks to the model estimation, it will be possible to verify the forecasts of the development of the listed SME sector for the coming years.

Lifelong learning as the basis of customer service improvement in car service centers

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Abstract

Due to ongoing technological improvements and changes in customer behavior, lifelong learning is an inevitable practice implemented in various industries. This paper focuses on the distributive trade industry, particularly motor-vehicle services as its subordinate part in NACE classification. The paper aims to explain practices of lifelong learning in car service centers and the role of lifelong learning in improving customer service. To achieve those aims, the primary research is done on the sample of tactical and operational managers. As the research instrument, a questionnaire was designed and used in electronic form inside a large company in this industry. The survey was taken anonymously, and the questionnaire included a set of questions regarding (1) implemented practices and characteristics of lifelong learning regarding costs, frequency, formality, and scope; (2) individual's attitudes and willingness to participate in lifelong learning programs and (3) perception on role and importance of lifelong learning in providing better services for customers. As this research fills in the literature gap in a specific field of interest – car service centers, the results are relevant to better understanding the state of the art of lifelong learning in the field influenced by constant technological change and the switch to sustainable and green technologies. In addition, the results are relevant for future comparison between industries because lifelong practices and attitudes of managers and employees differ based on the field in which a certain company operates.

Keywords

lifelong learning, car service centers, service improvement, motor-vehicle trade

tactical and operational management

Managing Change in the Post Covid Pandemic World

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Abstract

One of the key "life competencies" required of people in all sorts of different situations today is the ability to anticipate and respond effectively to any change that comes along. These skills are often needed even more in today's uncertain world of the post Covid pandemic era that has disruptive every facet of life in terms of competition, work environment and more, where everyone from the newest recruit through to the most senior management is expected to demonstrate some "change agent" skills. These skills enable us to lead ourselves, individuals, groups, and ultimately entire organisations, in implementing actions that enable a personal or collective vision to be successfully transformed into reality.

Keywords   Managing

                    Change´

                    Post-pandemic

Mixed Methods Study of Adolescent Career Purpose Development

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Abstract

This mixed methods study (N=45) is exploring adolescent career purpose development. It is based upon a one-on-one qualitative interview based upon the Youth Purpose Interview with some additional questions added to explore career interests. The findings highlight youths desire to help people, the importance of social support from parents, teachers, and friends, the pressures for social stability and life success, and the developmental impact of self-focused goals for adolescents with activities such as sports or playing an instrument. The quantitative strand is made up of survey data collected on hope, social support, life satisfaction, and purpose to explore the impact of these common factors for positive youth development on career purpose development. The findings highlight the importance of hope and social support as youth search for potential career interests and a meaningful purpose. These findings have been integrated into a working model called The Ladder of Adolescent Career Purpose Development.

1.Study Questions

The aim of the study was to explore the intersection of career exploration and purpose development among adolescents. The specific questions addressed were:

(1)How are high school sophomores in this study exploring career interests and what is their process for career purpose development?

(2)How do the quantitative and qualitative data on hope, social support, and life satisfaction, career interests, and purpose development converge, diverge, and expand upon each other?

2.Methods

With an n=45, a convergent mixed methods design, parallel-database variant was selected for this study (Creswell & Plano Clark, 2018). This design allowed us to explore the connection between career goals and purpose from two distinct perspectives prior to the start of the data integration (Creswell & Plano Clark, 2018). Equal priority was placed on the qualitative and quantitative strands throughout the data collection, analysis, and integration phases. The quantitative instruments used were the Claremont Purpose Scale (Bronk et al., 2018), Multidimensional Scale of Perceived Social Support (Zimet et al., 1988), Satisfaction with Life Scale (Diener et al., 1985), Children Hope Scale (Snyder et al., 1997). The qualitative instrument used was Youth Purpose Interview with the addition of career development questions.

3.Theoretical Framework

Adolescents are at a stage of development where they are exploring their personal values, beliefs, and goals as a means of developing their sense of self and identity through the limitations and opportunities found within the relationships and experiences linked to the intersection of their unique mico- and macro-contexts (Erikson, 1968; Learner, 2019; Bronfenbrenner, 2006). This process of exploration often involves the consideration of career interests (Porfeli & Lee, 2012). Many youth have the desire to build a career that is meaningful to themselves and stretches beyond the self to have a positive impact on others. When this desire is acted upon, the adolescent is pursuing a career goal with purpose (Dik et al., 2011).

Purpose is defined as a meaningful, long-term goal that is motivated by the desire to make an impact on the broader world (Damon, 2008). In order to have a fully developed purpose, youth must demonstrate a commitment to something that is meaningful to them, beyond the self-orientation in their commitment to this goal, and past, present, and future actions set up to pursue this goal (Bronk & Finch, 2010).

Research over the last decade has demonstrated the correlative benefits of purpose. For example, having a purpose has been associated with a host of factors of positive youth development, such as hope, social support, and life satisfaction (Bronk et al, 2009). Living with a sense of purpose has been found to increase well-being both in and out of the workplace (Dik, et al., 2011). Despite these benefits, only about 25% of adolescents report having a purpose (Bronk, 2012).

There is far less research on the narrower phenomenon of adolescent career focused purpose goals. This is an important topic for further exploration because adolescents benefit from exploring career options early in their education (Kenny et al., 2019; Germeijs et al., 2006; Lau et al., 2021). Research has found that students who have experience in their career interests have a better understanding of the connection between learning and their career when they leave school (Turner & Lapan, 2002). In addition, students with support from others to focus on college entrance, future careers, and the search for a purpose have an increased levels of life satisfaction (Bronk, 2009). This study will explore ways that career-focused purpose develops for adolescents.

4.Results

The qualitative strand surfaced 6 themes: trying new things opens avenues for potential purpose; most want work that 'helps people but are not sure how they will accomplish this; social support tethers adolescents to a fun activity of interest that could eventually become a purpose; teens are aware of needs for stability and financial resources that influences their choices around career purpose development; teens experience pressure to be successful or make a difference, and they try to balance this with self-care and social connection; and self-focused goals for teens may offer more protective factors than they do adults

The quantitative strand revealed positive correlations between all variables of hope, social support, and purpose. There are some notable differences when exploring the correlation between the subscales of purpose (meaning, goal orientation, and beyond-the-self orientation) and social support (from friends, family, and significant other); the meaning dimension of purpose was no longer correlated with social support, long-term goal orientation was positively associated with significant others and family, and the beyond-the-self component was positively correlated with significant other, friends, and family

Multiple regression analysis conducted between hope, social support, and life satisfaction on purpose found social support and hope accounted for 20% more of the variance in purpose than social support alone. Adding life satisfaction did not explain any additional variance in purpose. A mediation analysis showed that social support was found to increase hope, which in turn led to increased purpose. These findings are integrated in three joint displays.

5.Discussion

Most of the youth interviewed held a strong desire to help others. This is a corner stone to purpose development and a desire that parents, teachers, and others working with youth can support and work to further develop. Most of the youth also felt pressure to succeed, many spoke about their motivation to make their parents proud, and many also felt the need to build a stable financial life for themselves in adulthood. These three factors could create a challenging balancing act for adolescents and could increase youth stress. These could be places where adults could support youth who are working on career or purpose development. Finally, given the findings highlight the importance of fun, trying new things, hope, and social support to purpose development, it can be helpful to look for ways to enable youth to build more of these factors into their daily lives. Due to the small sample size and the non-random sampling techniques used, the findings are limited to the 45 adolescents within this study and are not meant to be generalized to the larger United States population. The study also includes a working model which identifies components that can be used to help build career purpose for high school students.

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Key Words: Adolescent, Career Purpose Development

Needed: Critical thinking skills – a case study in Botswana

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Abstract

a) purpose

Botswana, a country with the highest growth rate for three decades until it was overtaken by China in the 1990's, currently experiences a serious deficit in workers capable of sustained critical thinking skills. The case study reported in this paper was designed and implemented in response to this situation to determine whether higher education institutions adequately prepare students for critical thinking skills.

b) design/methodology/approach

The study developed a model for critical skills assessment of higher education practices and applied the model to a science and technology university in Botswana.

c) theoretical base

The theoretical basis for the model is the well-known Bloom's taxonomy as it was adapted by Lorin Anderson and David Krahtwohl (various publications, but in particular 2001) in conjunction with the matrix developed by Rex Heer (2009) for Indiana State University.

d) results or expected results

The study showed that, despite an outward appearance of critical thinking skills focus in the curricula, an outcome evaluation of the study process shows the domination of rote learning.

e) originality/value

The more important finding of the study is that the model is shown to be a promising tool in assessing the prevalence in reality (as opposed to a projected objective) of critical thinking skills in higher education learning.

f) practical implications

A wider application of the model may have a beneficial impact on learning in the knowledge economy. The model may also be adapted for workplace assessments of required thinking skills for specific employment positions.

Patent strategies as a factor in building an organization's competitiveness

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Abstract

Introduction

In a knowledge-based economy, market value is built on intellectual capital and intangible assets. The determinants of the era of knowledge are cooperation, innovation, and motivation through satisfaction, and not mainly through financial incentives. Management styles and organizational strategies have changed. People began to participate in decision-making and strategy formulation.

For modern organizations, the foundation of building a competitive advantage is competition in terms of knowledge and its uniqueness in comparison with the knowledge of competitors. In general terms, it can be said that competitiveness reflects the company's potential, i.e. resources, skills, and abilities that provide an advantage over other entities operating in the same market sector (Beyer, 2012, pp. 241-254). is to identify existing resources in the organization, estimate their value, and then develop an appropriate strategy for their management - one that will support the organization in protecting newly created knowledge resources, as well as acquiring appropriate intangible assets and their optimal use in the organization.

The management of the intellectual property portfolio in the organization is carried out, among others, by patent strategies. Patent strategies help to identify new knowledge resources in the organization and support the innovativeness of the organization so that the results of these activities bring measurable benefits to the organization.

The aim of the article is to present the basic types of patent strategies as a factor in building an organization's competitiveness and continuously increasing its potential for intangible resources. The aim of the article is to present the basic types of patent strategies as a factor in building an organization's competitiveness and continuously increasing its potential for intangible resources. A review of the literature regarding the understanding of the concept of patent strategies was made and selected classifications of types of patent strategies were indicated. This article fills the research gap in terms of strategic choices left to intellectual property managers in organizations. Each type of patent strategy presented has its advantages and disadvantages. The choice of a specific strategy depends on many factors, which are indicated in this article.

The essence of patent strategies

Understanding patent strategies is now an urgent need and an exciting challenge for management research (Rivette and Kline, 2000, pp. 2-12). The patent strategy outlines how an organization will use patents and patent applications, and information contained in competitors' patents, to secure intellectual property in the development of its products, and thus its position in the technology sector in which it operates. A patent is a legal measure that provides the inventor with market exclusivity for a new invention. Market exclusivity can mean huge economic

benefits for the patent holder, as it provides the inventor with a monopoly on the invention for the 20-year term of the patent. Maximizing the patent time of successful products is an effective strategy to fend off competition and extend the product life cycle (Gersten, 2005, pp. 572–578).

Two decades of market exclusivity can bring huge economic benefits and are extremely important for the success of an organization both in terms of profitability and recovery of invested capital. Market exclusivity is also a significant incentive for the continuous development of new inventions. Without patent protection, an organization is unlikely to invest the capital needed to develop innovative products. On the other hand, weakened patent protection reduces innovation in the development of new and potentially better solutions.

Thus, patents not only provide protection for new solutions and ensure market exclusivity but above all help the organization build market share and margins. A patent or even a patent application itself may be a sufficient barrier to blocking a competitor. In the event that a competitor copies a patented product, legal proceedings can be initiated to enforce your rights and claim damages. In addition, patents can also help create joint ventures and strategic partnerships, and support funding and plans for the further development of an organization.

Patent strategies include a set of resource allocation decisions and the underlying "logic" of patent decision-making that primarily occur in three broad (and interdependent) fields of activity: law, licensing, and enforcement (Somaya, 2012, p. 1088). Rights are related to a range of activities whereby patent rights are acquired, maintained, and sold, including the purchase of patents of other organizations on the secondary market. It should be emphasized that not all inventions are patented, and the propensity to patent varies depending on such factors as company size, industry, sector, and type of invention (product or process) (Brouwer, Kleinknechta, 1999).

The patent strategy is a component of the overall strategy of the organization and needs to be incorporated into the pursued business goals to ensure long-term development. Its development requires an analysis of business plans, consideration of product life expectancy, and a review of the patent activity of key industry competitors, partners, and customers. Such a review can help you get an overall picture of patenting in your sector. There are millions of published patent documents, all available in public databases such as Espacenet. It can be an extremely valuable source of information, supporting research and development and product development. It can also be beneficial to review patents and competitor applications to see what competitors are doing and where there may be gaps in the market. This type of activity is referred to as patent landscape architecture. A patent watch is a useful tool because it allows you to receive notifications about the patent activities of competitors in certain technological areas.

Searching and watching patents provides valuable commercial information necessary to enrich the development of a patent strategy. Research into the state of the art, patent purity, and patentability as well as all kinds of patent analyses, e.g. analyses of market trends and directions of technology development in a given sector, increase the effectiveness of implemented solutions as part of the developed patent strategy. Thanks to such activities, the organization's decision-making is supported, e.g. in terms of when an application should be made (e.g. an invention) and whether it should be made at all, in what geographical area the organization should apply for protection, whether it is worth investing further in a given product, whether it will be profitable to enter a given market segment, etc.

"Mapping" and evaluating existing IP should be another part of the patent strategy. It is necessary to analyze what patents the organization has, where they are filed, and in what areas

of technology. Such analysis allows you to assess whether your intellectual property is still useful and whether it supports your business strategy.

Of key importance to the patent strategy is the determination of the country in which patent applications will be filed. For example, for core technology, a European patent application can be filed, followed by an International Patent Cooperation (PCT) application after 12 months, resulting in national patent applications in a range of countries relevant to important markets, R&D centers, and manufacturing facilities as well as locations key competitors. For second-tier technologies, you can choose to protect only countries that are important to your organization and not those that are important to competitors. And for technologies with the lowest level of importance to the implementation of the business strategy, you can simply file a patent application with the national patent office.

After developing a patent strategy, you can start creating a patent portfolio that ensures an appropriate level of protection for each of the technologies and processes necessary to implement the business strategy. This can be done consistently and efficiently without having to decide where to file a patent application every time.

The patent strategy should also include licensing, i.e. deciding whether to license all or part of your patent portfolio to other entities in the industry. It is also necessary to consider how to assert the rights established by the patents held. At this stage, you should consider evaluating your competitor's products to see if they may infringe any of your competitor's patents and patent portfolios to assess the competitor's counterattack potential. Patent litigation can be costly and time-consuming, so a patent strategy should also consider whether to obtain litigation insurance to cover the costs of obtaining (or defending) a patent.

Types of patent strategies

Intangible resources bring measurable benefits to organizations only when they are properly used through skillful and optimal management based on the adopted strategy. Patent strategies outline the defense of one's competitive advantage (Rivette and Kline, 2000, p. 4).

Patent strategies can be divided into offensive and defensive. Faix (1998) and Hentschel (2007) see offensive strategy as a legitimate tool to limit the scope of competitors' intellectual property rights. Therefore, the primary goal of offensive strategies is to actively prevent competitors from gaining a broad patent portfolio. Gassman and Bader (2011, p. 40) define offensive strategy as "a policy that is based on the strategic planning of the use of intellectual property rights as part of the company's economic activity." On the other hand, Somaya (2012) distinguishes the following elements in the offensive strategy: (1) copying prevention, (2) offensive blocking and creating fences, (3) and offensive weeding.

Organizations also use hybrid patent strategies in practice, i.e. consisting of both offensive and defensive (Gassmann and Bader, 2011). Examples of organizations that use both approaches include electrical engineering corporations Siemens and software manufacturer Microsoft. While both organizations generally employ offensive IP strategies, they also focus on defensive strategies with a policy of minimizing the impact of foreign patents on their own performance.

Some organizations combine the strategy of patenting with the protection of technology as a trade secret (Grzegorczyk, 2020).

In the project InnoSupport: Supporting Innovation in SMEs, Leonardo da Vinci pilot Project, several specific strategies were distinguished:

• an "ad hoc" strategy;

• "Sniper" strategy;

• "Blocking" strategy;

• "Shotgun" strategy;

• a "market coverage" strategy;

• "fence" strategy;

• "surrounding" strategy;

• "prestige" strategy;

• the "scarecrow" strategy" (The Surrey Institute of Art and Design University College & e-Novate Consultancy Ltd, 2006, s. 168-169).

The first of these strategies do not require large investments. A patent is most often obtained when protecting innovations under one of the innovation support programs. There are many ways to search for such programs, they do not require special preparation, and the costs of participation in these programs are relatively low, so a patent is obtained "by the way".

The "Sniper" strategy is a strategy based on several patents covering the underlying technology. However, this strategy does not assume taking action to protect possible improvements to existing solutions. This is a risky strategy in the event that the core patents are found to be wholly or partially invalid and there are no additional patents covering improvements to the original technology. Lack of improvements also means resignation from monitoring the activities of competitors, which in turn may lead to the obsolescence of patents held by the organization.

The "Blocking" strategy is used when an organization does not intend to use patents but uses them as a real alternative against its competitors by monopolizing a given solution on the market in accordance with the principle of prior tempore "prior tempore potior iure,", "first in time, better in law" Strategy blocking makes it difficult for competitors to adopt new technological solutions (Blind, Edler, Frietsch and Schmoch, 2006).

An organization using the "Shotgun" strategy aims to hold as many patents as possible in a particular area of technology, which is intended to create the impression that the area of technology is so patent-protected that it is almost impossible for competitors to patent anything in a given area or to avoid infringing one or multiple valid competitor patents. This is an expensive strategy and requires significant funding for development and research.

A different strategy is the "Market Coverage" strategy. In this strategy, the activities of the organization are aimed at transforming the area into the so-called jungles or patent minefields, e.g. by securing each step in the production process with new patents. Like the "Shotgun" strategy, this strategy is also costly and is usually used in cases of emerging technologies, when the degree of risk is high because it is not known whether the directions of development and research will bring benefits in the future, or when the economic value covered by the patent is uncertain. This strategy allows for further development of a given solution in any direction in accordance with market development trends.

The "Płot" strategy is characterized by the filing of patents not only on the basic technologies owned by a given organization but also on incremental improvements (progress in the

development of the base technology). In this way, a kind of quantitative "fence" against the competition is created. It is also a costly strategy as it requires filing patents in numbers that block competitors from submitting improvements.

The "Wraparound" strategy is based on a lead patent that is critical to the organization, which may be restricted or surrounded by other patents that are less important, but collectively blocks the effective commercial use of the central patent, even after it has expired. This allows for a significant extension of the time to achieve protection effects, even when the most important solution is no longer protected. As a result, the actual patent protection may be longer than theoretically possible to obtain (ie 20 years).

The basis of the "Prestige" strategy is the assumption that prestige and leadership can help in business and be the driving force of the development strategy. Patent protection is supposed to have a positive impact on the image of the organization, which may translate into the interest of potential investors and promote the originality of the technology. However, these activities are not accompanied by the process of implementing the technology.

In the last of these strategies, the "Scarecrow" strategy, the patent owner may not intend to assert his rights, but instead ensures that the competition "stays away" from the protected area. This strategy is more common in industries where large-scale patent filings and frequent patent litigation rarely occur. Specialized organizations are always more interested in concentrating their activities on the basis of a given patent than less specialized ones, which do not want to lose funds and often do not have the opportunity to invest in costly and lengthy patent procedures.

In the process of managing intangible intellectual property resources, a division of patent strategies can also be distinguished, including:

• full exclusivity strategy;

• a strategy assuming a limited degree of exclusivity;

• a strategy assuming full openness and accessibility.

A strategy assuming a full degree of exclusivity basically excludes cooperation with other organizations. It is entirely based on full exclusivity, strong protection, and active enforcement through infringement procedures and blocking other organizations from entering the market. The key to this strategy is the use of various legal tools to prosecute individuals and entities responsible for violations and enforce the rights of the organization, from sending warning letters to violators to filing lawsuits in the appropriate courts.

The basis of the strategy assuming a limited degree of exclusivity is cooperation with other organizations, which enables them to use their intangible resources and the resulting rights, but within the contractually defined scope and conditions. This type of strategy allows the organization to generate revenue from licensing deals.

On the other hand, the strategy assuming full openness and accessibility allows for full openness and accessibility for all users and market participants. It enables the use of certain intangible resources free of charge, e.g. in order to popularize a given technology or gain access to a specific market. This strategy often leads to the improvement of the organization's products and its image in the eyes of consumers.

The presented types of patent strategies may allow for the identification of the most effective strategy for a given organization, which will allow it to be used in the intellectual property

management process for organizations that want to effectively use the value of their patent rights.

Conclusion

In the last few decades, for many organizations, protecting and leveraging the economic value of their intellectual property has become one thing of the more important tasks. In the 1980s, as M.R. Grant the American company Texas Instruments began to use its patent portfolio as a source of income, and then the entire technology sector realized the value of its knowledge resources. In the 1990s, Texas Instruments' income from patent licenses was higher than operating profit from other sources, which resulted in, among others, an increase in the number of patents. In the years 2002–2008, the US Patent Office annually awarded approximately 180,000 patents, which is more than twice as many as in the 1980s (Grant, 2011, p. 373).

Introducing new products and processes to the market requires more than just inventiveness creative, you also need a variety of resources and skills to make it possible

to create, finance, and introduce new innovative solutions. In this process, it is also necessary to define and adopt appropriate strategies for the protection of emerging intellectual resources (Dereń, 2014, p. 70).

The development and selection of a patent strategy mainly depend on the industry sector in which the organization operates, its size, and its presence in the global market. The patent strategy is a component of the overall strategy of the organization, and its purpose is to identify new knowledge resources in the organization and support its innovative development so that the results of these activities bring measurable benefits.

The use of an appropriate strategy is crucial for the proper development of the organization, strengthening its competitive position in relation to other market participants (Somaya, 2016). Ensuring the legal security of the organization and deriving measurable benefits from the intangible resources held, e.g. in the form of increasing market shares thanks to them, as well as improving the quality of existing products and customer relations.

In addition, it protects against unjustified incurring costs and conducting development work on technologies that are already highly protected, and entering this market segment may be unprofitable for the organization.

Keywords	management´	knowledge	
	Strategy	patent	competitive advantage

Pasteur's Quadrant

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Abstract

Nothing is more agreeable to a man who has made science his career than to increase the number of discoveries, but his cup of joy is full when the result of his observations is put to immediate practical use." (Louis Pasteur, Describing the Satisfaction of Putting His Discoveries into Practice, cited in Gogerly, 2001, p. 19)

Louis Pasteur was a man who made outstanding contributions to theory and practice during his 73-year life in the 19th Century. He pioneered discoveries and advancement in areas relating to germs and disease that impacted millions of people during his lifetime. He used microscopes to pioneer discoveries about crystal formations during his PhD, before going on to identify microbes. Then he went on to pioneer a process that destroyed microbes so that wine, beer, milk and cheese would not go sour (Gogerly, 2022). Also, he pioneered vaccinations that helped cure people of rabies, chicken pox and anthrax and he developed techniques to reduce microbe development in silkworms that helped save the French silk industry (Gogerly, 2022).

The statement that Louis Pasteur made (see above) expressed his joy of applying theory derived from observations, to practice and illustrates a certain viewpoint on the creation and use of knowledge. You could call it a personal position on the philosophy of knowledge. Arguably, we all have a personal position on the philosophy of knowledge and this paper illustrates a concept devised by the author that helps us categorise and analyse this theme: Pasteur's Quadrant (Sharp, 2003). On the twentieth anniversary of the conception of Pasteur's Quadrant, the author explains the framework, illustrates how it works and discusses how it can be used in theoretical and practical ways in higher education. The author argues that it is a helpful tool for considering the creation and use of knowledge; the type of researcher a person may be classified as, for life coaching and personal development planning.

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Keywords	Louis Pasteur	Knowledge
	Science	Discoveries

Personal Knowledge Management the ever under-researched discipline in KM: some thoughts on Spiritual Knowledge Management and Personal Knowledge

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Abstract

Personal knowledge management, which focuses mainly on the individual level, is still a relatively under-researched area - compared to organizational KM. However, knowledge management research has recognized for a long time that it is individuals who drive the knowledge process in organizations (e.g., Jennex, 2008; Nonaka & Takeuchi, 1995; von Krogh et al., 2000) and that individuals are the actual source of knowledge and creators of new knowledge, which is a crucial component of KM. The competence of individual knowledge workers, along with other factors, is critical to the success of an organization's knowledge management initiatives. Individual learning is closely linked to organizational learning in knowledge management. Personal knowledge management (PKM) is a concept that has grown out of a combination of fields as diverse as knowledge management (KM), personal information management, cognitive psychology, philosophy, management science, communications, etc. (Pauleen, 2009).

In this paper we make the attempt to add another field and another dimension to PKM, namely spirituality. The boundary object for this extension is the self and the development of the self. Considering the development of the self from a current version of the self toward a future best version of the self as a deep learning process, addresses all major aspects of knowledge management and shapes them toward a fundamental because existential KM.

We argue that the resulting Spiritual Knowledge Management can serve two important functions. On the one hand, it leads to a more fundamental view and approach of Personal KM. On the other hand, Spiritual Knowledge Management can be the missing link between Personal KM and organizational KM. This could be crucial, since it is of course not a question of playing Personal KM off against organizational KM but rather of making use of one for the other.

It will be shown that the core process of Spiritual Knowledge Management is to enable, manage and organize the deep learning process in order to develop the best version of oneself (individual) or itself (organization). This paper introduces the Spiritual KM approach, which was first proposed in (Kaiser, 2023), and discusses the implications of this concept for the professionalization of PKM and the link to organizational Knowledge Management.

Keynotes: Spiritual KM, Personal KM, Self

Predicting emergency severity index and hospitalisation using data-driven machine learning analytics

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Abstract

The emergency department (ED) is one of the most important components in a hospital ecosystem and plays a vital role in saving people's lives and reducing rates of mortality and morbidity. It is a critical interface between the emergency medical services and the hospital. Patients presenting themselves at ED are usually in critical condition and require immediate attention. Healthcare professionals working in the ED are subject to several operation constraints including high workload, taking care of several patients synchronously and frequent crowding. Patients are assessed, classified and prioritised according to their medical condition in a restricted time-window. This classification and prioritisation process is termed as triage. The primary aims of triage are to (1) organise the work of ED for more efficiency, (2) utilise resources effectively and (3) promote safety of patients by ensuring that timing of care and resource allocation are made considering the degree of illness. This creates an environment that is highly complex and dynamic and that functions under extreme constraints of time, physical space, high workload, interruptions and distractions. Improper triaging and prioritisation of patients can result in delayed care due to postponements or deferrals in giving treatment and inappropriate assignment of resources. In ED, where majority of patients are unknown and their illnesses are seen through only small windows of focus and time, triage nurses are situated in high levels of uncertainty which poses serious risks associated with inaccurate and/or inappropriate decisions. Computerised clinical decision support systems can assist triage nurses in decision-making by providing patient-specific assessments and/or recommendations. Their purpose is to augment the natural capabilities of the triage nurse in the complex process of medical diagnosis by improving triage accuracy, increased efficiency, reducing wait times, enhancing patient safety and improving resource allocation. Previous studies have sought to predict emergency severity index (ESI) level and hospital admission at the time of ED triage using machine learning (ML) models. Most models used routine administrative data collected at emergency triage and could robustly predict both ESI level and hospital admission. The addition of historical information such as laboratory test results, medications prescribed and comorbidities have been able to achieve accurate prediction. Expanding on previous research, this study presents a novel and distinctive contribution to the field. First, it utilises a large sample size from an ED covering all patient visits of an entire country between 2007 and 2022, which allows a comprehensive analysis of ED outcomes. Second, our study utilises a data-driven ML approach to predict several important outcomes in the ED, including ESI level, hospital admission and specialty admission ward. Finally, the study's focus on predicting outcomes in the ED is unique, as most previous research in this area has focused on just one area of prediction. By developing predictive models for these combined outcomes, our study has the potential to improve ED efficiency and patient outcomes by facilitating early interventions and appropriate resource allocation.

Keywords	Predicting emergency	severity index
	Hospitalisation	data-driven machine learning analytics

Professors' vs. Students' Perception Towards E-learning in the Field of Business Administration

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Abstract

In a wide sense, e-learning refers to the usage of digital technologies and tools to achieve desired learning outcomes and to improve individual knowledge and skills no matter if the educational process is formal or informal or if the educational process is taking place in traditional or virtual form. In a narrow sense, e-learning is an educational process that takes place in a virtual environment with the intensive usage of digital tools during the process. In this paper, we address e-learning in a wider sense by focusing on digital teaching tools that can be used either to support traditional teaching or to support learning in a virtual environment. As the educational process is a blended and interactive activity involving two main stakeholders i.e., professors and students, their attitudes and perceptions will directly influence the level and quality of e-learning implementation. Therefore, the aim of this paper is to explore similarities and differences in the professors' perception vs. students' perception towards the role of e-learning tools in (1) interaction, communication, and creativity; (2) reducing time and costs, and improving learning efficiency, (3) promoting ethics and social responsibility of the educational process. The analysis and discussion are based on primary research which included more than 200 university professors and more than 650 university students in the field of Business Administration in Croatia. By giving parallel insights into attitudes and perceptions between two main stakeholders in formal university education, this paper makes a valuable basis for discussion on possible improvements in educational processes when implementing e-learning as a supportive tool.

Keywords	e-learning	perception
	Professors	university students
	Digitalization	education

QUIET QUITTING AND ITS LINK WITH KNOWLEDGE RISKS IN ORGANIZATIONS – THEORETICAL INSIGHTS.

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Abstract

a) purpose

This conceptual paper aims to identify and analyze knowledge risks resulting from quiet quitting.

b) design/methodology/approach

This present study makes an update on the literature on knowledge risks arising from quiet quitting.

c) theoretical base

Quiet quitting has become a widely publicized concept, driven by social media in the United States and other countries in 2022. It is a term used to describe the phenomena by which employees do the least amount of their work, just enough to meet the requirements of one's job description (Mahand & Caldwell, 2023). In other words, employees decide not to put more time, effort, or emotion into their work than is absolutely necessary. Asst and Yikilmaz (2022) define quiet quitting as a situation in which an employee performs his or her job not using his or her skills to their full potential. The scale of this phenomenon is immense, according to a survey conducted by Gallup in 2022, half of the U.S. workforce consists of quiet quitters. Particularly, quiet quitting was also affected by the pandemic and remote work. The Gallup Report reveals that the decline in productivity and engagement deepened with longer periods of remote work (Harter, 2022).

Even though there has been a real buzz about this phenomenon, most companies are either unprepared or unable to effectively address the problem of quiet quitting (Hare, 2022). It can potentially harm individuals, job performance, innovativeness, and whole businesses.

Quiet quitting can also pose several knowledge risks. Knowledge risks are defined as "a measure of the probability and severity of adverse effects of any activities engaging or related somehow to knowledge that can affect the functioning of an organization on any level" (Durst & Zieba, 2019, p.2). Human knowledge risks are connected with an individual´s personal, social, cultural, and psychological factors and thus human resources management.

Knowledge risks arising from quiet quitting should be taken into consideration and their consequences should be minimized as well as possible. Otherwise, the risk may significantly reduce the performance/well-being not only of the organization but also of the people.

In the face of these above, there is a clear need for new insights into the topic of knowledge risks arising from quiet quitting.

d) results or expected results

The authors of this paper list a variety of knowledge risks arising from quiet quitting that may potentially hinder the operations of an organization. The first potential knowledge risk resulting from quiet quitting is related to knowledge hoarding. When a quiet quitter performs only his duties at a basic level he or she may be reluctant to take part in the solid training of a new employee. Furthermore, he or she will not pass on knowledge unless somebody asks for it. When a quiet quitter possesses critical knowledge and is not eager to share it with someone, it threatens the organization's knowledge base (Bilginoğlu, 2019). It is very difficult to simply ask for tacit knowledge, therefore when it is hoarded, it threatens the organization's success (Holten, Hancock, Persson, Hansen, & Hogh, 2016). It even threatens a loss of organizational knowledge when a quiet quitter for some reasons beyond his control such as health, is unable to work and perform his duties. The next potential knowledge risk connected with quiet quitting is loss of reputation. Customers and partners may recognize that the quiet quitters are not fully engaged in operations or common tasks. They may consider the company unprofessional or untrustworthy, leading to a loss of reputation. The next risk is using obsolete/unreliable knowledge. Knowledge should be constantly checked and updated as it can quickly lose its reliability. If a quiet quitter does not take care of constant refreshing of knowledge, there is a high risk that it will use obsolete and unreliable knowledge, which may lead to the deterioration of the company's good name. Another potential risk is decreased morale of employees. Quiet quitters may adversely affect other individuals' morale, who may feel abandoned or betrayed. Demoralizing the rest of the team may harm the overall performance of the organization or even to knowledge loss/unlearning. Moreover, employees with decreased morale may have problems with motivation to work, take sick leaves more often, and manifest some negative phenomena related to knowledge, such as knowledge hiding or knowledge hoarding. Last but not least risk is related to knowledge gaps. The workload of quiet quitters may not be adequately covered. Other employees may need to take on additional responsibilities, which may reveal knowledge gaps and in consequence, lead to poorer quality of work and reduced efficiency.

e) originality/value

To the best knowledge of the authors, there are no publications that describe the knowledge risks arising from quiet quitting. This paper offers new insights for researchers dealing with the topic of knowledge risks in the context of human behaviors.

f) practical implications

The paper provides insight for each of us, as the issue addressed concerns the majority of incumbent employees. Employers and managers should become aware of the potential negative consequences related to knowledge risks arising from quiet quitting. By acquainting with the potential consequences of such knowledge risks, people may cope with quiet quitting in a better, more enlightened way.

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Reflection of a life of coach and teaching

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Abstract

With a degree and a master's degree in Psychology, a PhD in Psychiatry and medical psychology, he has developed his activity as a higher education professor and in consultancy work in the era of Occupational Health Psychology, namely in health technicians and on "who takes care of caregivers" , "Good ways to give more news", among others.

He did his doctoral thesis on the theme of death and dying.

He is co-author of a methodology for the assessment and intervention of psychosocial risks, having already had the opportunity to carry out more than 80,000 assessments and intervention processes, more than 39% of which with health technicians.

I develop my activity divided between teaching, training and consultancy Services

Keywords

Life experience

Coaching

Teaching

Reporting of contemporary business in the area of social responsibility

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Abstract

a) purpose

The development of society in the last 50 years has particularly acutely raised the issue of harmonious development of all spheres of human activity. The focus of attention has shifted from an exclusively financial result to the creation of utility or non-harm to people and the environment. The consequences of business without taking into account the interests of society have become deplorable. The protests, which covered the enterprises of European countries and the USA, led to the destruction of production facilities. And, therefore, the protesters themselves deprived themselves of the opportunity to earn. Undoubtedly, the issue was in communication. And the only possibility of "communication" was financial reporting. Financial indicators, highlighting the property and financial results of activity, did not in any way explain that all these resources have long-term value.

The development of the formation of non-financial reporting has become quite apt. Emphasis on the environmental friendliness of activities, investments in the development of communities where enterprises were located, became a source of information for understanding the multifaceted work of legal entities. Moreover, the system of non-financial reporting has developed and received its own standards. The satisfaction of their requirements by the companies allows to form a unified understanding of the level of ensuring the principles of sustainable development by business entities. That is a comprehensive approach to running a business, focused not only on achieving results, but also on investing resources in the social area.

In the last two decades, the philosophy of sustainable development, including social responsibility, has spread to more and more countries of the world. In particular, with regard to Ukraine. In 2018, 13% of companies prepared reports showing indicators of corporate social responsibility (environmental, social and management). Often these reports are called reports on sustainable development or corporate social responsibility. About 78% of companies in the world prepare non-financial reports (research by the Institute for Investor Responsibility). In addition, more and more companies (40% in the international arena) began to include non-financial indicators in their annual reports .

Such statistics should be defined as a significant achievement. After all, without mandatory reporting, not all companies will take appropriate measures. The rest will carry out conditional measures without adequate funding. With the emergence and formation of non-financial

reporting, the formalization and popularization of companies' attention to non-production areas has increased. Society joined in supporting these trends by encouraging and disseminating information about enterprises that are concerned about ecology and social issues. In fact, providing information on different ways of investing in the preservation of human potential and the resources of the planet has become another source of attracting additional customers. The latter show their loyalty by choosing goods and services of companies that develop in a balanced way. Thus, by conducting activities in their own interests and society, companies in the 21st century receive financial advantages. At the same time, the issue of standards for the formation of non-financial reporting and its presentation formats remains open. Only up to 15% of companies adhere to some specific standard. Some business representatives choose their own procedures, which are approved by internal management bodies. This leads to uneven coverage of sustainable development financing. For example, manufacturing companies emphasize environmental aspects, leaving social projects underrepresented.

Another problem is the need to formalize indicators. Non-financial reports can reveal information in text format, in the form of presentations and photos of company events and products. However, it is quite difficult to assess the specific weight of such activities without comparison with the main financial reports of the enterprise.

Accordingly, the goal of presented research is to develop a system of presenting information about the social development of the enterprise in relation to financial indicators of development. Pragmatic indicators that allow you to evaluate and compare the level of investment of the enterprise in the vital activities of society are a tool of objective examination. The conclusions of the latter are easy to apply to interested parties, whose decisions determine the structure of financial capital markets and their redistribution.

b) design/methodology/approach

- comparative method

- critical analysis

- trend analysis

c) theoretical base

Theoretical foundations for sustainable development, institutional theory in accounting, theory of management.

d) results or expected results

A reflection format related to reporting on sustainable development and entrepreneurship.

e) originality/value

Currently a lot of different accounting reports are being prepared by business entities. Some of them seem to be purposeful and justified, as they contribute to the creation of a proper image of the company's activities in the field of social responsibility. It seems, however, that it is worth considering whether some reports fulfil an objective role, whether they are necessary or justified. It seems, therefore, that there is a need for the final optimization of accounting information supporting broadly understood responsible development.

f) practical implications

The suggestions of changes to reporting rules in the field of corporate social responsibility. Better adjustment of reports in this area to practical economic requirements.

RETHINKING NON-GOVERNMENTAL ORGANIZATIONS – AT THE CROSSROAD OF ECONOMICS AND CIVIL SOCIETY

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Abstract

a) purpose

The article aims at closing existing knowledge gaps, answering the question why non-governmental organizations are founded and maintained as well as elaborating and systematizing the existing knowledge through the analysis of existing subdisciplines within economics which leads to laying the groundwork for the economics of non-governmental organizations. The purpose of the article is significant as there are no similar studies in the literature on the subject.

b) design/methodology/approach

This theoretical article was written based on structured literature review and similar to grounded theory method. After determining research question of why non-governmental organizations are founded and what are they motives, literature evidence was collected from variety of sources which led to creation of theoretical explanatory model. Nevertheless, a deductive, top-down approach has been taken in order to present the final model in a more comprehensible and transparent way.

c) theoretical base

The theoretical base for the article focused on the normative side of the economics. The research was based upon broad overview of subdisciplines within economics, i.e., institutional economics, economics of the public sector and sharing economy. Theories and models of renowned authors were used including C. Hood, M. Blaug and Noble prize winner O. E. Williamson.

d) results or expected results

Based on the institutional hierarchy of O. E. Williamson and drawing from the theoretical framework of economics of the public sector and motives behind sharing economy the model was built that explains why non-governmental organizations are founded and maintained in the first place explaining the route from social theory in particular institutional environment all the way to taking actions to solve a given issue.

e) originality/value

Since the first usage of the term "non-governmental organizations" in United Nations Charter in 1945 such organizations have been thriving and growing eventually becoming vital part of our, global and local, civilization and important actors in modern economies, with goals specific to particular stakeholders. NGOs are also rather elusive in terms of any analysis as we cannot simply take financial statement of an NGO, analyze its strictly financial data and state with 100% certainty that this is "good" or "bad" organization. Such organizations are usually not about profit, they are about their statutory goals, i.e., sharing of concern and making things better in

regard to their specialization; not necessarily counting to make profit out of that. Considering there are millions of NGOs worldwide and how widespread such institutions are, there is relatively little research interest in the motivations and theoretical background regarding non-governmental organizations and non-profit (not-for-profit) sector as a whole on the ground of economics. Insofar there has been no attempts to place NGOs somewhere in-between aforementioned, existing subdisciplines within economics. The proposed outlook is fresh and innovative as, in the literature, there are no traces of similar approach towards non-governmental organizations as proposed in the article. The created model is an added value to the current state of knowledge that presents where NGOs can be placed within interconnected subdisciplines within economics. The results are also significant contribution to the possible further research emphasizing the meaning of NGOs in the global economy.

f) practical implications

After further development of the research in the proposed direction the practical implications may arise in the future. That may influence and enhance the current state of knowledge about non-governmental institutions and, indirectly, their management which, in turn, might help them operate in a more efficient way. Implications may also include placement of NGOs in particular disciplines within economics; goals of which are specified in macroeconomic policies of countries. That would also be significant help for researchers doing subsequent studies regarding this area of social sciences.

Keywords

Economics of non-governmental organizations   NGOs

civil society   third sector   globalization

Selective knowledge hiding: How national and organizational culture, mental models, type of knowledge and relationships affect whether to share or hide

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Abstract

A corner stone of KM has been knowledge sharing which has been at the heart of organizational literature research. Sharing of knowledge has been found to have a positive impact on innovation, productivity, satisfaction, and organizational performance. However, sharing of knowledge does come naturally as employees, for various reasons, tend to hide their knowledge. It was observed that although there has been some research to expand the understanding of knowledge hiding, there was still a considerable need for further research on individual, team, and organizational antecedents. They called for research using a wider spectrum of methods, including social network and qualitative studies. Moreover, there is not yet a unified model of knowledge hiding that incorporates insights from each perspective (Issac, Baral & Bendnal, 2020).

Also, there has not been enough research on the effect of national and organizational cultures on knowledge hiding. There is an abundance of research on the effect of both national and organizational cultures on knowledge sharing but not on knowledge hiding. While knowledge sharing is not the opposite of knowledge hiding the results of these studies may help better understand the effect on knowledge hiding. On the other hand, organizational culture was found to have a tremendous effect employees' behaviour both inside and outside the organization. Both national and organizational cultures affect values, norms, mental models which then reflects on behaviours and actions of employees in organizations. Employees' hiding of knowledge is not a simple act but may be the result of deeply rooted beliefs, ideas, assumptions, and metal models about the organization, the market and the world itself.

These mental models govern how employees perceive their surroundings and make judgement and eventually hide or share knowledge.

This study uses qualitative research through intensive interviewing and thematic content analysis to investigate how national and organizational cultures affect knowledge hiding and investigates reason for employees hiding knowledge. The study further, puts forward a model of the process of selective knowledge hiding. That is the process by which employees decide to share or hide their knowledge.

Keywords

National culture, Organizational culture, Knowledge hiding, Selective knowledge hiding

Soft skills among academics: Five theoretically informed lessons for current times.

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Abstract

a) purpose

The aim of this paper is to provide a comprehensive examination of the role of soft skills among academics in the context of the evolving higher education landscape. Drawing on a novel synthesis of five theoretical perspectives, our analysis yields universal insights into the critical importance of soft skills for academics, their potential for growth and development, perceptions of these skills by others, and the necessity for organisations to prioritise investment in them.

b) design/methodology/approach

We present a conceptual discussion that relates to the broader topic of the soft skills of academics. It is based on an approach that involves a scoping review of existing literature and research related to the topic of interest. We critically analyse and synthesise available information to identify patterns and spot gaps in the current knowledge. Based on this information, we develop five theoretically informed lessons about soft skills in academia to ultimately improve practice and advance theory in this area.

c) theoretical base

This study is based on the five major theoretical approaches that have been previously used to research soft skills and related topics but have never been combined in a single study. A unique theoretical blending of a resource-based theory, dynamic capabilities theory, cultural learning theory, implicit leadership theory, and human capital theory forms the basis of this article and a conceptual framework to arrive at our lessons. We believe that the integration and synthesis of these carefully selected theories have the potential to contribute towards a more general understanding of soft skills in academia, appreciating their complexity, as well as considering some further implications of these in the higher education environment.

d) results or expected results

Our conceptual discussion leads us to provide five theoretically informed lessons about the soft skills of academics. First, we suggest that the resources of academics in the form of their soft skills are essential to achieve competitive advantage - especially considering the specific nature of the market-driven and performative culture of the neoliberal academy. Second, we discuss the importance of updating academic soft skills in response to this changing environment, somehow challenging the almost universal forces of massification and marketization of the

higher education environment. Third, we go beyond the universal view of academia as a sharply hierarchical industry and we demonstrate how building close relationships with stakeholders is essential for academic skill development. Fourth, we show how the soft skills of academics may be perceived differently depending on the evaluator and we discuss the implications of this. Ultimately, we put an argument forward that the soft skills of academics should not only be recognized as a highly valuable resource but should also be further invested in for the benefit of all stakeholders.

e) originality/value

Through our conceptual exploration, we gain fresh perspectives on the soft skills of academics. We highlight their significance and underscore the need to cultivate and invest in them. In doing so, we respond to the recent call for addressing the lack of agreement regarding the meaning of soft skills. Furthermore, we consolidate existing theoretical approaches and overcome the theoretical fragmentation in this field, resulting in a comprehensive and theoretically grounded set of lessons for those interested in developing and utilising soft skills among academics in the unique context of an ever-changing higher education environment. In doing so, we challenge the norms of neoliberal academia whilst our discussion is aimed at triggering the development of realistic policies and procedures that promote a respectful, collaborative, and sustainable higher education environment.

f) practical implications

Advocating for the development and investment in soft skills for academics has practical implications that benefit individuals, institutions, and society as a whole. Firstly, enhancing the soft skills of academics can improve learning outcomes and student engagement, making graduates more attractive to potential employers. Secondly, elevating the topic of the soft skills of academics can enhance research collaborations, leading to impactful research with benefits for both universities and society. Thirdly, promoting a positive and supportive work environment can improve job satisfaction and well-being among academics who often work in an environment characterised by commercialization, careerism, and a myopic focus on outputs. Overall, investing in soft skills can bring numerous benefits that are applicable to the academic community worldwide, given the universal character of science and the increasing trend towards globalisation.

Keywords   soft skills   academia

                          Scholars   neoliberal university

Talent Analysis Model in Small and Medium Enterprises

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Abstract

Background: The business world is constantly changing. The competitiveness that every organization faces in terms of digital transformations through the implementation of digitalization of services, new business models, a new working paradigm (i.e., telecommuting), is making it more complex to manage, monitor employees, identify talent, and value it. The main difficulties experienced by employers in recruiting and retaining talent are the lack of qualified talent and job rotation of qualified young people. Employees show signs of low satisfaction with their working conditions, but especially with the lack of career progression. For organizations, the loss of talent can imply costs that are complicated to evaluate, including the loss of internal knowledge, customer relations, the organization's competitive advantage, and a setback in business strategy.

Purpose: The main objective of this research is to develop the conceptualization of a model for tracking the evolution of the value of talent to the organization, with the aim of monitoring their level of satisfaction and progress in the organization for employee centered HRM that allows to predict situations of risk of Talent loss.

Methodology: To conduct this study we used the research methodology used in this study, Mixed Methods (i.e., qualitative, and quantitative approach) was the integration of the two studies, validating the relevance of the research and the dimensions of analysis of the MITEC (i.e., model developed).

Results: We will demonstrate the mixed methods research construction process of this research through Quivy's model that follows a logical order such as the formulation of a research project, the exploratory work, the construction of a research plan or the criteria for the choice of data collection, treatment, and analysis techniques. develop an innovative model to support managers, supervisors, and Human Resources (HR) is composed of 7 dimensions and 47 indicators through the Dynamic Talent Satisfaction strand for which I developed a model that I called Indicators for Monitoring Employees' Talent Career.

Date: The study was carried out in Portugal, in the Lisbon area to the company typology Microenterprise and SMEs were conducted between and June and November 2021.

Conclusion: Present the systematic scheme of the study, starting question, general objective, specific research objectives, followed methodology and sample to be analyzed. The integration of the two studies intends to verify trends and to carry out a deeper content analysis of the theme. Our intention is that MITEC is considered pertinent by the 40 participants carried out in the Micro and SME typologies and that it can be seen as a support tool for Talent Management,

that allows monitoring the commitment, satisfaction, and valuation impact of talent in the organization to have a strategy to mitigate and prevent the risk of loss (i.e., Talent churn).

Implications and Limitations: Sample weakness, for the model to have a higher level of sustainability it would have been useful to survey at least 200 people, with the aim of reinforcing the relevance of the dimensions and indicators of the model under study.

Explore the study in other geographical areas with higher population density rates, to verify the difference in the responses (e.g., Porto, Setúbal and Braga and Aveiro) of the participants. Explore the possibility of implementing this model in other activity sectors (i.e., agriculture and industry) and verify what the real needs of these sectors are, what adaptation might have to occur in the MITEC model (e.g., level of dimensions and indicators).

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Testing the impairment level of the overall value of companies under the effect of overlapping crises

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Abstract

The current international economic and political climate is marked by economic, social, health and geopolitical tensions, generated by the worsening of the pandemic coronavirus crisis and by the one generated by the Russian-Ukrainian war. In this context, the market value of the companies has suffered serious damage, in terms of reduced performance and undermining the sustainability of their activities. Therefore, the aim of this research is to test the impairment level of the market value of companies by business sector in relation to the book value of assets owned. The overall value of companies can be significantly impacted by the concurrent occurrence of multiple crises, as the compounding effects of such crises can exacerbate challenges in terms of revenue, profits, access to financing and supply chain disruptions. This can result in a decline in the overall value of a company as measured by financial metrics such as market capitalization, enterprise value, or discounted cash flow. However, some companies may possess greater resilience and the ability to navigate overlapping crises due to factors such as their financial strength, diversified revenue streams, and robust management teams. It is important to bear in mind that the specific effects of overlapping crises on companies will vary depending on the nature of the crises and the industries in which the companies operate. Thus, it is crucial to evaluate each company's specific financials and circumstances to determine the overall value of the company under the effect of overlapping crises. The pursued objectives are focused on identifying and prioritising at global level the main sectors of activity that have been affected and on determining the effects of overlapping crises on the global value of companies using recognised and established methods in economic practice.

The proposed methodology for testing the impairment level of the overall value of companies under the effect of overlapping crises is as follows: conduct a comprehensive literature review; collecting data on the companies to be included in the model, including financial data such as revenues, profits, assets and liabilities, as well as information on the industry and economic

environment in which companies operate. Using the information obtained from the literature review and data collection, the model was developed.

The obtained results are materialized in the design of a model for measuring the market value of companies by sector of activity and the identification of the determining factors in triggering the risk of bankruptcy or reduction of activity.

The usefulness of the results is of significant importance not only for future entrepreneurs and potential investors, but especially for the management of these companies, which will be able to have a frame of reference in building strategies and developing company policies in relation to the current market situation.

The effect of knowledge hiding on job creativity: work ethics as a mediating variable

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Abstract

This study aimed to examine the relationship between knowledge hiding and employees' creativity at DHL in Bahrain. The study further examined the mediating effect of work ethics. Using a total population sampling of all 225 employees at DHL Bahrain. A questioner survey was sent to all employees. The study used MRA and mediation analysis to analyze the data. The study found that knowledge hiding has a negative effect on employees' creativity. Specifically, the study found that both evasive and rationalized knowledge hiding both had a negative effect on employees' creativity (b=-0.286, -0.281) respectively, while playing dumb did not have a significant effect. The study also found that work ethics partially mediated the relationship between evasive hiding and employees' creativity and fully mediated the relationship between evasive hiding and employees' creativity.

Keywords

Knowledge hiding

employees' creativity

Bahrain

The effect of perseverance on job immersion

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Abstract

Over the years, job immersion has received great attention from researchers studying organizational psychology. Job immersion defines a positive state of mind that reflects employees' engagement. Employees who are immersed are more likely to adhere to their organizations' mission, vision, and goals; positively influence others and promote teamwork and morale and are less likely to take sick leave (absenteeism) or seek employment elsewhere. Perseverance enables employees to manage stressful work events, deal with situations of overload, lack of resources and support, and emotional and physical exhaustion as employees who have perseverance are more capable of dealing with these challenges. Gallop's 2016 study on worldwide job immersion found that more than 24% of employees were not actively engaged, 63% were not engaged at all, and only 13% of were significantly immersed in their jobs.

Low employees' immersion is further complicated by the loss of employee productivity due to low performance, where separated workers feel emotionally detached from their jobs and suffer constant burnout, as well as the increased hidden costs of disengagement reflected by job withdrawal behaviors, absenteeism, and job turnover. The cost of employees' low levels of engagement amounts to billions of dollars annually.

While there has been extensive research on the prominent role of perseverance vast majority of the literature failed to provide an in-depth understanding of its impact on the workplace. In addition, while research examined factors that may predict job immersion, there are few studies that examined the relationship between perseverance and job immersion. As such, this study aims to examine the effect of employee perseverance on employees' job immersion. Specifically, the study aims to examine the effect of employees' activity, employees' dedication to work and, employees' engagement on employees' job immersion of nurses in Salmaniya Medical Complex in the Kingdom of Bahrain. Using a questionnaire survey of 335 nurses, the study found that employees' perseverance has a positive effect on employees' job immersion. Specifically, the study found that perseverance affects all dimensions of employees' job engagement (employees' activity, employees' dedication and employee engagement) (b=0.31, 0.41 and 0.15 respectively).

Keywords: perseverance, employee activity, employee dedication to work, employee engagement, Kingdom of Bahrain.

The Future of Universities – an ethical question

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Abstract

In this paper we analyse the question of ethics in the University of the Future. We make the analysis in two steps. First we survey analysis that have been done about Ethics on Universities and on the University of the Future. Secondly we analyse the question about Ethics in the University of the Future according to six questions: leadership, governance, quality, technology and marketing, benefit (intangible and tangible) and problems (plagiarism and other frauds) that are relevant for the University of the Future. We conclude that because we believe the University of the Future will be more important in the world of the Future than the University of Today at the time of writing, ethical problems will be the cornerstone of the University of the Future. Finally we propose a conceptual model for the University of the Future (Figure 1), which we believe could be complemented by a qualitative study and then tested with a quantative study; we believe those studies should be re-done every four years, to check the evolution of the model in theory and in practice.

Keywords   Ethics   University   Future

THE IMPORTANCE OF LEADERSHIP IN TELEWORK IMPLEMENTATION

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Abstract

Introduction

The primary goal of this research is to determine whether or not telework has an effect on leadership styles. Because of the mandatory confinement imposed by Pandemic Covid-19 since March 2020, this way of working has become widespread. The constraints, but also the benefits for organizations and workers, forced a rethinking of leadership styles more suited to telework, taking into account, among other things, the type of organization, culture, and environment. With the removal of some workers from their usual workplace, leaders were faced with the challenge of knowing how to lead people who continued to work in the companies' physical premises as well as those who worked outside of them. The new digital technologies predominated, and it was up to the information and communication technicians to take a step forward, in the sense of creating all the minimally effective conditions, so that any interruption in the focus and performance of each one's duties would be minimal.

Method

This research was based on an intensive literature review of various authors, mainly on Telework and Leadership, but also on concepts such as Work, Organization and Management. Furthermore, the data collected from the online questionnaire will be processed using the SPSS software. There were 620 inquiries. A sample calculation of 385 elements (Sample error 5% / Confidence Level = 95%) from a universe of 3,435,002 workers (Pordata, 2023).

Results

The collection of data is still being analyzed. We anticipate that these findings will be relevant to the role of leadership in the implementation of Telework. However, some results in the field of compliance with the Sustainable Development Goals on teleworking can already be highlighted, particularly in terms of quality health, as it reduces stress levels in daily commute to work. In terms of gender equality, it allows men and women to be more closely aligned in their performance at home while also providing opportunities to people from other countries. It allows for the reduction of inequalities and the creation of job opportunities for people with physical disabilities who are unable to leave their homes. Waste is avoided in terms of sustainable production and consumption, which may not be possible in the company. In terms of the environment, there is less atmospheric and noise pollution as a result of fewer vehicles on the road, as well as lower consumption of fuels, oils, and other derivatives.

Discussion

After receiving the results, we hope to understand which form or forms of work were preferred by the workers, whether there were differences between the face-to-face and distance leadership styles, and what impact it had on the workers' lives during the Pandemic period. Finally, it is intended to compare the obtained results to other existing ones in the hope that they will contribute to the advancement of knowledge, propitiate, and complement future works.

Conclusion

Finally, it is intended to gain insight into how workers perceive various types of work, as well as what implications occurred at the leadership level.

Keywords: Leadership, Management, Organization, Telework, Work.

The importance of the role of time in the process of adaptation of traditional expatriates.

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Abstract

a) Purpose: The primary purpose of the article is to highlight the role of time in the adaptation process of traditional expatriates, based on the 3D model by Haselberger et al. (2013). In addition, the pilot study intended to present the key factors facilitating the adaptation of expatriates at each stage of the expatriate cycle, i.e., at the stage of preparation, implementation, and repatriation.

b) design/methodology/approach: The article presents the current scientific achievements in adapting expatriates, particularly emphasizing the longitudinal dimension. The pilot study results presented in the empirical part were carried out using the case study method, and the research tool was an interview questionnaire.

c) theoretical base: To better understand the motives, factors, barriers, and starting points that affect adaptation in various dimensions and areas and dynamically taking place over time, a 3D model by Haslberger et al. (2013).

d) results or expected results: The pilot study results are aimed at presenting the factors facilitating the adaptation of traditional expatriates at each stage of the expatriate cycle. At the same time, it shows the crucial role of time in this process. It should also be emphasized that the pilot study is part of a more comprehensive research project entitled "Adaptation of expatriates over time. The pre-departure stage during and after arrival in the home country."

e) originality/value: The article is an original contribution to Polish literature on expatriate adaptation. The few works of Polish researchers dealing with expatriate adaptation include e.g., S. Przytuła (2014), A. Pocztowski (2012), I. Grelecka (2017), and I. Kubica (2017). However, none considered the role of time in the critical process of selecting international employees.

f) practical implications: The often overlooked topic of the role of time in the adaptation of expatriates is of crucial importance for the process of adapting AE in the host country. Practitioners responsible for adapting expatriates, knowing about the time needed for AE to adapt to the delegation country's culture, attitudes, and behavior, can more efficiently define the goals that the employee should achieve.

In addition, the adaptation process still takes place in the home country of the headquarters. Therefore, by having a tool that shows facilitating factors, motives, or barriers, they can more consciously prepare a pre-entry training package and adjust their intensity over time.

Keywords   Expatriates   adaptation   the role of time

                Facilitators   expatriate cycle.

The influence of color in the decision making process: Luxury brands

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Abstract

a) purpose

Research has shown that color is an influencing variable in the consumer buying behavior. In particular, the impact of color on luxury products is no exception. Previous studies revealed some complexity in the study of color, and it is also possible to notice some inaccuracies. Therefore, our main objective is to analyze the influence of color in the consumer purchase decision process in luxury brands. Other research objectives are: (i) understand if consumer trust towards luxury brands varies when associated with warm, cool, or neutral colors; (ii) analyze if there are consumer profiles that are more influenced by color, in this specific context of luxury brands. Additionally, emotions (positive and negative) towards color, motivations, purchase intention, and trust are also considered in this research.

b) design/methodology/approach

The main objective of this study is to understand if the purchase intention and trust towards luxury brands change when associated with cool, warm, or neutral colors.

Hence, the following hypotheses are formulated:

H1a: When associated with luxury brands, cool colors (vs. warm and neutral colors) induce higher levels of trust

H1b: When associated with luxury brands, warm colors (vs. cool and neutral colors) induce higher levels of purchase intention

The second research objective is to understand if there are consumer profiles that are more influenced by color in the context of luxury brands.

Therefore, the following hypotheses are presented:

H2a: There is an association between gender and luxury brands

H2b: There is an association between gender and cool, warm and neutral colors

H2c: There is an association between age and luxury brands

H2d: There is an association between age and cool, warm and neutral colors

A descriptive design study was performed using an online questionnaire from Google Forms as a research tool. The questionnaire was available between April 7th and 29th, 2022 through social networks (e.g., Linkedin, Facebook, Instagram). A quantitative methodology was applied, using a descriptive and inferential analysis (e.g., testing to average equality, variance analysis, qui-square independence test), through the implementation of multivariate exploratory analysis techniques, such as factorial analysis in main components. Validated scales were applied and visual stimuli were used through the digital manipulation of product images.

c) theoretical base

According to MarketLine Industry Profile (2019), in 2018 Europe represented 31.6% of the global market value of luxury goods, and for 2023, an increase of 20.5% is expected. Regarding the concept of luxury, or what are luxury brands, Heine (2012) defined luxury brands as images in the minds of consumers who include associations about a high price, quality, aesthetics, rarity and a high degree of associations not functional. Moreover, the likelihood of buying luxury goods increases when the product is exclusive (Stathopoulou & BalaBanis, 2019), authentic (Cheah et al., 2016), personalized (Yoo & Park, 2016), creative (Cheah et al ., 2015), has a great history (Kessous & Valette-Florence, 2019) and has innovative marketing strategies (Janssen et al., 2017). Specifically, focusing on marketing strategies, color is one of the most elementary techniques used in marketing and produces behavioral effects that reflect buying attitudes (Martinez et al, 2021). Color causes emotional reactions that affect consumer behavior (Bagchi & Cheema, 2012; Biers & Richard, 2005; Schnurr et al., 2017). Thus, literature indicates that color is preponderant in the process of purchase decision for the effect it may have in consumers (Spence et al., 2014; Pastoureau, 2008). This influence, in luxury products, is no exception so the analysis of the impact that color might have in the decision-making process in this specific context, deserve some reflection.

d) results

Considering the two color groups (warm and cool), the trust scale and purchase intention scale were applied. For trust, when associated with luxury brands, there is statistically significant evidence regarding the purchase intention (when compared to cool colors, with warm colors and neutral colors). The results show that at different levels of confidence, warm colors induce higher levels of trust in consumers. However, it should be noted that when analyzed colors in isolation, it is the black color that arouses higher levels of trust.

For purchase intention, there is statistically significant differences when comparing warm colors to cool colors. The presence of warm colors has greater influence on the consumer purchase decision process, especially for red and orange colors. Thus, and considering the research hypotheses, it is possible to validate H1b and H1a was not validated.

To understand whether there are consumer profiles that are more influenced by the colors associated to luxury brands, it was found that gender has no effect in the buying process. Considering the relation between gender and the color group (cool, neutral and warm), the results reveal that there is also no gender difference towards warm, cool and neutral color, for luxury brands. Thus, the hypotheses H2a and H2b are not validated.

Moreover, there is an association between age (cohorts) and luxury brands. Results show that young people (18-25 years) have the greatest interest to purchase luxury products. As for the association between age and the group of warm, cool and neutral colors, the results show that for the group of neutral and warm colors there are no significant differences for different age groups. However, for the cool color group there are differences in the age group from 18 to 25 years vs. the age group from 46 to 55 years. Thus, H2c was not validated and H2d was validated.

e) originality/value

The innovation of this research work lies on the impact of color on the luxury industry, as there are few studies conducted in this area. This project aims to be a contribution to ascertain whether, when colors are grouped by their temperature (warm, cool and neutral), there may be significant influences on decision making towards the purchase intention and consumer preferences. Specifically, it is intended to assess the influence on consumer trust and purchase intention towards luxury products.

f) practical implications

This research aims to contribute to the literature with the deepening of the study on the importance of color in the consumer buying decision process in luxury brands, a topic that is still little explored in literature. Thus, marketers could create strategies and consequently competitive advantage. As already presented in the literature review, color is one of the most used techniques in marketing and causes behavioral effects that reflect buying attitudes (Martinez et al, 2021). Therefore, this study can contribute to the repositioning of established brands and to formulate specific color schemes that helps to reinforce the personality or identity of a brand.

In short, a luxury brand can use color to create solid relationships with the target market and as a differentiation strategy.

The Portuguese norm for innovation – a case study.

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Abstract

This paper addresses the need for different and qualitative approaches to assess the impact of public funding on innovation in private firms. It focuses on the Portuguese case, which introduced the RDI norm and is closely linked to public funding strategies. The study also suggests a subtle connection between work quality of life and public funding. Traditionally, the assessment of public funding's impact on innovation has relied on quantitative measuressuch as R&D expenditures and patent filings. However, these metrics often fail to capture the intricate dynamics and multifaceted nature of innovation processes. Therefore, this paper argues for the inclusion of qualitative methodologies that consider broader factors such as organizational culture, employee motivation, and collaboration networks. In Portugal, the introduction of the RDI norm has significantly influenced public funding strategies, prompting private firms to engage in research, development, and innovation activities. Nonetheless, the effectiveness of these funding initiatives and their impact on innovation outcomes and employee well-being remain uncertain. By examining the Portuguese case, this study aims to provide a comprehensive understanding of how public funding strategies intersect with work quality of life factors and shape innovation within private firms.

In conclusion, this paper advocates for diverse and qualitative approaches to better comprehend the effects of public funding on innovation in private firms. By studying the Portuguese case and its direct connection to the RDI norm, it aims to uncover the complex interplay between public funding strategies, work quality of life, and innovation outcomes. The paper highlights the limitations of traditional quantitative measures and emphasizes the significance of considering a broader range of factors that contribute to a thriving innovation ecosystem. By doing so, it aims to contribute to the ongoing discourse surrounding optimized public funding strategies that foster innovation while enhancing employee well- being in private firms.

Key Words: *Public funding, innovation, internal, marketing, creativity, NP 4457, management*

Trends of energy changes in the European Union in the context of the ongoing crises

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Abstract

a) purpose

Assess the potential for renewable energy growth in EU countries in the context of the pandemic and war crisis. This will be done based on an analysis of the dynamics of change of renewable energy sources in the balance sheets of individual European countries.

b) design/methodology/approach

Analysis of trends in changes in the use of renewable energy in individual European countries over the past several years - both before and during the pandemic crisis. Particular attention will be paid to the magnitude of electricity demand in the analyzed past periods and the impact on these changes of both the pandemic crisis and the outbreak of armed conflict (if data for this period are available).

c) theoretical base

A crisis triggers changes in the conduct of various spheres of business conducted in the economy. Undoubtedly, this also applies to the energy sector. The pandemic crisis and, in the last year, the crisis related to the armed conflict in Ukraine have forced changes in the goals set for the energy sector from renewable energy sources. An analysis of trends in changes in renewable energy development and electricity demand before the pandemic crisis emerged will help determine the impact of the coronavirus pandemic on forecasts for the development of these energy sources before the crisis. Unquestionable changes in the energy strategy of individual European Union countries were triggered by the armed conflict. As data becomes available, the impact of this crisis will also be estimated in the article.

d) results or expected results

Two types of crises have triggered changes in renewable energy development. It was assumed that the pandemic crisis caused a slowdown in the development of renewable energy sources. In contrast, the war crisis caused an increase in the importance of such energy sources. Due to the length of the investment process associated with the emergence of renewable energy sources, the impact of the pandemic crisis will be evident in the 2021 data. However, in the case of the war crisis, full data will not be available until the end of 2023. However, based on trends in energy prices, the expected changes can be estimated.

e) originality/value

Analysis of trends in energy changes based on the crisis situation especially based on the most recent crisis situation (war crisis) can be the basis for trying to estimate potential changes in the future when new types of crises arise.

f) practical implications

The results from the analysis of changes can be particularly useful when estimating changes in the price of a factor that is very important to the operations of any business entity – electricity

Keywords   electricity demand, renewables, crisis

Usability of E-Negotiation and Group Decision-Making Procedures in Industry 4.0/5.0 Business Processes and Supply Chains

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Abstract

Industry 4.0 and industry 5.0 utilize the concepts of automation, digitalization, IoT, big data, artificial intelligence, human-centricity, active cooperation between people and cobots, and decision-making on the basis of human knowledge and expertise. They rely heavily on information technology which supports end-to-end business processes and supply chains, and can automate nonroutine business tasks, such as the provision of services and products which are available on the electronic market in the form that is customized to the needs of customers. This approach often requires group decision-making and negotiation mechanisms that are designed to credibly capture preference structures of participating partners. The aim of the presented research is to analyze fundamental negotiation strategies and multi-criteria decision-making methods that can be applied both by agents of service providers as well as by customers in order to reach the agreement on transactions that maximize the utility of all involved parties.

We introduce the taxonomy of e-negotiation and group decision-making approaches that extends the Montreal taxonomy in order to be specifically suited for industry 4.0 and 5.0. We address different cooperation models (distributive, integrative), types of participation (one-to-one, one-to-many, many-to-many), automation levels (human centric vs. autonomous agents), technologies (artificial intelligence, decision support systems, expert systems, agent systems, data lakes, blockchain, etc.), business and industry areas (e-commerce, energy utilities, logistics, engineering, technology sector, financial sector, etc.), and many other aspects.

From the aspect of industry 4.0 and 5.0, we study key types of group decision-making and negotiation methods, including the approaches that are based on the utility/value theory, fuzzy set theory, outranking, relational analysis, concessions, disaggregation of preferences, and others. In relation to these methods, we also deal with preference specification, modelling and aggregation, as well as with the concepts of rationality, optimality and constructive learning. We analyze and evaluate negotiation protocols, negotiation strategies and equilibrium models. In particular, we focus on consensus seeking procedures, collaborative and competitive strategies, and coalition building. We review the role and participation of negotiation and decision-making agents and cobots in such automated procedures. Moreover, we address the mechanisms that allow for the inference of holistic decisions from big data, and their aggregation with subjective judgments of human decision-makers.

In addition to providing the taxonomy and systematization of group decision-making and negotiation approaches for industry 4.0 and 5.0, it is the goal of the presented research to analyze the usability and suitability of e-negotiation and group decision-making procedures in the industry 4.0 and 5.0 processes and supply chains. For this purpose, three research methods are applied. Firstly, a general high-level evaluation is made based on the SWOT analysis. Secondly, a quantitative multi-criteria model is utilized for the assessment of usability of specific negotiation methods, protocols and strategies for different business and industry areas. And finally, we provide two case studies that are based on our research work: (1.) distributive

autonomous many-to-many negotiations in the energy supply chain based on the concession mechanism, and (2.) integrative consensus seeking group decision-making procedure based on the constructive learning and Delphi processes.

WHAT DO YOU WANT ME TO TEACH YOU?

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Abstract

Curriculum context - This text reports on a pedagogical experience that has taken place in the last four editions (2016-20) of the Organizational Behavior and Human Resources Curricular Unit of the PhD in M

anagement. In the first three editions the CU was part of the second semester, and the academic process related to these editions is concluded; in the present academic year the UC is in progress, but the process, and especially the feature that I believe to be innovative, remains.

Academic Context - The Curricular Unit in question is optional, so students only attend it and conclude it if they think there is any added value to the experience. Moreover, in the Doctorate in Management each student has very specific and particular interests, and especially in the second semester but also in the first, they are particularly interested in obtaining information that may be useful for their thesis project and dissertation.

CU Program – The CU naturally has a content component determined by me as a teacher at the outset. Synthetically it is intended that we address the concept of Human Resources and its development. Then we focus on the Theory of Human Capital, for those who do not know it - which is very common. And finally we address issues such as: adult learning; creativity; career development; Identity; critical analysis; training, education and development; evaluation; performance; strategy; organizational learning and learning organizations; knowledge management; leadership; national, international and comparative perspectives; environmental and ethical issues.

Idea and process - Without prejudice to the pre-defined syllabus, the innovative idea is to ask students, in the first class, what HR-related topics they would like to see addressed. And then, in the second class, I present then with a two-column adjusted Syllabus - in the first column the original syllabus and in the second column the syllabus suggested by the students, each student being entitled to at least one class, and for all students the number of classes is equal. In other words, with groups of 10 students each is entitled to one class, with groups of 6 each entitled to two. So, day after day, each session ends up having two parts - one about the default program and one about the needs explicitly stated by the students. Interestingly, if the themes suggested by the students are large enough, the predefined part can be greatly reduced - it happened in the first two editions.

Responsiveness - Students are often first surprised, then receptive, then admired and finally grateful for the idea. The surprise exists because it seems not usual for teachers to adjust the program to the wishes of the students; apparently the opposite is true - it is the student, even at the doctoral level who has to understand how the syllabus matters to him. Receptivity is therefore natural, because apparently they feel that I care about them more than the average teacher and try to be closer to them than usual. The admiration comes when students realize

that I distinctly step out of my "comfort zone" to try to address topics that even from an HR perspective are far from my specific interests; It is true that this "trip" also enriches me. Gratitude finally comes when students realize that this extra effort on my part helped them cement their thesis project and their thesis itself.

Topics already addressed - During the three editions 2016-9 the following topics were addressed: Quality system certification; Higher Education Certification; Coaching; Skills and Literacy; International economy; Entrepreneurship; Inter-temporal choice in financial decisions: anticipating the maturity of an investment; Prescription and marketing pharmacies; Factors and Consequences of the Succession Process in Family Businesses; Hospital management; service management; Governance in universities; Housing; Intangibles; Logistics; Luxury goods; Networks negotiation and trust; Voluntary military recruitment; Human Resources in the Banking System; Human Resources in Universities; airline safety and leadership; Sustainability; Sustainability in banking; Turnover - Concept, Background and Consequences. In the fourth edition the experiment has barely begun.

Future Perspectives - Given what has been exposed and reported, I admit to continuing with the experience in future editions of the Doctorate.

Interests for the Academy – What was related, leads me to consider that in small classes and high education (masters and undergraduate) this practice could be carried out for the benefit of all - students, university teachers and academy.

Women in science. An attempt to go beyond the stereotype

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Abstract

Looking at the contemporary history of women's participation in the world of science, it is worth mentioning not only the oppression and injustice experienced by female scientists, researchers, students, and other participants. Their achievements, hard work, and struggle for recognition should be looked at. The 20th century brought an unprecedented increase in the importance of women in all fields of science. Currently, efforts to empower women in the academic sphere or encourage girls to study in the key STEM (Science, Technology, Engineering, Mathematics) area are among the most important challenges facing scientific institutions. While the progress in equalizing opportunities has been enormous since the first universities started educating women, there is still much to be done.

A query of the rich literature dealing with the issue of women's participation in scientific cognition and the authors' own research shows the still existing causative power of gender stereotypes. Socially and culturally constructed rules and norms of female or male behavior, considered natural and unchanging in the past, also shape the ideas about the role of women today.

Keywords   Women, science, STEM, Stereotype

VOCATIONAL AND ACADEMIC EDUCATION - MIXING POSSIBLE! THREE-LEVEL CENTRES OF PROFESSIONAL EXCELLENCE AND WHY UNIVERSITIES PROVIDE A CRITICAL SUCCESS FACTOR IN THESE CENTRES.

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Demographic developments and the educational choices of young people on the one hand, increased demand and pressure from the economy for skilled workers and hybrid competence profiles on the other - these and numerous other developments will lead to increased cooperation between vocational and academic education in sub-segments, with the role of the university playing a critical part in this process.

Best case model in the EU-ERASMUS project 3 LoE: The academic university closely coordinates its education and training with the providers of initial and continuing vocational training, links them and thus makes the two educational paths, vocational and academic, permeable. A best-case example of this is the new type of higher education called "Dual study - the study-integrated vocational training" at the 'Berufliche Hochschule Hamburg'(BHH), where young people achieve two degrees, an academic bachelor's degree and a vocational training degree, in just four years. This model can be an answer to the enormous challenge of the shortage of skilled workers by enabling young people to choose the academic education path that is recognized by society as being of higher value, while at the same time training them to become the essential skilled workers for the Green Change.

Social peace, preservation of prosperity and good social coexistence will only exist if society as a whole is successful in meeting the challenges of the energy transition and climate and environmental protection. This requires innovation and, consequently, SMEs that can implement these innovations locally. As a result, society faces the following challenges in terms of education and social policy, which must be overcome:

- a glaring and growing shortage of skilled workers

- major skill shortages, especially in Green Economy

- the trend toward academization versus vocational training that has been in place for decades and is being exacerbated by demographic change

- the higher recognition, status and better image of the full-school and academic education pathway compared to the vocational education pathway within society

- education policy and educational guidance, which for decades has pushed full-school and subsequent academic education and neglected and disadvantaged vocational education and training

- low rates of continuing vocational training and insufficient orientation of these training programs to the needs of SMEs

- comparatively low internationalization of SMEs and many vocational training providers

- insufficient cooperation between universities, vocational training providers and SMEs

Different educational policy solutions can be derived from the challenges described.

On the one hand, there are calls to keep the still rather strictly separated educational paths - vocational education training and academic education - separate and to ensure that higher vocational education becomes more attractive. This strategy will only very slowly, if at all, bring about a change in society's image and recognition toward making vocational education more attractive. In sociopolitical terms it is questionable whether we have time for this change in view of the given challenges.

On the other hand, there has been intensive discussion for decades about more possibilities for permeability between the two educational paths, vocational and academic.

The differentiation of the higher education sector, especially of the universities of applied sciences, and not least the results of the Bologna reform, have led to an increase in the importance of vocationally oriented academic courses of study. With the number of students increasing over the decades, the motives for studying changed towards a stronger vocational orientation.

Further pilot developments towards a greater permeability of vocational and academic educational paths are discussed in more detail below:

As part of the EU-funded EU Erasmus project "Three-level Centers of Professional Excellence: Qualification, Entrepreneurship and Innovation in the Green Economy," where providers of initial and continuing vocational training and academic higher education coordinate and closely link their training and continuing education programs and thus make them permeable, "Dual study - the study-integrated vocational training" model is being tested. This new type of higher education is offered at the 'Berufliche Hochschule Hamburg' as well as at the 'Duale Hochschule Baden-Württemberg'.

Advantages of study-integrated training for students:

- two degrees in just four years: academic bachelor's degree, vocational training degree and practical experience

- study and training interlocked

- three learning locations: public university, company and vocational school

- professional practice and remuneration right from the start

- orientation to a five-day week

The achievements at three learning locations (university, company and vocational school) are mutually recognized. The interlocking of content reduces duplication and enables a workload that is oriented toward the classic five-day week.

This new type of vocational and higher education could be an answer to the enormous challenge of the shortage of skilled workers by enabling young people to choose the academic education path that is recognized by society as being of higher value, and at the same time to be trained as the absolutely necessary skilled workers for the Green Change.

The new type of higher education "dual study - the study-integrated vocational training" thus represents a best-case model for this.