

# MANAGEMENT

University of Zielona  
Góra, Poland

**Vol. 17, No. 1, 2013**

**Editor-in-Chief**

Janina Stankiewicz  
University of Zielona Góra, Poland  
Faculty of Economics and Management

**Language Editor**

Peter Preston / University of Zielona Góra, Poland

**Statistical Editor**

Roman Zmysłony / University of Zielona Góra, Poland

**Thematic Editors**

Jan Skalik / University of Economics in Wrocław, Poland  
Marta Moczulska / University of Zielona Góra, Poland

**Editorial Office**

University of Zielona Góra  
Faculty of Economics and Management  
ul. Podgórna 50  
65-246 Zielona Góra, Poland

**Editorial Board**

David Chappell / The University of Sheffield, United Kingdom  
Pedro Riesgo Fernandez / Universidad de Oviedo, Spain  
Magdalena Graczyk / University of Zielona Góra, Poland  
Gunter H. Hertel / Palcky Univeristy Olomouc, Czech Republic  
Yury Kalyukh / Ukrainian Academy of Public Administration of the President  
of Ukraine, Kiev  
Wolfgang Kohn / Bielefeld University, Germany  
Kazimierz Krzakiewicz / University of Economics in Poznan, Poland  
Jan Lichtarski / University of Economics in Wrocław, Poland  
Bogdan Nogalski / University of Gdansk, Poland  
Ryszard Rutka / University of Gdansk, Poland  
Jan Skalik / University of Economics in Wrocław, Poland  
Herbert Witte / University of Friedrich-Schiller, Jena, Germany

**Technical Editors**

Janusz Adamczyk, Marta Moczulska

**Typeset by**

Lucyna Andrzejewska

ISSN 1429-9321

© Copyright 2013  
Faculty of Economics and Management Press, Zielona Góra, Poland

Printed in Poland

## MANAGEMENT

The periodical "Management" is aimed at publishing original, empirical and theoretical studies, short communications and preliminary reports on modern management.

Emphasis is laid on investigations in strategic management. The journal also intends to give an insight into the computer-related aspects of management, integrated and manufacturing systems, information systems, robotics and other related fields.

**Reviewers:**

Jan Borowiec  
Andrzej Czyżewski  
Kazimierz Krzakiewicz  
Barbara Kutkowska  
Kazimierz Perechuda  
Jan Skalik  
Jarosław Witkowski  
Jolanta Zieziula  
Adela Barabasz  
Szymon Cyfert  
Aldona Frączkiewicz-Wronka  
Mieczysław Morawski  
Wojciech Piotrowicz  
Stanisław Witkowski

## CONTENT

### **GRAŻYNA OSBERT-POCIECHA**

Increasing complexity as a challenge for contemporary organizations ....7

### **KAZIMIERZ KRZAKIEWICZ**

### **SZYMON CYFERT**

The Network Concept of Strategic Management and Its Limitations ..... 19

### **ROMUALD I. ZALEWSKI**

### **EULALIA SKAWIŃSKA**

Developing and launching the INNOPENA Internet platform to unblock the flow of innovative solutions between R&D and industry in Poland. 31

### **ANDRZEJ POMYKALSKI**

### **PRZEMYSŁAW POMYKALSKI**

Integration processes in managing innovations in a region ..... 46

### **ALINA PIĄTYSZEK-PYCH**

Determinants of the emergence and the development of clusters ..... 58

### **AGNIESZKA A. SZPITTER**

Achieving Levels of Project Management Maturity in Organization .....78

### **BOŻENA GAJDZIK**

Integrative approach to marketing of product and technology lifecycles in innovative and sustainable manufacturing enterprise..... 90

### **PIOTR DZIKOWSKI**

Size and ownership of enterprise and innovation activities of food and beverages manufacturers in western Poland in 2009-2012..... 106

### **EULALIA SKAWIŃSKA**

### **ROMUALD I. ZALEWSKI**

Social capital as a determinant of business innovativeness ..... 119

### **ELŻBIETA IZABELA SZCZEPANKIEWICZ**

Concept of using the InCaS model to identification, measuring and presenting relational capital of a network enterprises..... 136

**JACEK SZOŁTYSEK  
SEBASTIAN TWARÓG  
MARTYNA WRONKA**

Social networks and the situation of blood donation in Poland:  
a logistics perspective ..... 153

**DARIUSZ SOBOTKIEWICZ**

Changes in placing organic functions in structure of German concern  
subsidiary – case study ..... 170

**JANINA JĘDRZEJCZAK-GAS**

Factors determining the profitability of equity in small and medium-  
sized enterprises in Poland ..... 185

**JOANNA WYRWA**

The supraregional cooperation as the way for the development  
of Western Poland ..... 199

**MAREK TOMASZEWSKI**

Chosen determinants of coepetition between the industrial  
companies of the Lubusz region in the 2009-2011 period ..... 219

**MARIUSZ MALINOWSKI**

Relation between the level of educational infrastructure development  
and enterprises development in the region ..... 233

**AGNIESZKA PERZYŃSKA**

Brand identity of Lubuskie Voivodeship..... 247

**MACIEJ DĘBSKI**

Marketing communication as a tool of building tourism destination  
competitiveness – selected issues..... 259

**MARTYNA WRONKA**

Mentoring in the concept of the learning organization in higher  
education – empirical research..... 273

**ANDRZEJ RAPACZ**

**DARIA E. JAREMEN**

Management instruments in the process focused on improving the  
results of organizations functioning in economic crisis – based on the  
research of opinions presented by managers of tourist enterprises ..... 291

**ANNA NIEWIADOMSKA**

The Use of Age Management to Professional Activation  
of the Elderly ..... 305

**ANNA GONDEK**

Forecasts an employment rate of older workers in Poland with time -  
area analogy method ..... 319

**DOROTA ROSZKOWSKA-HOŁYSZ**

Determinants of consumer purchasing behaviour ..... 333

**ANETTA BARSKA**

Online shopping in the opinion of young consumers ..... 346

**WALDEMAR CZTERNASTY**

**PAWEŁ MIKOŁAJCZAK**

Financing of SME using non-recourse factoring - legal,  
economic and tax aspects ..... 358

**EDWARD NOWAK**

Results account as a source of economic information ..... 371

**MACIEJ DZIKUĆ**

**ARKADIUSZ PIWOWAR**

LCA analysis as a tool to assess the impact of electricity production  
on the environment ..... 382

**ALEKSANDER GRZELAK**

**MARLENA KUJACZYŃSKA**

Real convergence of the European Union members states - evaluation  
attempt ..... 393

**DARIUSZ CZAKOWSKI**

Cereal Market before and after the Integration of Poland into the  
European Union. Dynamics of Supply and Demand Correlations ..... 405

**ANDRZEJ CZYŻEWSKI**

**ANNA MATUSZCZAK**

Agriculture and rural areas in Poland in the light of budgetary  
expenditures I and II pillar of the CAP in the long period.  
The attempt to compare ..... 420