Managing Sustainability?
Abstracts of the 12th International Conference
Organised by the University of Primorska,
Faculty of Management, Slovenia
23–26 November 2011
Portorož, Slovenia
MIC 2011: Managing Sustainability?
Abstracts of the 12th International Conference
Organised by the University of Primorska,
Faculty of Management, Slovenia

23–26 November 2011
Portorož, Slovenia

Editors: Janez Šušteršič,
        Suzana Sedmak and Bojan Nastav
Managing Editor: Alen Ježovnik
Head of Organising Team: Marijana Pregarac
Published by the University of Primorska,
        Faculty of Management,
        Cankarjeva 5, SI-6104 Koper
Koper: 2011
Print-run: 140
www.mic.fm-kp.si

© 2011 Faculty of Management Koper

The conference is co-financed
by the Slovenian Research Agency.

CIP – Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana

005.35(082)
502.131.1(082)

MANAGEMENT International Conference (12 ; 2011 ; Portorož)
    Managing sustainability? : abstracts of the 12th international conference /
MIC 2011 – Management International Conference, 23–26 November 2011,
Portorož, Slovenia ; organised by the University of Primorska, Faculty
of Management, Slovenia ; [editors Janez Šušteršič, Suzana Sedmak
and Bojan Nastav]. - Koper : Faculty of Management, 2011

ISBN 978-961-266-113-7
1. Gl. stv. nasl. 2. Šušteršič, Janez, 1966–
3. Fakulteta za management (Koper)
258852096
Table of Contents

5 Welcome Address by the Organizers
6 Keynote Speakers
8 Programme Board
9 MIC Quality Assurance Policy
10 Conference Programme
11 Sessions Timetable
12 Papers
41 Workshops
47 Index
The hotel 11th Floor Layout
Welcome Address by the Organizers

We have great pleasure and honour in welcoming you to Portorož, Slovenia, to participate in the 12th Management International Conference (MIC) 2011. The MIC 2011 features 2 keynote addresses, one round table with policy makers and 6 workshops.

We would like to extend a sincere thank you to all the participants and presenters for their contributions and participation. More than 90 registered participants from 23 countries will attend this event. This year, we received 130 submissions and after a double-blind review process selected the best 81 papers to be published in the Conference Proceedings. All contributions to the conference are included in the Book of Abstracts. We would also like to thank all the reviewers for doing a great job and for their precious time. Our deepest gratitude and a very warm welcome go to the keynote speakers: Dr. William Scott, Honorary Professor at the University of Bath, UK, and chair of the UK National Commission for Unesco’s ESD Co-ordinating Group, and Dr. Art Whatley, Professor of Management and Sustainable Development, and Program Chair for the Master of Arts/Global Leadership and Sustainable Development, College of Humanities and Social Sciences, Hawaii Pacific University in Honolulu, Hawaii, USA. Our deepest gratitude and a warm welcome go also to the participants of the round table: Dr. Janez Potočnik, European Commissioner for the Environment, and to Dr. Lučka Kajfež Bogataj, Climatologist and Professor at the University of Ljubljana, Slovenia.

Special thanks goes to the Slovenian Research Agency for helping us in making this conference a success. Last but not least, we extend our sincere thanks to everybody who participated in the organisation of MIC 2011.

We wish each of you a very successful conference.
Sustainability and the Idea of the University: Learning into the Future

Dr. William Scott

Dr. William Scott is an Honorary Professor at the University of Bath, having recently retired as Director of the Centre for Research in Education and the Environment. He was the founding editor of the journal Environmental Education Research, and is a director of the community interest company South West Learning for Sustainability Coalition, the Forest of Avon Trust, and the Wiltshire Wildlife Trust. He chairs the UK National Commission for Unesco’s ESD Co-ordinating Group, and is a member of the Higher Education Funding Council for England’s sustainable development steering group, and the Higher Education Academy’s advisory group on education for sustainable development. William Scott’s research has focused on the role of learning in sustainable development, on the contributions that educational institutions (schools, colleges and universities) can make to this, and on the problems of researching the effectiveness of such activities.
Sustainability: The Coming Transformation in Management Education

Dr. Art Whatley

Dr. Art Whatley is a Professor of Management and Sustainable Development, and Program Chair for the Master of Arts/Global Leadership and Sustainable Development, College of Humanities and Social Sciences, Hawaii Pacific University in Honolulu, Hawaii. Previously he was a Professor of Management at the College of Business and Economics, New Mexico State University, Las Cruces, New Mexico.

In 2006 he received a Fulbright Senior Specialist grant from the Faculty of Management, University of Primorska, Koper, Slovenia to work with the faculty and the MIC board to explore ways to bring sustainability into the curriculum and to add a sustainable development track to the MIC conference. A second Fulbright Senior Specialist grant was received in 2009 to return to the Faculty of Management to teach and collaborate on research projects. He joined the Editorial Board of the International Journal of Sustainable Economy in 2007. He has served on the MIC Program Board since 2008.

His current work involves integrating sustainability across the curriculum, with emphasis on management education, and into the physical dimensions of the campus. Recently he received funding to hire and currently supervise Hawaii Pacific University’s first Campus Sustainability Coordinator, a staff position created to promote sustainability in every dimension of university life. He is one of two faculty members to serve as liaison on behalf of HPU’s membership in the Association for the Advancement of Sustainability in Higher Education (AASHE), a network of over one thousand universities worldwide committed to campus sustainability.
Programme Board

Dr. Janez Šušteršič, University of Primorska, Chair
Suzana Sedmak, University of Primorska, Chair Assistant
Dr. Bojan Nastav, University of Primorska, Chair Assistant

Dr. Cene Bavec, University of Primorska, Slovenia
Dr. Štefan Bojnec, University of Primorska, Slovenia
Dr. Eddy Siong-Choy Chong, Institut Putra, Malaysia
Dr. Reggie Davidrajuh, Stavanger University College, Norway
Dr. Udo Dierk, MEL-Institute, Paderborn, Germany
DDr. Imre Fertő, Economic Institute of Hungarian Academy of Sciences, Hungary
Dr. Carlos Flavian, University of Zaragoza, Spain
Dr. Rune Ellemore Gulev, University of Applied Sciences Kiel, Germany
Dr. Dušan Lesjak, University of Primorska, Slovenia
Dr. Pekka Kess, University of Oulu, Finland
Dr. Matjaž Mulej, University of Maribor, Slovenia
Dr. Coskun Ozkan, Koceli University, Turkey
Dr. Zbigniew Pastuszak, Maria Curie-Sklodowska University in Lublin, Poland
Dr. Kongkiti Phusavat, Kasetsart University, Thailand
Dr. Mitja Ruzzier, University of Primorska, Slovenia
Dr. Shamsul Saihani, University Teknologi MARA, Selangor, Malaysia
Dr. Cezar Scarlat, University Politehnica of Bucharest, Romania
Dr. Yao Y. Shieh, University of California Irvine Medical Center, USA
Dr. Josu Takala, University of Vaasa, Finland
Dr. Charles V. Trappey, National Chiao-Tung University, Taiwan
Dr. Art Whatley, Hawaii Pacific University, USA
Dr. Ming-Hsien Yang, Fu-Jen Catholic University, Taiwan
Dr. Egon Žižmond, University of Primorska, Slovenia
MIC Quality Assurance Policy

We have developed a number of policies to assure that the MIC conference meets the standards expected by the academic community.

Every paper that is submitted to MIC is subject to a double-blind review process. The reviewers are mostly members of the international programme board.

The Conference Proceedings include only full-length papers that have successfully passed the review process. The Proceedings are published in the form of an electronic book – that is, they have all the features of an academic publication, including its own ISBN number. That makes them into a fully refereed conference publication.

To induce participation at the conference and facilitate exchange among a high number of participants, we encourage contributions on a wide array of topics. To that end, we also accept presentations of work-in-progress – that is, we let people who do not submit full papers present their work in the form of presentations and short abstracts. Short abstracts of all papers presented at the conference are available in the Book of Abstracts.

Finally, the general guidelines for the conference are set by a broad international programme committee. The board meets every year during the conference, evaluates it and proposes improvements for the next year. It also proposes and discusses possible focal topics for the next conferences.
Conference Programme

Thursday, 24 November
08:30–12:00 Conference registration, 11th floor
10:00–10:15 Welcome addresses and introduction to the conference programme,
   Emerald Ballroom
   Dr. Dragan Marušič, Rector, University of Primorska
   Dr. Anita Trnavčević, Dean, University of Primorska,
   Faculty of Management
   Dr. Janez Šušteršič, Programme Board Chair,
   University of Primorska, Faculty of Management
10:15–11:00 Keynote speaker, Emerald Ballroom I
   Dr. William Scott, Professor at the University of Bath, UK
11:00–11:30 Coffee Break
11:30–12:30 Sessions A1, A2, A3, A4; Workshop W1
12:30–14:00 Luncheon
14:00–15:00 Sessions B1, B2, B3; Workshop W2
15:00–15:30 Coffee Break
15:30–16:30 Sessions C1, C2, C3, C4; Workshop W3
16:30–16:45 Break
16:45–17:45 Sessions D1, D2, D3, D4
20:30 Dinner with social event*

Friday, 25 November
10:15–11:00 Keynote speaker, Emerald Ballroom I
   Dr. Art Whatley, Professor at Hawaii Pacific University, USA
11:00–11:15 Break
11:15–12:15 Sessions E1, E2, E3, E4; Workshop W4
12:15–14:00 Luncheon
14:00–15:00 Round table with policy makers, Emerald Ballroom I
   Dr. Janez Potočnik, European Commissioner for the Environment
   Dr. Lučka Kajfež Bogataj, Climatologist and Professor
   at the University of Ljubljana
   Dr. Janez Šušteršič, Professor at the University of Primorska
   Dr. Roberto Biloslavo, Professor at the University of Primorska
15:00–15:30 Coffee Break
15:30–16:30 Sessions F1, F2, F3, F4; Workshop W5
16:30–16:45 Break
16:45–17:45 Sessions G1, G2, G3, G4; Workshop W6
17:45–18:00 Closing of the conference, Emerald Ballroom I
18:00 Programme Board meeting (Programme Board members only),
   Mediteranea II
Saturday, 26 November
9:00–16:00 Half-day trip*

* Not included in the conference fee.

**Sessions Timetable**

<table>
<thead>
<tr>
<th>November 24</th>
<th>11:30–12:30</th>
<th>Mediterranean I</th>
<th>Mediterranean II</th>
<th>Adria 1</th>
<th>Adria 2</th>
<th>Emerald Ballroom I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A1</td>
<td>A2</td>
<td>A3</td>
<td>A4</td>
<td></td>
<td>W1</td>
</tr>
<tr>
<td></td>
<td>B1</td>
<td>B2</td>
<td>B3</td>
<td></td>
<td></td>
<td>W2</td>
</tr>
<tr>
<td></td>
<td>C1</td>
<td>C2</td>
<td>C3</td>
<td>C4</td>
<td></td>
<td>W3*</td>
</tr>
<tr>
<td></td>
<td>D1</td>
<td>D2</td>
<td>D3</td>
<td>D4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>November 25</th>
<th>11:15–12:15</th>
<th>E1</th>
<th>E2</th>
<th>E3</th>
<th>E4</th>
<th>W4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F1</td>
<td>F2</td>
<td>F3</td>
<td>F4</td>
<td></td>
<td>W5</td>
</tr>
<tr>
<td></td>
<td>G1</td>
<td>G2</td>
<td>G3</td>
<td>G4</td>
<td></td>
<td>W6</td>
</tr>
</tbody>
</table>

* 15:30–17:00.
Trans-Disciplinary Management Partnerships for Sustainable Development in the Mediterranean

John A. J. Brownson, United Arab Emirates University, United Arab Emirates

From the first 1972 UN Stockholm meeting on the environment to the UNCED report Our Common Future (1986), which introduced Sustainable Development (SD) to the UN Earth Summit (Rio 1992), which set the global policy framework, to the 2012 Rio+20 Summit, Sustainable Development has been understood and misunderstood, used and misused across environmental and economic spheres. This paper discusses the evolving SD paradigm, its protagonists, antagonists, successes and failures, especially local and regional applications in relation to the policies and practices of UN Organizations, the European Union and national governments, with an emphasis on the Northern Adriatic arm of the Mediterranean Sea.

What is ‘Sustainable Development’?

Tonči Kuzmanić, University of Primorska, Slovenia

The paper attempts at changing the general perspective in thinking about ‘sustainable development.’ When saying ‘sustainable development’ this usually means saying it primarily formally, so to speak ‘grammatically.’ It is thus seen (not thought!) as a new-kind-of-development (development stands here as a substantive, substance so to speak) with regard to ‘sustainability’ which – within this saying – appears as the predicate ‘only.’ The paper tries to argue from an opposite, anti-grammatical perspective, which one can define as thinking and understanding ‘sustainability’ itself irrespectively of the term of development.
Towards a Communication Model for a Virtual Organization
Silva Roncelli Vaupot, Tanja Rajkovič, and Geni Arh,
Centre of Excellence Polymer Materials and Technologies, Slovenia

The paper focuses on key elements of an internal organizational communication model for a newly established virtual research centre – Centre of Excellence Polymer Materials and Technologies – which is progressing towards transition from a project based innovation network to a continuous one. The model was developed through an exploratory study using a case study approach supported by an internal survey. It is based on a communication strategy and defines two levels of communication, the first one being the horizontal level of management. The other level represents employees, co-founders and funder who are vertically linked to director at the management level.

Recognized Aspects of Visual Cues within Managing OTC Drugs Communication
Karin Kasesnik and Mihael Kline, University of Ljubljana, Slovenia

Visual cues in OTC drugs promotional materials were determined. We performed a content analysis of printed materials. The persons appeared in all of the osteoporosis treating OTC drugs materials. Drug-related products were often visualised. Identity reward visual cues, except drug taking, were mainly attributed to the osteoporosis treating drugs, where also relational rewards were solely found. It was established that observed visual cues directed the patients to drug purchasing. The differences between therapeutic groups coincided with the specificities of an underlying disease. It was concluded that educational efforts and regulatory control of visual cues is needed to enable an ethical approach.

Nonverbal Communication and Persuasiveness in the Business Context
Marija Paladin, Slovenian Railways, Slovenia

The article will present results of two studies, one conducted among Slovenian and the other among Croatian middle-sized organizations. An essential part of the analysis will compare the results of both studies. The main goal of the work will be to contribute insight into the links between non-verbal communication and the persuasiveness of individuals, based on domestic (Slovenian and Croatian) rather than (only) foreign studies. Human resource managers in Slovenian and Croatian middle-sized organizations who participated in our research believe that nonverbal cues, or the manner of relaying content of speech, have an important influence on the persuasiveness of an individual. Despite relatively similar social environments and a great deal of similarities in perceiving certain nonverbal communication cues as important for persuasiveness, we found the differences worth further research.
Environmental Issues
Thursday, 24 November 2011 · 11:30–12:30 · Adria I
Session Chair: George Malindretos

City Solid Waste Logistics: The Case of Nea Smirni, Greece
George Malindretos and Konstadinos Abeliotis, Harokopion University, Greece
The aim of this study is the evaluation of the environmental outcomes derived from the development of an alternative transport option for the management of Municipal Solid Waste, in the framework of identifying sustainable urban freight transport solutions. The proposed option that is mostly based on rail transport indicates a sustainable significant solution, however, a detailed feasibility study is required in order to evaluate the prerequisites, implications and benefits from such a practice that may be applicable in many cities worldwide which already have a rail and tram infrastructure for the citizens’ transport movements.

Reducing Indoor Air Pollution in Developing Countries through Diffusion of Clean Cookstove Technology
Elizabeth Hendrickson and Art Whatley, Hawaii Pacific University, USA
Indoor air pollution (IAP) produced from incomplete combustion of biomass fuel affects three billion people worldwide and results in two million premature deaths each year. Clean cookstove technology has been proposed as the most cost-effective method for reducing IAP and improving health in the developing world. Based on Rogers’ (2003) diffusion of innovation theory, a model to effectively diffuse clean cookstove technology was constructed. To increase the likelihood of widespread adoption of improved cookstoves, this model addresses cross-cultural preferences in cooking practices and commercialization of innovation through ‘bottom of the pyramid’ market development.

Sustainable Urban Public Transport: A Comparison between European and North African Cities
Salvatore Amoroso, Giuseppe Salvo, and Pietro Zito
University of Palermo, Italy
The successful development of public transport in some of the major cities in Europe and North Africa, that are often economic centers at national and/or regional level, is linked to the organization of the urban transport system rather than other factors (e.g. social, economic, environmental, urban planning and etc.). The aim of our analysis is to understand if the current public transport system in cities of developing countries can be improved by further organizational and management tools, comparing North Africa’s cities with European ones, using these as benchmarking models for improvement of the overall urban transport system where it is poorly efficient and sustainable.
User Based Instructional Design: Using Design Thinking to Advance Entrepreneurship Education
Blaž Zupan, Anja Svetina Nabergoj, and Rok Stritar, University of Ljubljana, Slovenia

Designing courses is an important part of knowledge transfer in an University setting. We propose the Design Thinking methodology to be used as a new approach to instructional design. With a descriptive chronological case study we present a practical application of Design thinking in designing a novel action based entrepreneurship course. The methodology, which was introduced to academia from the business world, ensures a well-accepted course delivery and provides for a wide array of applicable skills which could in turn greatly add to the employability and entrepreneurial intentions of university graduates.

Design Driven Innovation: An Integrative Conceptual Model
Tine Nagy and Mitja Ruzzier, University of Primorska, Slovenia

Design driven innovation (also Human centered design) is a new developing research area within entrepreneurship. Innovation and innovating through design can be the source of long-term competitive advantages and growth. Design thinking is a new approach to innovation, where human-centered, creative, iterative and practical procedure is user-driven rather than customer-based. This study first, presents a domain and evolution of the design driven innovation concept, and second, attempts to integrate the most important elements identified in partial, case study research into a new, integrative conceptual model that connects the crucial dimensions of organizations within the enterprise (human values, technology and business model), with design driven innovation, growth and competitiveness. A set of propositions about relationships in the conceptual model is developed and implications are proposed.
Wheat Market Integration Between Hungary and Slovenia

Zoltán Bakucs, Hungarian Academy of Sciences, Hungary
Štefan Bojnec, University of Primorska, Slovenia
Imre Fertő, Corvinus University of Budapest and Hungarian Academy of Sciences, Hungary

The aim is to investigate producer wheat market integration between the neighbouring net wheat exporting Hungary and net wheat importing Slovenia, using monthly producer prices from January 2000 to April 2011. Likelihood ratio tests are used to test the validity of the law of one price between the Hungarian and Slovenian wheat producer prices and the validity of the weak exogeneity of the Hungarian prices. The validity of the law of one price is rejected, while the weak exogeneity of Hungarian wheat producer prices is confirmed, meaning that the Hungarian wheat producer prices determine the Slovenian ones in the long run.

Stimulators and Barriers to Polish Food Industry Development – Globalisation Context

Marzena Lemanowicz and Joanna Emilia Szwacka-Mokrzycka, Warsaw University of Life Sciences, Poland

Today export is becoming a stimulator of food industry development. The article shows the role and significance of export of food products to EU countries and Eastern Europe. An important place in the elaboration is dedicated to the general description of the food chain in Poland and analysis of demand for food products in the domestic market. It has been emphasised that the high level of competitiveness of the food industry in foreign markets results from low prices and costs of production as well as innovativeness and improvements to the effectiveness of marketing management.

Land Markets in the Three Candidate Countries

Štefan Bojnec, University of Primorska, Slovenia

The paper provides an overview and comparison of land markets covering the three candidate countries for European Union membership: Croatia, the Former Yugoslav Republic (FYR) of Macedonia, and Turkey. We analyze and compare agricultural land structures and factors driving land markets. The analyses are based on the available cross-section and time-series evidence on agricultural land structures and land productivity (yields). The land productivity measured by production per hectare of agricultural land varies between the countries. Agricultural land structures are results of historical evolution in land markets and land leasing developments with additional different institutional environments and agrarian land reforms.
Multi-Criteria Analysis of Social Competence Influence on Business Performances
Marija Andjelković Pešić, Jelena Stanković, and Vesna Janković Milić, University of Niš, Serbia

Social competence is an element of emotional intelligence. The significant effect of social competence is the creation and development of social capital. Social capital can be increased through certain strategies for directing emotions. The aim of this paper is to present the connection between emotional intelligence, social competence, and social capital, on the one hand, and to examine the influence of social competence on business performances, on the other. In order to accomplish this, empirical data have been collected through questionnaires, completed by employees in Serbian enterprises. The analysis includes a multi-criteria model for evaluation of social competence influence on business performances.

Factors That Influence the Impairment Test of Goodwill at the Time of the Current Financial Crisis
Mateja Jerman, University of Primorska, Slovenia

The paper aims to find out if the current IFRS 3 in use introduces discretion while applying the goodwill impairment test. The presence of discretion was tested on the sample of German publicly traded companies. Despite the fact that the capital market indicated a need for goodwill impairment, only 26% of the companies recorded it. The analysis reveals that those companies where management had accounting cash based bonuses, and those with higher impairments of property, plant and equipment, recorded lower impairments. The results indicate that even in the case of IFRS users some incentives exist, while recognizing the impairment loses of goodwill.

Factors Influencing the Performance of the Slovenian Service Sector Industry
Marko Ropret and Borut Likar, University of Primorska, Slovenia

The study is aimed at the identification of the most influential innovation factors on innovativeness and hence economic results of Slovenian service companies. The research was conducted in three phases. First (phase 0), we obtained and prepared the necessary data for the analysis. In phase 1 we were interested in assessing the current state of innovation management within companies. In phase 2 we studied the relations among various variables, corresponding to the invention-innovation processes. The results show innovation factors (particularly Innovation and market policy factor) to be positive and statistically significant, influential on both the innovation and business results of companies.
A Necessary Sustainability Condition for Partially Funded Pension Systems
Massimo Angrisani, University La Sapienza of Rome, Italy
Cinzia Di Palo, University of Cassino, Italy

The work finds classification in the framework of ‘logically sustainable pension systems,’ introduced in Angrisani, which are pension systems whose sustainability is founded on well-defined logical and mathematical rules rather than on the optimism of actuarial forecasting. On the basis of this theory, and by assuming an efficient rule on the rate of return on the pension liability, we give the new necessary condition of sustainability, which determines the ‘minimum level’ of the constant contribution rate under hypotheses of economic and demographic stabilization. The paper also gives the numerical example where the necessary condition of sustainability is applied.

Flexicurity, Labour Market Outcomes and Productivity
Suzana Laporšek and Primož Dolenc, University of Primorska, Slovenia

The paper examines the issue of flexicurity in the EU Member States and studies the impact of flexicurity policy components on labour market outcomes, and labour and total factor productivity growth. We highlight flexicurity components that have a significant effect on labour market outcomes (employment and unemployment rate). Among other factors, the paper shows that rigid employment protection legislation, high expenditure for active labour market policies and participation in lifelong learning programs could be associated with higher labour and total factor productivity growth. On the other hand, the high net replacement rates for the first year of unemployment reduce productivity growth.

The Impact of Employment Protection Legislation on Investment and Profits
Suzana Laporšek and Igor Stubelj, University of Primorska, Slovenia

The paper examines whether the employment protection regulations affect investments and profits. Using regression analyses on the panel of 18 countries in the 1998–2008 period, we study the impact of the EPL index on gross fixed capital formation (a measure of capital investment) and on the net operating surplus of mixed income (a measure of profits). Our findings show that stricter employment protection regulations could stimulate investments, as companies would substitute labour with capital. Moreover, more rigid employment legislation – and by that higher hiring and firing costs – could hinder efficient allocation of resources, having a negative effect on profits.
Corporate Sustainability Reporting: Opportunities and Challenges in a Post-Transition Country
Sonja Fink Babič and Roberto Biloslavo, University of Primorska, Slovenia

The aim of our study was to research corporate sustainability reporting. To this end, we developed a model of indicators and used it to examine corporate websites and annual/sustainability reports published on the web. Our study found that Slovenian corporate sustainability reporting is still in an initial stage, considering that, for the most part, companies fail to provide a significant share of comprehensive information. This is particularly obvious in the environmental part of sustainability reporting. A comparison of environmental and social aspects of reporting shows that companies tend to report social information more comprehensively.

Corporate Social Responsibility as a Factor of Competitiveness in Croatian Companies
Aleksandra Krajnović, Ivona Mikulandra Volić, and Marija Predovan, University of Zadar, Croatia

The paper notes the importance of the strategic approach to CSR, according to which the analyses of sustainability reports and CSR reports of Croatian companies are made. Analysis of those social reports revealed that most of these companies connect certain segments of the CSR with their primary business, but for most companies in the sample, a non-systematic approach is identified in the segment of CSR that refers to the relationship with the community and belongs to the traditional corporate philanthropy.

Corporate Social Responsibility as a Competitive Advantage
Pavlína Dalíková, University of South Bohemia in České Budějovice, Czech Republic

The current decade brings another request to change the unsustainable lifestyle of society at the expense of society, the environment and the future. One of the suitable ways in which to change this situation is through to development of corporate social responsibility. This paper deals with this problematic within the specific area of small and medium sized enterprises. There were detected three major factors hampering the use of corporate social responsibility as a competitive advantage: unethical business environment, poor knowledge and poor ability to present responsible behaviour, and uncertainty regarding the choice of appropriate activities. Nevertheless, small and medium sized enterprises are responsible and seek to improve.
Employees’ Participation in Management in the Chosen European Countries
Zvone Vodovnik and Aniko Noemi Turi, University of Primorska, Slovenia

Modern globalized societies face continuous changes. Many changes raise the question of sustainability in different areas of development including the legal issues of management. The paper presents the role of an important area, i.e., the labour law, which may influence the motivation of the employees, the productivity and the level of living in changing societies. The research results present the fact that in different European countries, social dialogue is considered an essential element of the industrial democracy.

Improving the Working Environment in Key Sectors of the Coastal and the Karst Region
Aleksander Zadel, Andraž Teršek, Matija Žgur, Simona Gomboc, Ana Bernetič, Blaž Čeklič, and Danijel Bandelj, University of Primorska, Slovenia

IDO Primorske is a research project that deals with workplace stress, absenteeism, fluctuation, burn-out and work-life balancing. Its focus is on conducting an extensive survey with workers of larger companies in the Coastal region. A legal analysis of regulation in Slovenia and in a comparative context supplements the survey. The purpose of the research is to provide policy-makers with in-depth understanding and specific recommendations for improving the existing legal regulation as well as to assist human resources managers in improving their company’s HR strategies and to give their employees specific knowledge and tools to tackle everyday work-related problems.

The Family-Friendly Workplace: An Analysis of Organisational Effects
Anja Svetina Nabergoj and Marko Pahor, University of Ljubljana, Slovenia
Tadeja Knaflič, Medis, Slovenia

We propose and test a model of the relationships between family-friendly practices and its effects at the organisational level. We investigate the impact of introducing eight groups of family friendly practices on a set of indicators, including improved retention rate, motivation, work-life balance and employee satisfaction. The most important finding is that companies with a larger share of men in the workforce benefit most from introducing the family-friendly practices. The study also shows that employers with greater commitment to supporting practices to reconcile work and family are introducing a larger number of family-friendly measures and are experiencing more positive effects. Characteristics of the company play an important role in the extent to which the positive effects are manifested.
Corporate Social Responsibility as Part of European Sustainability 2020
Danila Djokić, University of Primorska, Slovenia
This article analyzes legal documents and the ways which define and frame corporate social responsibility in the context of the European term of sustainability. The article shows the possible measures that could be taken by corporations in order to execute the goals of sustainability in line with the European Strategy 2020.

Privatization and Efficient Corporate Governance in Post-Transition Economies
Matjaž Nahtigal, University of Primorska, Slovenia
The key lessons of mass privatization implemented in Central and Eastern Europe are analyzed and presented in this paper. What are the necessary regulatory, institutional and social ingredients which provide incentive for successful restructuring of the firms in transition and what are the essential impediments which may burden the efforts of restructuring? The discussion will be presented on the comparative institutional basis and will try to provide some of the answers as to how to provide a more stimulating institutional environment for future economic development in the context of Europeanization and globalization.

Trust Management: Reason, Routine and Reflexivity
Joanna Paliszkiewicz, Warsaw University of Life Sciences, Poland
This paper gives an overview of major issues in trust research, identifying common foundations and multiple constellations of organizational trust. In doing so, the paper also addresses important implications of theory development and empirical research. It provides a historical sketch of different approaches to understanding the phenomenon of trust. It deals with important issues connected with reason, routine and reflexivity. Finally, it briefly summarizes the research done in Polish enterprises.
Knowledge Transfusion to SME's From External Sources: Economical Considerations
Pekka Kess, University of Oulu, Finland

The article addresses the issues of knowledge management (KM) from the external knowledge points of view. External knowledge and its effective use can help an organization overcome many difficulties at various stages of its life cycle. The underlying challenge is to define what external-knowledge form or shape an organization should use to improve the likelihood of business success. The initial findings and the conclusion indicate the tendency for start-up companies to emphasize tacit knowledge more in order to help overcome business barriers.

Contribution of Knowledge-Based Management Practices to SMEs Performance
Dan Popescu, Iulia Chivu, Alina Ciocârlan-Chitucea, and Alexandra Steriu, Academy of Economic Studies of Bucharest, Romania

The knowledge-based economy requires, both in Romania and internationally, the presence of intelligent organizations, with advanced management capabilities of their collective skills, as sources of performance. As a result, worldwide, more than ever, knowledge is accepted as one of the main sources of competitive advantage. Small and medium sized enterprises (SMEs) are the most dynamic factor of progress in contemporary society, the main generator of economic performance, and employment opportunity provider for the population. SMEs represent 99% of all enterprises, drawing up the main human resource agglomeration. Knowledge-based management approaches go beyond the rigid hierarchies and entail the emergence of non-hierarchical organizational structures.

How Do Companies Treat Their Knowledge for Managing the Company’s Brand?
Mitja Kozjan and Doris Gomezelj Omerzel, University of Primorska, Slovenia

The need for knowledge in companies will continue to grow, as only the companies with a sufficient amount of knowledge will be able to maintain or strengthen their competitiveness. The study deals with knowledge, which companies either already have, or else acquire for the purposes of effective brand management. This paper is a contribution to the study of the impact of different types of knowledge in a company devoted to management of the brand. Based on the results of the research we will form some suggestions for the management to enable their decisions on the promotion of certain kinds of knowledge, which consequently affect the brand, especially the brand value.
Operational Competitiveness Development in a Turbulent Business Environment: A Case Study in the Thailand Fine Gold Jewelry Export Industry

Kittichok Nithisathan and John Walsh, Shinawatra University, Thailand
Josu Takala and Yang Liu, University of Vaasa, Finland
Qian Wu, Wuhan University of Technology, P. R. China
Somchai Ratanakomut, Shinawatra University, Thailand

The purpose of this paper is to identify and analyze strategy towards the Thailand production service industry. Various tools are applied in the paper, including five force analysis, diamond of the nation, and the sense and respond method with CFI models. The analysis results show that the Thai fine gold jewellery exporter should concentrate on the value added and customer requirement; focus on product development, networking, cooperation between Thai organizers and lobbying; pay more attention to marketing orientation than personal judgment. The benefit of combining five force and the diamond of the nation model to analyse the strategic condition can be proved in this study.

Moving Targets of Sustainability: Harvest to Conservation Based Shifts in the Global Forest Sector

Rajat Panwar, Northland College, USA
Andreja Kutnar, University of Primorska, Slovenia

Sustainability is emerging as a new form of business orientation. The existing literature within sustainability and business fields is synthesized. The imperative of sustainability as an evolving orientation is illustrated. In canvassing the sustainability oriented practices within the industry, the various embedded concepts such as cradle2cradle, life cycle analysis, and sustainability reporting, are identified and discussed. The shift from a harvest-based economic paradigm to a conservation-based economic model is characterizing the forestry sector globally. We discuss in length how ecosystem services are complementing forest products and, to an extent, even promising to substitute the product focus with service focus.

Managing Sustainability with a Little Help from Statistical Methods?

Aleksander Janeš, University of Primorska, Slovenia

The aim of our paper is to represent the intermediate research results of the case study of the Ydria Motors company which produces products for household appliances. The company focuses on prototypes of new products and manufacturing machines. In the Slovenian regional area the company is an important member and co-founder of the supply cluster. Knowledge and development will provide the needed supplier base cluster, which will become an important factor in the supply chain for the companies of household appliances in the EU and beyond. Within our survey we examine closely the development of management models for the people, products, and society.
Return on Training in the Knowledge-Based Economy: Review and Analysis of Existing Approaches to Evaluation of Training Outcomes
Vladimir Ermakov, Swiss Business School, Russia

Studies report that in the knowledge-based economy the company’s sustainable growth depends on its employees. Having identified a positive correlation between investments into training and bottom-line, organizations pump millions of dollars into personnel and want to estimate ROI. For justifying training costs, training professionals should know the training evaluation techniques and master the proper language for successful communication with the financial department and top management. Based on the extensive literature review, this paper analyses existing approaches to estimating ROI into training. This study highlights the traits of up-to-date methods for estimating return on training, identifies weaknesses and outlines the areas for further research.

How to Evaluate Human Capital?
Franko Milost, University of Primorska, Slovenia

Man’s work is an important element of the business process, however its value is not disclosed on the assets side of the classical balance sheet. In order to show human capital among assets we have to evaluate it. In this article we discuss the most significant non-monetary and monetary models of human capital evaluation. Among non-financial models, we discuss the Michigan, Flamholz and Ogan models. Among financial models, we discuss the Replacement Costs Model, the Opportunity Costs Model, the Discounted Wages and Salaries Model and our Dynamic Model.

Impact measurement revised: Evaluating the Impact of the Lifelong Learning Programme in Slovenia
Klemen Širok, University of Primorska, Slovenia
Gregor Petrič, University of Ljubljana, Slovenia

European Union programmes in the field of education and training demand regular evaluation. However, due to several conceptual and measurement issues, the validity of evaluation results is put into question. The paper proposes to assess the programmes from a refined perspective of impact, calling for the clarification of some key methodological issues. Two groups of problems for the validity of evaluation research in the field of educational programmes are identified, one referring to causality and the second to the absence of proper conceptualisation and operationalisation. The case of LLP impact evaluation in Slovenia is used to present solutions to the outlined problems.
A Potential Conflict between Economic and Environmental Sustainability: A Case Study
C. B. Ridler, Canada, and Neil Ridler, University of New Brunswick, Canada

Integrated Multi-trophic Aquaculture (IMTA) conforms more to the natural ecosystem than monoculture in improving the quality of the water column and of the sea bed. It is also more acceptable to the general public. With aquaculture poised to become the principal source of global seafood, any technique which reduces damage to the environment, and has social license, is to be welcomed. One concern about IMTA is its economic viability. This paper assesses whether consumers would be willing to pay a price premium for IMTA products. The evidence from a random sample of consumers in New Brunswick, Canada, is positive.

Payments for Environmental Services: Ambitious Tools for the Sustainable Use of Natural Capital
Giovanni Lagioia and Annarita Paiano, University of Bari Aldo Moro, Italy

The flows of natural resources, goods and services (air quality, soil fertility etc.) from ecosystems are the natural capital of the economies. Among these flows the ecosystem services are critical and in decline. The need has been underlined for ecosystem accounting techniques to study the relationship between economic sectors and their dependence on ecosystem goods and services, as well as the impacts on the latter. Many countries are developing payment programmes for ecosystem services (PES). This paper analyses the definitions, scope, schemes and the main actors of the PES as tools to protect the natural capital.

Towards Sustainable Organizations: What Do Prospective Employees Really Expect? Insights From Austrian Engineering College Students
Tobias Anslinger and Florian Bauer, MCI Management Center Innsbruck, Austria

Austria is facing a lack of skilled workers. Thanks to the demographic change of the Austrian society, the so-called war for talents, – particularly in the engineering and technical professions –, will even get worse in the run up to 2025. This paper aims to gain a better understanding of labor market-related demands and the needs of engineering college students. We present a trend study that identifies the 11 factors of corporate attractiveness, grouped into three different layers. These layers differ from each other in terms of perceived importance for prospective employees and the differentiation potential of employers.
Survey of Possibilities of Applying the Model of Knowledge Management in Enterprises with Regard to the Bosnia and Herzegovina Market
Roberto Biloslavo, University of Primorska, Slovenia
Mirela Kljajić-Dervić, University of Bihać, Bosnia and Herzegovina

A detailed review of the basic theoretical orientation of knowledge management is very significant and welcome, because in our literature there have not yet been many published researches on the issue above. The survey aims to explore and identify the understanding and the possible introduction of the studied concept in selected Bosnian companies. The purpose of the research is to draw upon this gained theoretical knowledge and the empirical experiences of companies that have already been successfully implemented in knowledge management, and to use it as beneficially as possible in the establishment and application of knowledge management in practice and further research.

Improving the Managerial Skills of Romanian University Managers by a Country-Wide E-Training Programme
Cezar Scarlat, Cornel Ghiță, Ioana Bardă-Miron, Ioana Ceaușu, and Cornel Chira, University ‘Politehnica’ of Bucharest, Romania

In 2009 the Agency for Higher Education and Research Funding in Romania launched the ‘Improving University Management’ project, e-platform-based, in which two of the authors were involved. The paper covers: a short literature survey on the characteristics of e-learning platforms; applying an original mathematical model to rank them accordingly; ‘make or buy’ decision followed by ‘in-house’ e-platform development; a pilot survey on how this e-platform started working. The paper’s conclusions include implications for the academy policy makers and administrators as well as ICT business managers. As an in-progress-project (completion scheduled by 2011 yearend), further research areas, other conclusions and lessons are still to be learnt.

The Role of Information Security in Quality of Management
Sławomir Wawak, Cracow University of Economics, Poland

The importance of access to information in organizations is constantly growing. On one hand, there is a high demand for complete information, while on the other hand it is desirable to prevent information overload. Proper information management affects not only the quality of managers’ work, but through the effects of their work it also affects the quality of all employees in the organization. Therefore, a proper information system construction is of high importance. The article discusses one aspect of such a system – information security.
Operationalisation of Knowledge Management Practices in R&D Activity in Multinational Organisations
Sundeep Satyanarayan and Gideon Azumah, University of Central Lancashire, UK

Both business and academic communities believe that by leveraging knowledge and managing it strategically, they can sustain an organisation in its long-term competitive advantages. Using a case study and interview method, this research aims to explore what knowledge management and practices are and how to create, transfer and use them more effectively in MNO in the R&D sector. The research found that perception and understanding of the organisation’s tacit and explicit knowledge were keys to the competitiveness of the company. The importance of this research lies in revealing and explaining not only how the environment receive explicit knowledge created by the organisation but also how knowledge is applied and transferred.
Evaluating the Service Quality and Satisfaction Levels of Graduate Education: The Case of Business Schools
Jorge Isaac Álvarez Rateike and Enrico Joaquin Ahrens Solera, FUNDESEM Business School, Spain

Quality has become highly important, and many decisions regarding consumption are based on the degree of satisfaction obtained. For this reason it is essential also to be capable of meeting consumers’ expectations. A model is presented that attempts to explain how the various elements that are involved in the process of expectation disconfirmation affect consumer-based decisions. For contrast, information was gathered from 264 sample of a Business School in Alicante, Spain, using SPSS and EQS. The result obtained is reflected in the role that expectations and the quality of educational services play in the satisfaction levels obtained and in client loyalty.

Young Researchers’ Motivation for Knowledge Transfer
Katarina Košmrlj and Ana Arzenšek, University of Primorska, Slovenia

Since 1985, Slovenia has run a special programme for the promotion of science and doctoral studies among young people, called the 'Young Researchers Training Programme.' Since its beginning, the programme has been substantially funded, and over 6000 young people have participated in the training. However, no significant research on the programme’s effectiveness has so far been done. This paper presents results of research aimed at identifying young researchers’ motivation for entering the training programme, their assessment of the training, and links to knowledge transfer into practice as the principle idea behind the programme.

Higher Education Cooperation in the Euromed: A Contribution to the Sustainable Development of the Region
Špela Majcen, International School for Social and Business studies, Slovenia
Nada Trunk Širca, University of Primorska, Slovenia

The paper aims at defining in what sense higher education cooperation in the Euro-Mediterranean region can be seen as a contribution to sustainable development. It demonstrates that the transfer of environmental and social sustainability knowledge can be achieved through exchange of international practices, student mobility and internationalisation of curricula. Through the internationalisation of higher education, student mobility trends in the region and a case study of EMUNI University, the paper concludes that higher education cooperation in the Euro-Mediterranean region can contribute to long-term sustainable development, as it fosters intercultural learning, internationalisation of curricula and awareness about solidarity and environmental topics.
Exploring the Connection between Culture and Taxation: How Trust and Confidence Shape Tax Regimes within Europe
Rune Ellemose Gulev, University of Applied Sciences Kiel, Germany
Hanna Lierse, Jacobs University Bremen, Germany

Is it possible that some of the decisions pertaining to taxation are based on latent cultural aspects? This study, set in a purely European context, seeks to analyze tax variations within Europe through the lens of cultural variations. Specifically, how trust, confidence and equality matter with regard to tax revenues and tax progressivity. Within this regard, we achieved strong results linking trust and confidence to higher tax revenues and higher tax progressivity. That is, where trust among societal members is low, and confidence in public institutions is low, regimes opt for low tax revenues and lenient tax rates.

Universal Values: Implications for Management Educators
Eva Kras, International Society for Ecological Economics, Canada
Art Whatley, Hawaii Pacific University, United States of America

Based on the wisdom of noted visionaries, this paper discusses key insights into the values and principles essential to developing sustainability. The business sector today has risen to being considered the most powerful sector of society. Therefore, large corporations particularly are slowly realizing that WITH this powerful position come new responsibilities, meaning the need to take responsibility for ‘the whole’ (ecological, social aspects) in addition to their present objective of optimizing shareholder profit. This paper can place conference participants in the forefront of management education thinking by providing new insights into sustainable values and principles essential for future management teaching.

The Impact of National Culture on the Hotel Organizational Culture
Zdenko Cerović, Sanda Grudić Kvasić, and Marta Cerović, Faculty of Tourism and Hospitality Management, Croatia

The national culture is a system of values shared by one national group, while the corporate culture is a system of values shared by the employees in a company. Both cultures influence the style of management and communication with employees. The national culture influences the corporate culture and vice versa. Strong corporate culture can suppress the national culture through the system of standardization of business operations. The characteristics of organizational cultures and the contribution of organizational culture to the recognizability of Croatian hotels will be identified. Organizational culture makes an important basis for the successful operation of every hotel.
Outsourcing and Strategy Links: A Study in Public Organisations
Reyes Gonzalez, Jose Gasco, and Juan Llopis, University of Alicante, Spain
In this study we are going to analyse the links between strategies, structures and processes, in the case of the largest Spanish town halls, using Miles & Snow’s models about organisational strategies. To analyse these relationships we are trying to answer the following questions: what is the situation of municipal services’ outsourcing in the largest Spanish town halls?, do Spanish town halls follow the strategies suggested in Miles and Snow’s model? and, is there a relationship between the strategic position adopted by town halls and their stance on outsourcing?

Measurement of Effectiveness, Efficiency and Quality in Public Sector Services: Interventionist Empirical Investigations
Heli Hookana, University of Turku, Finland
This study aims to catch the nature of the discourse of effectiveness, efficiency and quality in the wider context of prevailing ideas about the role of government in the promotion of welfare services, and the bases on which public service organisations can achieve effectiveness and efficiency in delivering services and outcomes of high quality. The study offers three descriptions of efforts for developing the measurement systems in the public sector organizations.

Selected Problems of Risk Management in Outsourcing Cooperation
Tomasz Malkus, Cracow University of Economics, Poland
One of the basic assumptions of outsourcing contracts is the reduction of cooperation risk between the client and the service provider. It requires recognition of the types of risk inherent in the relationship between the client and service provider, the factors influencing the risk, and also the activities undertaken in order to reduce the risk concerning the achievement of results of cooperation in outsourcing. The objective of the paper is to present selected problems concerning risk management in outsourcing cooperation. Types of risk, solutions concerning risk-sharing between client and service provider are taken into consideration, as well as the ways of enabling risk reduction in cooperation between the client and service provider.
Physical vs. Virtual Information Search and Purchase in the Buying Behavior of Polish Young Consumers
Radosław Mącik, Maria Curie-Skłodowska University in Lublin, Poland
Dorota Mącik, School of Finance and Management, Warsaw, Poland

This paper investigates selected internal and external to the consumer factors influencing young consumers’ choices of physical or virtual channels for information search and purchase. Situations of channel lock-in and channel change between the mentioned phases of the buying process are described and their antecedents investigated. Perceived channel characteristics for information search and purchase, consumer decision-making style profile and information technology adoption level are considered to influence consumer choices in this case. Structural equation modeling has been used to analyze the gathered data – 5 models have been assessed.

Market Repositioning Analysis of a Service Company: Case Study
Armand Faganel, University of Primorska, Slovenia

In this paper the analysis of services repositioning is presented, which a vehicles logistic centre has to implement because of market concussions. A short study of the company’s existing marketing strategies and activities, and the analysis of the company’s current market positioning are displayed. Approaches toward existing business partners and potential customers are analyzed in the detailed analysis. Potential customers are segmented: customers on the B2B market and on the B2C market in which the company is only emerging. Marketing strategy is proposed for the identified market segment to achieve best business results for the company’s sustainable development, and to increase the market share in both markets.

Social-Networking a New Technological Language for the World and a Great E-Marketing Possibility
Augusto Sebastio, University of Bari, Italy

Social-networking is the first form of communication, and in the future it will be the main market and a special showcase for business. Social-networking is not simply a way of life to share, to spend private time, we are in front of a new philosophy of public life in which millions of people recognize themselves as belonging to a community, social-friends with a common identity, part of the social e-belonging. In this digital public space, without squares but full of digital points of intersection for sharing ideas, projects, and information there is an important form of connection made by digital social-squares.
Innovative Forms of Tourist Offer: Green Tourism
Daniela Gracan, Marinela Krstinic Nizic, and Andreja Rudancic-Lugaric, University of Rijeka, Croatia

Sustainability is one of the most commonly used concepts which are emphasized in discussions on tourism development. Today, the tourist offer should be based on sustainability, and a synonym such as green tourism should not be emphasized because it should become an integral part of the tourist offer. Therefore, one of the most important things when planning for tourism development is the proper sizing of the hotel industry through construction of energy-efficient hotels – so-called green hotels – with regard to the tourist capacity of the destination.

Sustainability as the Core of the I Feel Slovenia Brand
Maja Konečnik Ruzzier and Nuša Petek, University of Ljubljana, Slovenia

The concept of sustainability has become increasingly important in the marketing literature. Despite contributions that emphasize the general importance of sustainability for an entity’s operation in the market, there is almost no evidence of studies that explore sustainability connected with brands. In this paper we argue that sustainability can represent a unique brand identity characteristic and the brand’s competitive advantage in the market. We deal specifically with the country brand I feel Slovenia. According to our knowledge, this is the first example where the concept of sustainability is incorporated as the main branding idea in country branding.

The Impact of the Fuel Prices and Inflation on the Persistence of Hospitality Industry Prices in Slovenia
Sergej Gričar and Štefan Bojnec, University of Primorska, Slovenia

The paper estimates the impact of different indices on the persistence of hospitality industry prices. We specify equations by including the monthly seasonally unadjusted data ranging from year 2000 to 2010. The principal component analysis gives the two main components, where the first component is called the general price level. Another component is bipolar (demand for services in the hospitality industry). By using the regression analyses with stationary variables I(1), the most statistically significant explanatory variables are proved by the index of prices in the hospitality industry in the euro zone, consumer price index, index of fuel prices and dummy variable D2.
Adapting a Balanced Critical Factor Index in a Real-Life Case Company’s Customer Relationship Management Process: Examining Critical Factors, Strengths and Weaknesses of Quality of Service
Johannes Grönholm and Josu Takala, University of Vaasa, Finland
The purpose of the case study was to measure and analyze the present stage of quality of service from a case company’s sales unit’s point of view. The aim was to examine critical factors, real-life weaknesses and strengths of quality of service. The research consisted of theoretical background and empirical analysis. Results observing empirical analysis were based on both quantitative and qualitative research methods. The quantitative research method was based on customer inquiry using the Balanced Critical Factor Index (BCFI) as a formula. Qualitative analysis was based on a theme interview, where an aim was to examine and analyze real-life weaknesses and strengths from the case company’s sales unit’s point of view. This paper introduces the implementation of the above-mentioned BCFI formula and the results of theme interview. The purpose of this paper is to outline the connection and the results between BCFI and the theme interview.

How Social Networks, Digital Media and Digital Marketing Can Be Applied to the Promotion of Goods and Services in Business Companies in Order to Increase Sales
Pablo Ferreiros Bennett, FUNDESEM Business School, Spain
New technologies are highly important nowadays, not only in the complex world of business but also in the day-to-day life of modern societies. Major advances in communications have minimized the cost of making business transactions, and also the time required to do so. Accordingly, a model will be described that explains how new technologies affect different business-related aspects. In order to compare this model empirically, information had been gathered in the business context of Alicante, Spain, and a measuring tool has been developed and validated through 405 valid questionnaires. The statistical analysis was made using SPSS and EQS.

TMT – How to Manage Tensions in Ambidextrous Designs
Eva-Maria Mayrhofer, Irina Koprax, Hubert Lackner, Wolfgang H. Güttel, Barbara Müller, Stefan W. Konlechner, and Christian Garaus, Johannes Kepler University Linz, Austria
During the past decade ambidexterity has emerged as the central research stream in organization science to investigate how organizations manage to remain successful over time. To shed light on the topic of managing ambidexterity, we illustrate the particular role of TMT in managing different ambidextrous learning designs. We contribute to current literature in three ways: we show (1) the importance of TMT to ensure a balanced relationship between exploration and exploitation, (2) the necessity of setting up an appropriate structure and culture in order to do so, and (3) that TMT’s role changes according to the ambidextrous design.
Competencies in Logistics
Sonja Mlaker Kač, Irena Gorenak, and Sara Orthaber, University of Maribor, Slovenia
This paper will theoretically discuss the concept of competencies. Different classifications of competencies and the findings from several different researches and studies from the field of competencies in logistics will be discussed. Taking into account that, in Slovenia, the study of logistics as a discipline is rather new, the main objective is to define the competencies that logisticians require in the Slovenian or a foreign work environment in the field of logistics. Conclusions from different studies will be discussed: the Novalog project, ELA studies and a study conducted to identify expected competencies undertaken in 2010 in several Slovenian organizations.

Transformational Leadership in Operational Competitiveness Improvement: A Case Study in the Malaysian Automotive Industry
Qian Wu, Wuhan University of Technology, P. R. China
Alina Shamssuddin and Rosmaini, University Tun Hussein Onn Malaysia, Malaysia
Josu Takala and Yang Liu, University of Vaasa, Finland
The purpose of this paper is to analyze operational competitiveness by two core factors, i.e. manufacturing strategy and transformational leadership with technology level. In addition, CFI models in the sense and respond (S&R) method are introduced to optimize strategic adjustments, which give support in the fast strategic decision-making process. The analysis results of the case study show that leaders in automobile companies in Malaysia should deeply develop their leadership by inspirational motivation, intellectual stimulation and building trust and confidence etc. to improve operational competitiveness. The agile operations strategy should be utilized towards automobile enterprises in Malaysia in order for them to be competitive under dynamic and tightrope business situations.

Supply Chain Performance Measurement Framework for Manufacturing Industries – A Theoretical Approach
Ilkka Sillanpää, Konecranes Oyj, Finland
Pekka Kess, University of Oulu, Finland
The article addresses the issues of Supply Chain (SC) performance measurement – the process of qualifying the efficiency and effectiveness of the supply chain. The aim of this study is to create a supply chain measurement framework for the manufacturing industry. This study creates a framework for supply chain measurement by presenting the main theory framework for such measurement. It is stated that supply chain performance measurement is extremely important in developing the supply chain. The measurement framework in this study offers guidelines for measuring the supply chain in the manufacturing industry.
International Co-Invention in Central and Eastern Europe: The Role of Foreign Direct Investment
Marco Vincenzi, Carnegie Mellon University, USA

International Co-Invention has boomed in Central and Eastern Europe (CEE) since 1990. We explain this phenomenon, building on the concept of ‘idea gap’ elaborated by Romer (1993): western multinationals worked as conduits by hiring regional inventors to match knowledge and skills from the East with the complementary intellectual and financial assets in the West. In this paper, we show that in CEE internationally co-invented patents receive a higher number of citations than those indigenously created and thus are of better quality. Our results show that there is a positive and very statistically significant correlation between internationally co-invented patents and FDIs in CEE.

Social Responsibility: Support for the Economic Performance of Romanian SMEs
Răzvan Cătălin Dobrea and Felicia Alina Dinu, The Bucharest Academy of Economic Studies, Romania

The main objective of the research is to identify and quantify the correlation between socially responsible management applied to organizations and their level of performance, in order to define the theoretical and practical ways of harmonizing the socio-ecological principles with the economic ones. The research is based on a systematic documentation on social responsibility, highlighting the tridimensional approach (economic, ecological and social), and the level of national development, including aspects regarding the objectives and possibilities for their achievement. The results presented are based on a study conducted in an area of strategic importance for Romania’s development, namely the SMEs.

The Causal Relationship between Investment and Profits: Empirical Evidence at the Industry Level
Igor Stubelj, University of Primorska, Slovenia

The problem that we examined is the theoretical and empirical analysis of the causal relationship between companies’ investment and their profits. Based on the findings of previous research that are not unanimous, we want to explore the causal link between profits and investment at the industry level in four EU countries. The theory on the field allows us to define three basic theses: investment determines profits on the level of industry sectors in a national economy, profits determine investment, profits determine investment and investment determines profits. We used the Granger (Granger 1986) definition of causality and the Toda-Yamamoto (Toda and Yamamoto 1995) procedure.
On Development of the Advantages of the Firm without Fundamental Technology: Study of Nintendo
Kiyohiro Yamazaki, Chukyo University, Japan

The purpose of this study is to examine how the firm without fundamental technology is to gain the competitive advantage. This study examines the case study of Nintendo in the home game machine industry. This paper points out that the firm gains two advantages, economic advantage and organizational advantage. The economic advantage means that the firm can choose either an advanced or a cheap device out of several device makers, and change the alternatives cheaply and quickly. Moreover, the organizational advantage means that the firm without fundamental technology is not restricted by organizational inertia and cognitive restraint, and exercises the characteristic strength.

The Internationalization of Slovenian SMEs: The Born Global Concept in Transition Economies
Ina Lejko and Štefan Bojnec, University of Primorska, Slovenia

The paper analyzes the internationalization process of small and medium sized enterprises (SMEs) that comply with the Born Global concept. The internationalization process of Born Global enterprises distinguishes itself from the stage models of internationalization, since they do not develop their international activities in incremental stages, but start the latter from inception, entering several distant markets. With the liberalization of foreign trade, the transition countries have become much more approachable for the emergence of Born Global enterprises. The paper focuses on the elaboration of the concept definition, as well as the comparison of identified cases from developed and transition economies.

Improving the Quality of Internal Processes by the Critical Factor Index to Decrease Amount of Customer Claims
Jari Leppiniemi and Josu Takala, University of Vaasa, Finland

The purpose of this case study is to find out the critical factors within processes of the organization and create development proposals to eliminate them. The aim is to decrease the amount of customer claims in the case company. In this study the critical factors are measured and evaluated by the Critical Factor Index Method. At the end the utility of the results was tested by experts, and many valuable development targets were found as a result.
Analysis of the Shadow Economy in the Wood Industry
Jože Kocjančič and Štefan Bojnec, University of Primorska, Slovenia

This paper investigates the impact of the reduction in the number of large enterprises in the wood industry on the dynamics of the shadow economy in the wood industry in Slovenia. The empirical results show that the dynamics of the reduction in the number of large enterprises in the wood industry significantly contributes to the increasing share of the shadow economy. The most important decision factors to participate in the shadow economy are the level of taxes and contributions, opportunities for better earnings and tax regulations. The estimated share of the shadow economy in the wood industry is 21.7%.

Innovation Profile of the Hungarian Food SMEs
Jozsef Toth and Aron Torok, Corvinus University of Budapest, Hungary

It is widely recognised that appropriate innovative behaviour can play a decisive role in keeping the SMEs in a competitive position. This paper examines the efforts made in knowledge management in the Hungarian food SMEs. We applied principal component as well as logit regression analysis in order to reveal the proper characteristics of innovation. Both the exploratory and quantitative analyses proved the importance of internal R&D as well as the readiness to react to market signals. Our results highlight the need to stimulate innovation in the Hungarian agri-food sector.

Wheat Futures as a Tool of Cost Advantage in the Bakery Sector
Sławomir Juszczyk and Rafał Balina, Warsaw University of Life Sciences, Poland

The article presents the example of using relations between the price of wheat flour sold by the milling companies and the price of wheat futures listed on the FOREX market to protect the companies from the bakery sector against adverse price movements of raw material – wheat flour. The paper aims to present a method which can help to reduce risk of changes to wheat flour price in the market by using wheat futures traded at the FOREX market.

Contracts in Hungarian Food Chains
Imre Fertő, Corvinus University of Budapest and Hungarian Academy of Sciences
Baku Csaba Forgács and Csaba Forgács, Corvinus University of Budapest, Hungary

The paper analyses small and medium firms’ contractual relations along the food chain in the central region of Hungary using survey data. We focus on two specific aspects of contracts: type of contract and contract fulfilment. Our results confirm that firm and managerial attributes have an important role in contract decisions. Moreover, transactional characteristics also influence the existence of a written contract. Our estimations also reveal that contract fulfilment is significantly affected by the design of the contract. Interestingly, the impact of branch specific characteristics has only a limited role in explaining contract decisions and contract design.
The Centre of Excellence as a Collaborative Arrangement: 
An Evaluation of the Expectations by Case Study

Jukka Anteroinen, National Defence University, Finland
Josu Takala, University of Vaasa, Finland
Juha-Matti Lehtonen, National Defence University, Finland

Partnerships and other forms of inter-organisational collaborative arrangements such as Centres of Excellence (CoE) are now a commonplace part of institutional life. Despite aspirations, there is substantial evidence that collaboration often fails to meet the expectations of those involved. In this paper, we evaluate the expectations of the CoE’s support for cross-sector collaboration in the field of defence. The research method is the case study. The findings presented in this paper suggest that multi-sector organisations engaged in CoE, such as NEPRO, expect the collaboration to benefit one’s own organisation and that the benefits should be concrete, such as new innovations.

Commercialization Strategies of Innovations in Centre of Excellence: 
Case of Centre of Excellence Polymer Materials and Technologies – CoE PoliMaT

Tanja Rajkovič, Geni Arh, and Silva Roncelli Vaupot, Center of Excellence Polymer Materials and Technologies, Slovenia

The paper deals with commercialization strategy choices of a publicly funded research consortium of 22 research partners – Centre of Excellence Polymer Materials and Technologies, Slovenia – established in 2010. Despite its size, it is in a start-up phase of development. Therefore it has a dominant technological orientation but is lacking in competencies needed for commercialization, as has been confirmed also by an internal survey. The presented model adapts existing new product development and commercialization models in such a way that, through the process of decision making on final commercialization strategy, further competencies are being developed within the organization.
CODI-STRAT – An Interdisciplinary Network Geared towards Sustainable Management of Chronic and Infective Diseases
Snežna Sodin-Šemrl and Katja Lakota, University of Primorska
and University Medical Center Ljubljana, Slovenia
Jean Dubuisson, Center for Infection and Immunity of Lille, CNRS, France
Bridget Ellul and Antony Fenech, University of Malta, Malta
José Joaquín Ceron Madrigal, University of Murcia, Spain
Gerhard Thallinger, Graz University of Technology,
Institute for Genomics and Bioinformatics, Austria
Mauro Perretti and Fulvio d’Acquisto, University of London,
William Harvey Research Institute, UK
John Raynes, London School of Hygiene and Tropical Medicine, UK
Francisco Romero, Instituto Biomar S.A., Leon, Spain
Nenad Filipović, Bled School of Management (IEDC), Slovenia
Carlos Chetrit Russi, Bioiberica S.A., Spain
Peter Veranič, University of Ljubljana, Institute of Cell Biology, Slovenia
Marco Caldin, San Marco Veterinary Laboratory (SMVL), Italy
Damjana Rozman, University of Ljubljana, Center for Functional Genomics
and Biochips, Institute of Biochemistry, Slovenia
Matthew A. Mulvey, University of Utah, USA
Matija Tomšič, University Medical Center Ljubljana and Institute of Rheumatology,
Slovenia
A collaborative effort of clinicians, infectologists, molecular biologists,
pharmacologists, veterinarians, bioinformaticians, management and education
specialists is united in order to develop novel strategies of detecting early stages of
chronic and infectious diseases, their prevention and therapy. CODI-STRAT
integrates 15 centers conducting research into chronic inflammatory/infectious
diseases from seven European (five Mediterranean) countries and the USA, with
specific aims to: i) establish long-standing partner cross-disciplinary collaborations,
ii) provide young investigators with broad and content-driven training, and iii)
promote scientists directed towards chronic/infectious disease management. This
manuscript outlines the goals, partner roles and development of CODI-STRAT and its
programme.
The Necessity of Transformation Political State into Economic One
Milan Radosavljević, Maja Andjelković, and Dragana Radosavljević, FORKUP, Alfa University, Serbia

We live in an age of globalization, the high level of technological, organizational, and other changes, not seen in human civilization. The changes and problems are of such intensity that it is hard to follow them, and in particular to adapt, anticipate, and they are spread to the natural and social order. The paper deals with the problems and stereotypes used by contemporary states in managing economic development, regardless of the level of development, socio-political system, cultural-social and other characteristics.

Abolition of Management Boards in Serbia: Pros and Cons
Života Radosavljević and Milan Radosavljević, FORKUP, Alfa University, Serbia

Increasingly complex operating conditions in which it is necessary to provide a high level of competitiveness, i.e. to deliver better quality products, at low price, imposed the need that the most important functions and roles of the traditional managing board must be changed and aligned with the new challenges that arise in the corporate system of developed countries, public sector, i.e. public administration, etc. In terms of management boards in the public sector, as noted, there are two competing views, from the need for survival in their current form and their abolition.

Practices of the Work of Managing Boards in U.S.
Maja Andjelković and Dragana Radosavljević, FORKUP, Alfa University, Serbia

Managing boards and the general meeting of shareholders are the traditional governing bodies. The tendency is to transfer control from the general shareholders meeting as the bulky bodies to governing boards, as well as operational organs of managing. The aim of this paper is to show the practice of developed countries in this regard; especially the practice of corporate organization in the United States, so positive experiences in the most powerful economy in the world could be used in transition countries and in Serbia.

The Future Is . . . Now!
Petar Kocović, Faculty for Education of Lawyers and Economists, Serbia

If the characteristic of the twentieth century is the rapid development of Information technology, the first decade of the twenty-first century was marked by even more rapid development. This paper attempts to highlight the future that is already present in terms of the fact that one part of humanity is already living in the future, while others live in the past.
Albin Kaelin, CEO of EPEA Switzerland GmbH. In the 90’s under his management the Swiss Rohner Textil AG won 19 international recognitions and design awards. The environmental and economic management approach led him to becoming a world renowned pioneer. As a result the development of the first Cradle to Cradle® products worldwide: the product lines Climatex®. EPEA Switzerland GmbH implements with an experienced management team Cradle to Cradle® projects in all industries in Switzerland, Austria and the textile industry worldwide in cooperation with EPEA Internationale Umweltforschung GmbH in Hamburg.

Petra Lepoša, Project Manager, Gorenje Design Studio, Slovenia. As a project manager she prefers fieldwork, meeting people and getting first-hand information. She is a psychologist with a great sense for design and the consumer, who is also her favorite ‘designer.’ She admires Scandinavian design that draws inspiration from nature and, with minimal interference, both simplifies and adds value. Petra is glad to work at GDS, as it is a place where she can help to improve the consumer experience based on thorough research.

Anže Čokl, Managing Director, Bohinj Park Hotel Eco Resort & Spa Bohinj, Slovenia. Park ECO Hotel has become the 1st ecological resort in Slovenia with the prestigious Green Globe certificate. The hotel not only represents one of Europe’s most advanced ecological properties but it also aims to set the general foundations of sustainable development in Slovene tourism.

This workshop is organized with the help of C2C Project, co-financed by the EU from the European Regional Development Fund in the framework of INTERREG IVC Programme.
Matej Janežič, University of Ljubljana, Slovenia: Organization as a Molecule.
FUTURE-O is a newly developed model by Dimovski and Penger of organizational learning based on the molecular network approach, which does not require that managers take all the steps sequentially but requires from everybody that they participate simultaneously in all processes in the organization until it becomes a learning organization based on permanent education. This enables the organization to act fast and make all its parts responsible and adaptable to new situations. In development of a FUTURE-O® – DYN model program, first the multidimensional space must be defined, and then the potential function used in the simulation approach must also be defined in order to obtain forces, e.g., derivatives of the potential function, which are then used in computing a molecular dynamics simulation to obtain trajectories of the simulating system.

Karla Oblak, University of Ljubljana, Slovenia: Importance of Banks’ Corporate Governance.
The financial crisis has uncovered serious shortcomings in banks’ corporate governance. Because of the high correlation between the major or partial collapses of a number of banking systems and the weak corporate governance of the banks drive for better corporate governance, this has become an important issue for banking regulators. Non-distinguishing of governance and management is a serious problem.

Judita Peterlin, University of Ljubljana, Slovenia: Development of Sustainable Leadership Skills.
Contemporary approaches to leadership acknowledge the individual’s actions in construction of the reality rather than just reacting to it. The framework within which to comprehend leadership development requires adaptation to organizational and environmental needs, therefore leadership development has to be adjusted to the organizational and individual characteristics, specifically different intelligences and levels that each individual possesses. We will discuss the following questions: How to develop sustainable leadership skills? and How to attain the sustainability of the changes? Through case studies/vignettes of Marks & Spencer, Lloyds Banking Group, EDF Energy, IBM, TUI Travel, Northumbrian Water, and FELU.

Miha Marič, University of Ljubljana, Slovenia: Power and Authentic Leadership.
Power is part of our lives, both private and organizational. All human beings are divided into two groups, the ‘leaders’ and the ‘followers.’ Authentic leadership, just like any other style of leadership – perhaps even more – requires the use of power. Power is essential to the implementation of the individual’s will, on issues that concern us. Given that authentic leadership highly stresses ‘knowing thy-self’ and acting in that direction, it is reasonable to suppose that authentic leaders have a great deal of power. We will discuss the following questions: Do You have power? Why is that so? Do You see yourself as a leader or as a follower? Are you authentic? Is Your authenticity also your source of power?

Workshop Chair: Vlado Dimovski, University of Ljubljana, Slovenia
Innovation and Technology in SMEs: Barriers and Opportunities

CEBBIS is a network of 11 partners from the Central European region with a common interest in trans-regional, branch based, demand-led solutions to improve technology transfer to small and medium enterprises (SMEs). The goal of the CEBBIS project is to raise SMEs’ competitiveness on the international market by offering industry specific innovation support based on new ICT applications. The project will result in innovative and more competitive SMEs that are able to employ more staff.

CEBBIS aims at removing bottlenecks in the diffusion and application of innovations to ensure a more efficient access to knowledge, transmitted by key players in the program area, by:

- Creating a transnational concept of transfer of research results and new technologies to SMEs
- Active cooperation between the regional partners, intermediaries and SMEs
- Improvement of framework conditions for effective innovation support to SMEs
- Professionalization and further training of staff from intermediaries

Activities that will be discussed and presented:

- Open innovation; a (potential) model for technology transfer
- Regional service center
- Main barriers to technology transfer

Workshop Facilitator: Mitja Ruzzier, University of Primorska, Slovenia

*This workshop is organized with the help of CEBBIS project, cofinanced by the EU from the Central Europe Programme.*
ISO 26000 on Social Responsibility Supports Systemic/Cybernetic Behavior

Due to the lack of systemic/cybernetic behavior the practical decision making has a one-sided and therefore misinforming basis. This has lasted for the entire industrial and information society periods. The dangerous climate change, over-population, lack of natural resources, and destruction of nature, including waste – all result from this absence, or lack, of requisite holism. The recent decade has seen official awareness of this dangerous absence of holism: the United Nations and European Union launched documents supportive of social responsibility. In 2010 the ISO 26000 went a crucial step further: it calls (1) holistic approach and (2) interdependence the two common denominators of social responsibility.

The workshop will focus on the following statements/questions:
1. How is social responsibility defined in the ISO 26000 document?
2. Charity is only one aspect of social responsibility.
3. The novelty in the ISO document are two concepts: (1) interdependence and (2) a holistic approach.
4. Why is social responsibility present in actions of the world’s top companies and in the documents of the UN, EU and ISO now, when it is becoming clear that the neoliberal concept is no longer able to assure a secure/safe future?

Workshop Facilitator: Matjaž Mulej, University of Maribor, Slovenia
Busy management professionals and academics seldom have time to search outside the box of daily practice to adjust their vision and discover hidden external resources that might have been in plain sight. Similar constraints often operate as barriers to thinking outside of habitual patterns (boxes) to search inward for hidden internal mental and emotional resources. Two sets of contemporary management theory address these missing links, Knowledge Management (KM) and Multiple Intelligences (MI).

Current research in Knowledge Management (KM), offers a set of diagnostics and strategic change tools to improve KM operational thinking and implement organizational change. A second set of theory and applications has evolved from research into Multiple Intelligences (MI) and recognition of their roles in effecting changes in management and operational thought and practice. Under the label of Integrated Intelligence Management (IIM), Dr. Jamil Brownson brings together these two streams of change management and leadership theory into an experiential model presented in a workshop environment.

Participants in this interactive IIM workshop will share in a series of exercises and dialogue to develop learning tools that will assist in stepping outside the box to discover hidden internal and external resources. In addition, participants will explore tools for organization, strategy, planning, and practical application of newly discovered information. Small group and collective discussions will explore questions of global versus local supply chain impacts, development of enterprise and interactive customer networks, quality control over products, services, delivery, and how to develop feedback (prosumer) procedures.

Workshop product: each participant will receive a copy of a collaborative set of structured notes, including critical, creative and applicable ideas from all participants.

**Workshop Facilitator:** John A. J. Brownson, United Arab Emirates University, United Arab Emirates
Gregor Pečnik, Consultant, Best Foot Forward, UK. Carbon footprinting is a widely recognised methodology for accounting greenhouse gas emissions which contribute to climate change. As part of the workshop, Gregor will explain the main reporting methodologies and standards, such as GHG Protocol and ISO 14064, the key principles of the methodology, and provide a few practical examples. Moreover, Gregor will also present the business case for reporting and managing emissions.

Mojca Hrabar, Consultant, Oikos, Slovenia. More and more local communities chose sustainable development as their agenda for the future. Carbon footprinting is one of the ways to increase local sustainability, where impacts of households and sectoral impacts could clearly be demonstrated and actions planned accordingly. Mojca has worked on Local Environmental Action Plans in Slovenia, Croatia and Montenegro since 2000 and has strong experience in what makes a local community tick in terms of environmental action. Carbon footprinting might seem complicated for the local authorities compared to other concerns and obligations, but this has been changing due to increased awareness of climate change. Mojca will present an example of the carbon footprinting and action plan of the Municipality of Koper. The Municipality took this approach to make a step forward from the Local Environmental Action Plan.

We thank the Company Oikos for their support in organizing this workshop.
Index

Abeliotis, Konstadinos, 14
Ahrens Solera, Enrico Joaquin, 28
Álvarez Rateike, Jorge Isaac, 28
Amoroso, Salvatore, 14
Andjelković Pešić, Marija, 17
Andjelković, Maja, 40
Angrisani, Massimo, 18
Anslinger, Tobias, 25
Anteroinen, Jukka, 38
Arh, Geni, 13, 38
Arzenšek, Ana, 28
Ahrens Solera, Enrico Joaquin, 28
Álvarez Rateike, Jorge Isaac, 28
Amoroso, Salvatore, 14
Andjelković Pešić, Marija, 17
Andjelković, Maja, 40
Angrisani, Massimo, 18
Anslinger, Tobias, 25
Anteroinen, Jukka, 38
Arh, Geni, 13, 38
Arzenšek, Ana, 28
Azumah, Gideon, 27
Bakucs, Zoltán, 16
Balina, Rafał, 37
Bandelj, Danijel, 20
Bardá-Miron, Ioana, 26
Bauer, Florian, 25
Bavec, Cene, 8
Bernetić, Ana, 20
Biloslavo, Roberto, 10, 19, 26
Bojnec, Štefan, 8, 16, 32, 36, 37
Brownson, John A. J., 12, 45
Caldin, Marco, 39
Ceaușu, Ioana, 26
Ceron Madrigal, José Joaquín, 39
Cerović, Marta, 29
Cerović, Zdenko, 29
Chetrit Russi, Carlos, 39
Chira, Cornel, 26
Chivu, Iulia, 22
Chong, Eddy Siong-Choy, 8
Ciocârlan-Chitucea, Alina, 22
Čeklić, Blaž, 20
Čokl, Anže, 41
d’Acquisto, Fulvio, 39
Daliková, Pavlína, 19
Davidrajuh, Reggie, 8
Di Palo, Cinzia, 18
Dierk, Udo, 8
Dimovski, Vlado, 42
Dinu, Felicia Alina, 35
Djokić, Danila, 21
Dobrea, Răzvan Cătălin, 35
Dolenc, Primož, 18
Dubuisson, Jean, 39
Elek, Sándor, 37
Ellul, Bridget, 39
Ermakov, Vladimir, 24
Faganel, Armand, 31
Fenech, Antony, 39
Ferreiros Bennett, Pablo, 33
Fertő, Imre, 8, 16, 37
Filipović, Nenad, 39
Fink Babić, Sonja, 19
Flavian, Carlos, 8
Forgács, Csaba, 37
Garaus, Christian, 33
Gasco, Jose, 30
Ghiță, Cornel, 26
Gomboc, Simona, 20
Gomezelj Omerzel, Doris, 22
Gonzalez, Reyes, 30
Gorenak, Irena, 34
Gracan, Daniela, 32
Grličar, Sergej, 32
Grönholm, Johannes, 33
Grudić Kvasić, Sanda, 29
Gulev, Rune Ellemose, 8, 29
Güttel, Wolfgang H., 33
Hendrickson, Elizabeth, 14
Hookana, Heli, 30
Hrabar, Mojca, 46
Janeš, Aleksander, 23
Janežič, Matej, 42
Janković Milić, Vesna, 17
Jerman, Mateja, 17
Juszczyk, Sławomir, 37
Kaelin, Albin, 41
Kajfež Bogataj, Lučka, 5, 10
Kasesnik, Karin, 13
Kess, Pekka, 8, 22, 34
Kline, Mihael, 13
Klijavić-Dervić, Mirela, 26
Kocjančič, Jože, 37
Kocović, Petar, 40
Konečnik Ruzzier, Maja, 32
Konlechner, Stefen W., 33
Koprax, Irina, 33
Košmrlić, Katarina, 28
Kozjan, Mitja, 22
Trnavčević, Anita, 10
Trunk Širca, Nada, 28
Turi, Aniko Noemi, 20
Veranič, Peter, 39
Vincenzi, Marco, 35
Vodovnik, Zvone, 20
Walsh, John, 23
Wawak, Sławomir, 26
Whatley, Art, 5, 7, 8, 10, 14, 29
Wu, Qian, 23, 34
Yamazaki, Kiyohiro, 36
Yang, Liu, 34
Yang, Ming-Hsien, 8
Zadel, Aleksander, 20
Zito, Pietro, 14
Zoltán, Bakucs Lajos, 37
Zupan, Blaž, 15
Žgur, Matija, 20
Žižmond, Egon, 8