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Wyzwania w zarządzaniu współczesną administracją

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Challenges for management of modern administration

scientific editors
Bolesław Goranczewski
and Krzysztof Łobos



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pod redakcją naukową
Bolesława Goranczewskiego
i Krzysztofa Łobosa



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Summaries

Tomasz Papaj

E-government on the example of SEKAP as the act of implementing the Public Governance in the public administration

The article was taken the issue of e-government. It is the result of change in public administration and is part of the concept of Public Governance. The paper presents some test results on the territorial government offices in the project SEKAP in Silesia. Drew their attention to the use of electronic circulation of documents in the offices and e-services.

Daniel Puciato, Bolesław Goranczewski, Anna Łabaza

The role of central and local administration and implementation of tourist policy

The growing importance of tourism in development processes of many countries, regions or specific localities makes it necessary to implement cohesive tourist policy. In Poland the tasks that affect tourism development are incorporated in the competences of the ministry responsible for tourism as well as other ministries, central institutions and local governments of the provincial, district and municipality levels. Therefore, in order to accomplish smooth tourism development, collaboration of central and local administration is required with an appropriate use of a whole range of tourist policy tools.

Mirosława Szewczyk

The evaluation of operational programmes at regional level as an indispensable part of management. Case study – opolskie voivodeship

Evaluation is an indispensable part of modern public sector management practice. Evaluation is to deliver criteria, methods and measures to assess rationality of public activities. It needs to be added, that evaluation researches, as a tool for evaluation of programmes, are used not only within public administration. Evaluation research should fulfill specified requirements in terms of the methodology applied. The main aim of the paper was to present evaluation process in the practice of public administration, basic concepts and the most frequently used methods, techniques and evaluation tools. The study focuses on evaluations of operational programs carried out on behalf of Marshal Office of the Opolskie Voivodeship in 2007-2010 period.

Anna Ludwiczak

**Process approach in the local government administration –
identification, measurement and evaluation**

The article presents selected problems of development and implementation of process approach in the local government administration. It affects mainly identification of the processes, which is one of the most important elements related to this topic. Proper process identification is also a key to the successful quality management system implementation and maintenance. Article describes measurement and evaluation of the processes as well as examples of quality management system improvements and processes for services in local government administration.

Bartosz Olszewski, Artur Ogurek

**The implementation of school compulsion by pupils
of Voluntary Labour Corps (Ochotniczy Hufiec Pracy)**

Although among organisations entrusted in providing the basic education schools are by far most numerous and dominant, there are also other bodies performing similar functions. The educational system is in fact much more extensive as it serves many purposes *inter alia* implementation the right of children and youth to education and the constitutional right to learn. The education by way of participation in VLC is another possible way of obtaining general education and professional training in Poland's educational system. In this case education process is carried out along two lines. Public schools are tasked with providing general education while professional training is done offsite by the external operators – private or public companies. Upon completion, the school-side course is confirmed by the certificate and successfully passed professional exam gives professional license or certificate of completion of apprenticeship for a particular job.

Jakub Berezowski

**Competencies of public administration within the scope
of EU project management**

The implementation of EU projects indicated the necessity for developing new skills. These skills needed to be acquired not only by public administration responsible for determination of programs and actions serving as the basis of projects implementation, but also by local government administration carrying out projects. New competences of administration connected with projects realisation will exercise significant influence on the actions of public administration. On the one hand, the responsibility for administration of implementation system lies with government and regional administration. On the other hand, the projects realisation concerns nearly all of the local govern-

ment units as well as government administration and its subordinated entities. We will be able to talk about a complete success of assistance measures implementation when we succeed in effective spending of all EU funds and when the projects will simultaneously bring lasting and intended results. What will also indicate the success is the fact that projects realisation and administration of implementation system do not bring negative consequences in the form of disturbance of realization of the current tasks of public administration.

Krzysztof Łobos, Krzysztof Bartkowiak

**Councilors motivators to financial decision making on the basis of study
of four selected municipalities of wielkopolskie voivodeship**

Results of the study of motivator used in process of financial decision making through the councilors of four selected municipalities have been presented in this paper. All the municipalities are characterized by good economic conditions, presence of investments and good locality to occur all possible motivators among the councilors. The authors have adopted their own typology of motivators on the basis of own observations and the literature. The results show, that we have to do with considerable similarity in the group of 75 surveyed councilors. Through that we can define the dominant model of financial decision making as rational-politic.

Katarzyna Mizera

Social responsibility in public administration

Variations in economic and social spheres, implying changes in management, lead to the question about the possibility and desirability of implementing CSR in public administration, as well as about indications for the realization activities supporting the development of this conception in Poland by public administration. This article aims to outline the conditions and opportunities for taking action in the field of social responsibility in public administration.

Barbara Kożuch

Management in public administration

In the last couple of years in our country a significant increase in interest of management in government and local government organizations has been observed. The demand for the theoretical basics of management in units creating public sector has been increasing dynamically. Among public organizations a significant role plays the system of public administration. It creates conditions for implementing changes in the whole public sector, and indirectly also in the whole socio-economic life. In this paper an attempt to

systematize changes in public management and their directions in public administration management has been made. Firstly, a significance of a new scientific discipline has been underlined. Later, new management models which exist in practice of public administration units and territorial units have been presented. The presented considerations have been based on the modern concepts of public management.

Krzysztof Sławiński

**Image management on the basis of the selected
local administration web sites**

The efficient managing of the internet portals is the key to the positive reception of the complete activities of the local administration. The image of the state offices depends on many elements of intuitiveness, friendliness of a web site, up-to date information which is displayed there and on the speed of its downloading. An experiment how to create an internet service was carried out in 2009.

Małgorzata Magdziarczyk

**Public administration in the face of globalization
and europeization processes**

The aim of this article is to present two basic processes: globalization and europeization, which in our time have great impact to shape country's public administration and country's system of administrative law. Special attention has been given the penetrating analysis of the theoretical definitions terms of globalization and europeization which are present in specialist literature. The paper also shows the main problems of the globalization and europeization.

Mariusz Opaliński

European standards for good administration

The right to good administration is one of the fundamental postulates of the Charter of Fundamental Rights of the European Union, as part of an ongoing climate of over twenty years of the construction process of transnational standards pragmatics officials. Their effect is the creation of the European Code of Good Administrative Behaviour, based on the corrupt practices act against the Code of Nolan. In Polish conditions, the expression of the institutionalization of an ethical infrastructure in the administration is the Civil Service Code of Ethics and Ethics of Deputies, supplemented by various provisions of the acts of different rank, referring to the legitimate interests of citizens and the principles of social coexistence. Also have their own codes of local government administration offices.

Grażyna Praweńska-Skrzypek

**Project management as an opportunity and challenge
for public administration**

Recent years have brought about in Poland dynamic development of project activities in public organizations. To large extent it was due to easy access to European funding for investment and social projects. At the same time public organizations start carrying out part of their basic activity in the form of projects or commissioning it in such a form to various entities. High number of projects entailed a substantial increase in project preparation and management competencies. In this way public organizations started turning into project organizations. Currently, the main challenges for them are the management of programmes of projects and project portfolios, as well as the development of methods for management of projects run within public-private partnerships.

Roman Ciaglewicz

The supervision over the local administration – procedural aspects

In the beginning the article defines the concept of local administration and specifies the subject of supervisory activities. It indicates that the subject of supervisory activities is the activity of local government units, regulated by the Polish Constitution and Polish Acts on local self-governments (municipality, county, voivodeship). In the following part, the article analyzes and specifies the concept of supervision of the Polish legal system. It indicates that the basis of supervisory activities is the criterion of legality. It also presents types of the supervision over the activity of local government units: the out of instance supervision in individual cases within public administration and the supervision of the Voivod over the municipal activities. In the section devoted to the out of instance supervision, the article describes the annulment of the decision and the relation between this annulment and the basis of the resumption of proceedings referred to in Art. 145 § 1 pkt 8 of the Polish Code of Administrative Procedure. It also indicates the problems associated with determining the powers of authorities in the described matters. The issue of supervision of the Voivod over the activities of local governments is focused on the verification of the legality of the ordinances of the Voivod. Analysis of the current situation leads to the conclusion that there is a need for clear procedural regulations in this matter.

Bolesław Goranczewski

The internal customer in public administration management

In this article I presented the idea of the internal customer in public administration. In the first part the modern tendencies referring to the meaning and the customer's role in the organisation were presented. In this chapter the idea of relationship marketing was

sketched, as a response to these tendencies and the evaluation of possibilities and needs for application of the relationship marketing in public administration. In the second chapter I focused on the meaning of the external customer in public administration, its segmentation and characteristics. The next chapter covers the issues connected with the idea of internal customer. I tried to define who is the internal customer and in what organization configurations we should look for them? In the fourth chapter I presented the axiological and sociological conditions of the internal customer's functioning in public administration organisations. The final chapter presents benchmarking of the external and internal customer's attributes.

Justyna M. Bugaj

The efficiency of active methods of teaching

Article is dedicated to active methods for teaching business administration. It also presents reasons for using active methods and student centered learning (SCL) during management courses. Author, using her experience and research on her students presents methods and their effectiveness. Presented research was doing during several last years and includes students' opinions about course and assessments. Author also made some minor changes in presented methods during this period of time which helps increase their effectiveness. It is as well claimed that nowadays when employers need quickly adaptable workers responsibility for learning should lie on students. This is the only way to teach them proper behaviors and skills obligate in the labor market.

Elżbieta Janczyk-Strzała

Budgeting process in Spanish public universities: case study – University of Carlos III

The changes in environmental conditions and increasingly demanding customers are forcing universities to improve their methods of management. Moreover, the economic crisis in Spain has caused budget cuts in public funding institutions. For these reasons, budgeting process plays an increasingly important role in Spanish public universities. This paper presents rules of creating and the structure of the budget in University of Carlos III.

Lech Miklaszewski

Cultural aspects of the psychological contract on the example of Brokers House WDM S.A.

The author of the paper identifies relations between organizational culture and psychological contract and describes the essence, ways of building, the scale of the perception by the both sides of psychological contract, the sale of balancing and the meaning of

such contract in the management of the organization. Despite theoretical consideration the case study of Brokers House WDM S.A. based upon the empirical research done by the author has been presented. This research was oriented on the recognition of organizational culture and psychological contract formulated by this institution.

Krzysztof Sławiński

**The efficiency and measurement
of image creation activities of universities in Poland**

The image of a university has got a considerable significance for stakeholders, managing people, employees, students as well as potential customers. Hence, there are numerous activities aiming at supporting its image in the closest environment. This article aims at presenting the ways and methods of efficiency measurements with respect to such activities, the current models of efficiency measurement and also establishing relationships between the image, identity and organisation culture. This article can serve as a contribution to a wider discussion about the efficiency of measurement of public relations activities of universities. So far only a few of them have implemented the system of research and analyses of own image creation activities. The necessity of implementing evaluation of own activities seems to be here the common sense, however it is an underestimated element of PR strategy.

Grzegorz Wudarzewski, Włodzimierz Wudarzewski

**Quality conditioning of a company's economic efficiency
on selected examples**

The aim of the article is to discuss the quality conditioning influence on the economic efficiency of a company. The examples come from practical experience and refer to the following: SWAT and TOWS analysis methodology, ideas and categories connected with business objectives, objective analysis methodology and job description. The following compilation circumstantiates the influence of selected quality aspects on management efficiency, along with pointing out various shortcomings connected with the selected examples. Some suggestions of solutions based on the author's own experience have also been indicated.