



# Book of Abstracts: 2019 Seventh Annual Humanistic Management Conference

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# Conference Paper Tracks

# Track One: Climate Crisis - Management in the Anthropocene

Track chair: Michał Pałasz

## Jagoda Mytych - „Only you know if we did it”: what memory studies have to do with the climate crisis?

- *Institute of Journalism, Media and Social Communication, Faculty of Management and Social Communication, Jagiellonian University in Krakow, Poland; Jagiellonian Interdisciplinary PhD Program*

„Ok is the first glacier to lose its status as a glacier. In the next 200 years, all our glaciers are expected to follow the same path. This monument is to acknowledge that we know what is happening and what needs to be done. Only you know if we did it. August 2019, 415ppm CO<sub>2</sub>” – these words of warning in the form of „Letter to the future” are part of the monument created to recognize Okjökull glacier as „the first Icelandic glacier to lose its status as a glacier.” The monument dedicated to the Ok’s lost fight is thought to be the first of its kind in the world. Despite knowing „what needs to be done”, probably, not the last one.

By pushing the Earth into Anthropocene, we condemn ourselves to the experience of ecological loss; to „living alone in a world of wounds” (A. Leopold). How to commemorate this irrecoverable loss? How to express grief for nonhuman entities and degrading landscapes and ecosystems?

After the recognition that there is “a surprising lack of discussion around mourning related to environmental loss or dispossession” (A. Cunsolo, K. Landman), we can now observe an increasing number of memory and trauma scholars engaged with „ecological turn”: with themes of grief, mourning, absence, place, and more-than-human loss being passionately discussed within the disciplines. Memory studies, once connotating commemorations of human bodies, now is forced to expand its grief over the bodies of ice. In my presentation, I want to consider Anthropocene and environmental crisis as new crucial concepts within memory studies, an interdisciplinary field that focuses on our relations with the past and its influences on both, the present and the future.

Jagoda Mytych is currently a PhD candidate in media studies field at the Faculty of Management and Social Communication at Jagiellonian University and also a participant in the Jagiellonian Interdisciplinary PhD Program. She earned her M.A. and B. A. in Journalism and Social Communication, gained a diploma Postgraduate Studies for Literary Translators in English from UNESCO Chair for Translation Studies and Intercultural Communication Department and, before enrolling into PhD program, had spent a few years working as a news reporter for Polish Press Agency. Her main academic interests are memory studies, media studies and literature. The title of the PhD project: Postmemory in Polish media discourse after 1989.

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## Bartłomiej Knosala - Postsecular Holism toward Ecological Crises

- *Department of Applied Social Sciences, Faculty of Organization and Management, Silesian University of Technology in Gliwice, Poland*

The paper is an attempt to classify current positions in contemporary environmental discourse that link effective actions aimed at ensuring a stable future of our planet with regaining the holistic perspective and the spiritual dimension of reality. Closer will be three positions: Ken Wilber's integral theory, complex thought by Edgar Morin and the critical realism of Roy Bhaskar.

For some time, the above-mentioned concepts have been discussed in the context of the so-called wicked problems that do not only concern environmental problems, but mean interrelated crises: social, economic, spiritual and precisely environmental. In my lecture I will try to present the potential cognitive benefit associated with the discussed concepts.

Bartłomiej Knosala is a philosopher whose current scientific interests focus on describing the relationships between holism, ecological crisis and post-secular phrase. In this context, Bartłomiej Knosala examines the thoughts of K. Wilber, E. Morin, R. Bhaskar, R. Panikkar and R. B. Fuller. In 2017 Bartłomiej Knosala published a monograph devoted to Marshall McLuhan - "The project of learning the new Marshall McLuhan. Philosophical consequences of changes in forms of communication ". Bartłomiej Knosala is an adjunct at the Department of Applied Social Sciences of the Faculty of Organization and Management at the Silesian University of Technology in Gliwice, Poland.

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## Damian S. Pyrkosz - Making Economy Humane – The Role of Cooperation, Relationships and Trust

- *Faculty of Economics, University of Rzeszow, Poland*

The thesis of the paper is that cooperation and relationships are the key ideas to make the economic system, based on the market paradigm, more humane; a system not driven by the overriding rule of maximization of profit which feed unsustainable growth. With reference to the works of classical economic writers and others more contemporary, the paper not only seeks to demonstrate that cooperation and relationships are indispensable to transform economic (not without political and social ones) system but also that the two ideas were meant to be embedded in the economic system of market economy from the very beginning (A. Smith). What is more, cooperation and relationships help to keep economy in balance with society and excessive reliance on competition hurts people's relationships and undermines their place not only in the economic system, but also the natural, political and social ones. The paper also uses reference to the World Values Survey to show the range of change in the perception and the role in the market economy of the two ideas over the last two/three decades in selected countries. The paper also attempts to provide for a set of values that result from the inclusion of the cooperation and relationships in the market economic system like solidarity, equity, democratic participation, and sustainability.

Damian S. Pyrkosz is an associate professor of economics at the University of Rzeszów, Poland. His interdisciplinary qualifications (BA in English Studies, MA in American Business Culture, PhD in Economics) enable him to conduct research on the role of culture in economic development in three areas: culture as a key element of managing organizations; culture as a window of country/region's economic opportunities, e.g. in the form of cultural industries; culture as a set of values/factors contributing to and/or inhibiting economic development of nations.

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## Daria Gosek-Popiołek - Can Informal Neighborhood Social Organizations save our cities? Climate crisis, „right to the city”, informal groups and Municipal Policies

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This study examines the (possible) impact of informal neighborhood social organizations on municipal policymaking concerning spacial policy, transport policy, social policy, etc. in the context of climate crisis and cities' adaptation to climate change.

Since very recently, we can observe a rising number of initiatives/social organizations addressing climate crisis problems, working nationwide or worldwide, building a network, often in cooperation with academia or scientist (Szulecka and Szulecki, 2017; Cent, Grodzińska-Jurczak and Pietrzyk-Kaszyńska 2014). However, in this article, I intend to explore smaller, non-professional organization built by residents - informal neighborhood social organization (Swaroop and Morenoff, 2006; Jacobsson 2017). These organizations are constructed as responses to local problems, such as: destroying urban green spaces by local authorities/investors, the negative consequences of new investments to environment, quality of urban life, etc. (J.R. Wolch, J. Byrne, J.P. Newell, 2014); and through actions of their members, and exist to achieve group interests (with no intentions of any further formalization). They're exercising nonviolent civil disobedience and their actions include protests, happenings, petitions, open letters, etc (Kowalski 2015).

This paper will examine these forms of social organization, cooperation, and leadership and explore some strategies of selected Polish informal neighborhood social organizations, and will analyze the role of informal groups in negotiating terms of policymaking, and in influencing the conditions thereof.

Daria Gosek-Popiołek is a doctoral student in the Department of Management and Social Communication at Jagiellonian University. Her research interests are focused on participation, activism and culture management.

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Aleksandra Jaszczyk - "Working hands mean the same everywhere".  
Some aspects of management in alternative communities in Poland,  
which should stop being alternative

- *Independent Researcher, Poland*

The presentation will be a review of the phenomena occurring at the points of the gathering of influences of various sectors: business, non-governmental and governmental, which are so-called alternative communities in Poland. They differ in the nature of the activity, the level of institutionalization or the number of members and the closeness of connections between them. These organizational phenomena fall within the notion of alternative consumer and prosumer movements as their formation is completely bottom-up and what is more, the knowledge and the methods of its transmission and development is often not scientifically recognized.

The aim of the speech is to explain their significance in the light of research made on cooperation and theories of humanistic management, as they are being the organisations with multidisciplinary approach to achieving their main objective which is the common good by making as sustainable use of natural resources, human energy, knowledge and budget as possible. Significance of the topic is included in the possibility of scaling at least some of their solutions on the other organisations (from all three sectors) and communities in ways to deeply adapt to the crisis of climate change and the challenges the societies are facing. The conclusions drawn from the author's research as well as the results of the interviews will be presented.

Aleksandra Jaszczyk obtained her master degree in Culture Management at the Jagiellonian University. As part of her studies, she investigated the operations of communities based on a non-monetary exchange of goods and services, looking at their functioning in terms of the paradigm of critical management. Over the last year and currently, she conducts independent research and tries to educate about sustainable resource management and human rights. Non affiliated to any scientific institution at the moment of sending proposal.

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## **Małgorzata Grodzińska-Jurczak, Wojciech Dybek, Anna Jurczak, Mateusz Malinowski - Humanistic environmental governance: a novel paradigm for addressing plastic reduction**

- *Institute of Environmental Sciences, Jagiellonian University in Krakow, Poland*
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- *Institute of Psychology, Jagiellonian University in Krakow, Poland*
- *Department of Bioprocess Engineering, Energetics and Automatization, University of Agriculture in Krakow, Poland*

Single-use plastic (SUP) products, compared with other groups of waste, are by far harmful to the environment and public health. Tasks of a recent EU Directive aiming at eliminating SUP entirely in the EU cannot be completed without alteration of plastic governance paradigm to more humanistic covering public understanding, awareness and decision making as it was in the case of removing asbestos-containing products.

Here, we present preliminary results of a grass-root initiative QUIT PLASTIC (<http://quitplastic.eu/>) focusing on shaping public attitudes towards getting rid of plastic. A carefully designed platform on SUP usage offers an anonymous, short survey to be filled in by restaurants' visitors. Survey consists of close and opened questions on type, quantity and quality of SUP used in a certain restaurant is commonly available. Over 3 months operation, it was visited 6 000 times followed by over 300 questionnaires returned.

Preliminary results show that the SUP usage depends on a restaurant type and city size it is located in. Just in big agglomerations, the SUP substitutes are offered. No matter what restaurant, none of the information of SUP effect on the environment is presented. Restaurants staff don't offer such info either. No correlation between SUP usage and state of the environment was fully understood by the respondents. A full picture of how to improve implementation and foster sharing responsibility for the environment by means of humanistic approach are deeply discussed and recommendation suggested.

[Małgorzata Grodzińska-Jurczak](#), is a researcher, an academic lecturer and science communicator at Jagiellonian University, focusing on social aspects of nature conservation, public participation and environmental education. Because of an applicable character of her study, she tries to transfer its achievements into practice. Her latest project aims at limiting the negative impact of plastic on the environment.

Wojciech Dybek, studies Nature Protection at the Jagiellonian University. He is interested in various aspects regarding environmental pollution and how it affects human health. Wojciech decided to join the QUIT PLASTIC project in response to the excessive amount of human plastic waste already in existence.

Anna Jurczak, studies Psychology at the Jagiellonian University. She is interested in the cognitive-social correlates of human behaviour. Anna often gets involved in psychology-based research and social campaigns. In the QUIT PLASTIC project she looks at it from a psychological perspective.

Mateusz Malinowski, researcher and an academic lecturer at University of Agriculture, Consultant in the Sustainable Infrastructure Cluster and Advisory Institute. Head of Innovation and Technological Support Team in MIKI Recycling Ltd. in Krakow. His research focuses on the use of biochar in the processes of waste treatment, the production of alternative fuel and other energy sources from waste, mainly from plastics.

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## Marta Shaw, Bart Jurkowski - When Neuroscience and Humanistic Management Meet

- *Institute of Public Affairs, Jagiellonian University in Krakow, Poland; Bethel University in St. Paul, USA*
- *Warsaw University, SGH Warsaw School of Economics, Bialystok Technical University, Poland*

A species known as Homo Sapiens sacrifices the fates of its children for short-term financial gain. Even on the brink of ecological disaster, Western societies persist in an idolatrous worship of the human intellect – the evolutionary development that allowed us to devise the technologies that now threaten our own survival on planet Earth. Attempts at the education of conscious managers capable of humanistically responsible decisions have long relied on speculation as to what is happening inside the “black box” of people’s – more or less rational – brains. Advances in neuroscience have allowed us to peek inside the “black box” – and what we are seeing has far-reaching implications for solving the pressing challenges of our time, demanding a paradigm shift in our view of what leadership is and how it can be taught. Current maps of the brain show that areas responsible for conscious thinking and abstract reasoning are not the control center of the brain. Conscious thinking based in language gave humankind an adaptive edge over other species, yet it is just one element intertwined with a host of automatic processes beyond the reach of consciousness that drive both cognition and behavior. This paper will explore surprising practices in management education, such as theatrical improvisation, that shape more than the prefrontal cortex, tapping into that which humans share with other forms of life - and offering hope that we can yet re-imagine ourselves in harmony with the realities of our only planet.

Marta Shaw - Associate Professor of Management and Leadership in Education at the Jagiellonian University in Krakow and Adjunct Professor of Educational Leadership at Bethel University in St. Paul. Having trained in philology and hermeneutics, she earned a doctorate in Organizational Leadership, Policy and Development and spent the last decade researching the implications of globalization in the management of education. The next chapter of her research concerns the implications of findings in neurobiology for educational leadership in the Anthropocene.

Bart Jurkowski - psychologist, trainer, UX design lecturer at Warsaw University, SGH Warsaw School of Economics and Bialystok Technical University. Ex-UX Senior Consultant at Deloitte Digital. He left corporate life and devoted himself to improv which he learned in theatres in Los Angeles and Chicago. Now Bartek conjoins his design experience with the scenic one – he conducts improv workshops to build up soft skills for education and business.

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## Natalia Buczyńska - Building consumer awareness through the promotion of zero waste ideologies by influencers in social media

- *Marie Curie-Sklodowska University in Lublin, Poland*

In the era of the development of the Internet and social media, consumers' awareness regarding the use of plastic is gradually increasing. The perception of individual products or services that are not only supposed to satisfy consumer needs, but also to be environmentally friendly is constantly changing. The idea of zero waste is a concept which promotes the lifestyle according to which a man tries to produce as little waste as possible and not to pollute the environment.

The approach to consumers' lifestyles, habits and shopping created in the era of globalisation is also changing. Today, for example, it is widely promoted by the consumers to buy a coffee to go in their own reusable cups, to pack sausage in their own food containers instead of a plastic bag offered by the supermarket and to use their own cotton bags to pack bread or vegetables in a shop. Consumers are becoming increasingly aware of the environmental impact of, for example, plastic straws added to beverages or unnecessary film on paper perfume packaging.

The idea of zero waste is not difficult, it only requires a change in habits that will make our planet less polluted. The goal of zero waste ideology has ethical, economic and visionary dimensions and aims to help people understand that all discarded materials are to become resources again.

The publication consists of the following parts: explanation of the concepts related to the topic, presentation of the examples of promoting the zero waste ideology and analysis of a self-research where a total of 250 respondents were surveyed.

The aim of the article is to present the idea of "zero waste" by presenting examples of companies that promote it and by presenting the promotion of the zero waste" ideology by influencers in social media. The research methods used in the study: descriptive, Internet research, observation and graphical presentation of data.

Natalia Buczyńska. I am second year PhD student in a marketing research department at the Marie Curie-Sklodowska University. I have a masters degree in two Areas – Management at the faculty of Economics and Media Production at the Faculty of Political Science at the Marie Curie-Sklodowska University. I also work as a communications specialist at Biomed company based in Lublin. My scientific and socioeconomic interests revolve around marketing, consumer behaviour, social media, ecology and a healthy lifestyle.

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## Joanna Leśniowska, Mariusz Olejniczak - Climate Crisis and Management of the Employees' Health in the Anthropocene – A Vector-Borne Diseases Case

- *Division of Health Economics and Health Care Management, Economic Department, Kozminski University in Warsaw, Poland*
- *Kozminski University in Warsaw*

**OBJECTIVE:** Management of the employees' health is extremely important in the process of anthropogenic climate changes. We examined the benefits and costs of implementing the employees' health management solutions in the case of vector-borne diseases and their comorbidities (i.a. Lyme disease and encephalitis, myelitis and encephalomyelitis) taking into account sensitivity analysis. We have also examined the economic burden of these diseases and their comorbidities.

**METHODS:** In order to estimate the benefits and costs of implementing the employees' health management solutions in the case of vector-borne diseases as well as the economic burden of these diseases the following data were used: data from the National Health Fund (NHF) with related etiological fraction calculus and sensitivity analysis, datasets from the Social Insurance Institution and Central Statistical Office using human capital method (which include among others the number of sick days).

**RESULTS:** The total cost of Lyme disease and its complications, taking into account sensitivity analysis, amounts to: EUR 9.9 million-EUR 11.3 million. The implementation of the employees' health management solutions will reduce the costs of Lyme diseases complications by at least EUR 3.9 million and decrease the employers' losses.

**CONCLUSIONS:** The results of this study show that costs of treatment of patients with complications are higher than those related to the patient with well-controlled diseases (without complications). Moreover the conducted analysis indicates that the implementation of the employees' health management solutions is associated with a reduction in the incidence and costs of serious complications.

Joanna Leśniowska is Assistant Professor in the Kozminski University in the Economic Department and in the Division of Health Economics and Health Care Management. She received her PhD in Economics from the Warsaw School of Economics, and MSc in Management of the Healthcare Organisations from the Warsaw School of Economics. Joanna Leśniowska is the member of the following organisations: Western Economic Association International, International Society For Pharmacoeconomics and Outcomes Research (ISPOR) and European Association for the Study of Diabetes.

Mariusz Olejniczak - Graduate of Biotechnology at the University of Life Sciences in Poznań. A founder of start-ups and member of the board and supervisory board of R&D companies. Author of the publication „Change of the product development model as an opportunity for

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## Michał Wójciak - Common good in the context of fashion management

- *Institute of Culture, Faculty of Management and Social Communication, Jagiellonian University in Krakow, Poland*

The purpose of the presentation is to show, how the idea of the common good is nowadays connected with the functioning of the fashion market. Ethical fashion is a new business model based on the production of clothes, that maximizes the benefits for people and the community, while minimizing the impact on the environment. The ethical nature of fashion can be considered in the context of two concepts, which are related to management: business ethics and corporate social responsibility (CSR). Both concepts are criticizing, what is considered ethical in one place, in others it may be seen as non-ethical, while implementing CSR policy gives more power to the companies. From this point of view ethical fashion can be seen as utopia, an ideal solution to solve all existing problems. Strive for an ideal is not a bad thing, so the meaning of this metaphor should be regarded as neutral.

Based on interviews with Polish fashion designers carried out in 2017, it should be recognized that in Poland the phenomenon of ethical fashion is slowly developing. The study is based on examples of the Polish brands as: Orska, Elementy, NAGO, Pat Guzik, and own experience of the author as a fashion designer.

Michał Wójciak is a doctoral student at the Faculty of Management and Social Communication at the Jagiellonian University in Cracow, where he received a Bachelor's Degree in Film Studies in 2011 and a Master's Degree in Culture Management in 2013. He also graduated from Cracow School of Art and Fashion Design. His academic interests revolve around fashion as a cultural phenomenon and fashion in the context of media and management.

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## Track Two: Inequality - Managing the Convergence

Track chair: Tomasz Kwarciański

Marek Oktaba - Erroneous accounting leads to a reduction in wealth.  
Reflections 50 years after the publication of Buckminster Fuller's  
Operating Manual for Spaceship Earth

- *Faculty of Architecture, Wroclaw University of Technology, Poland*

In 1969 an American architect Buckminster Fuller in his Operating Manual for Spaceship Earth proposed how to liquidate gross inequalities between people and how to construct a balanced spatial order on the scale of the entire planet. He wrote that we do not see what wealth is, so we should leave an erroneous accounting, where wealth understood as the size of financial resources. Fuller introduced his own definition: Wealth is our organized capability to cope effectively with the environment in sustaining our healthy regeneration and decreasing both the physical and metaphysical restrictions of the forward days of our lives.

When financial resources pass to the hands of ever narrower elite, there is a gradual deprivation of a large number of citizens of share in the ownership and financial resources, what means reducing their ability to engage in general social development and coping with the environment. We're dealing with a process of diminishing wealth all over the world. Today, we are surrounded by a culture of consumption and rejection, affecting both excluded people and objects that quickly become rubbish. Fuller wanted people to be not muscular automatons or passive consumers, but to receive ambitious tasks in service of the entire planet. When a person is treated as a crew member of the Spaceship Earth, he naturally seeks to increase his own education, competence and dignity.

Dr. eng. arch. Marek Oktaba, born 1957, lives in Wroclaw, married, four children. Working as an architect continuously since 1982. In 2017 he defended doctoral dissertation on Buckminster Fuller. In years 1983-1991 he studied at the Pontifical Faculty of Theology in Wroclaw; master's thesis was written from social philosophy on Mahatma Gandhi's concept of ownership. Since 1981 an activist of the Brother Albert Aid Society. Member of European Anti-Poverty Network. Institutional affiliation: Faculty of Architecture, Wroclaw University of Technology.

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## Wolfgang Amann, Shiv Tripathi, Shiban Khan - Extending the perspectives on gender inequality with learning style versatility

- *HEC Paris, Qatar*
- *Chandigarh University, India*
- *SustainableQATAR*

The academic and practitioners' discussions on gender inequality have been led from two dominant perspectives so far. The more symbolic, value (ethics) oriented views argued in favour of more equality based on its symbolism, fairness, changing values and aspirations in societies. The juxtaposed functionalist view emphasizes, in turn, the economically motivated drives towards equality, which included value in diversity, access to additional talent or consumers pools, or branding and CSR potentials. Underlying to both, however, is a hitherto often neglected layer of analysis, which this paper aims to strengthen. The tackled research question asks if there is a significant gender difference regarding learning style versatility in the first place. The newly emerging concept of learning style versatility explores the ability of individuals to learn effectively in more and diverse ways. If learning versatility does not diverge across genders, yet another reason more equality can be found. From a symbolic viewpoint, fairness should be fostered as at least from a learning point of view any inequality is unfounded and has to be reduced. From a functionalist, efficiency and effectiveness driven viewpoint, inequality represents lost value creation potentials and therefore should be overcome at an ever-faster pace. This paper presents the first quantitative research on gender-oriented learning style versatility based on a survey carried out with 121 responses in a business school in India. The results clearly speak in favour of more gender equality as no statistically significant learning style versatility differences occurred.

Wolfgang Amann\* graduated from the University of St.Gallen in Switzerland with a doctorate in international strategy. He is also a graduate of key faculty development programs, such as Harvard University's Institute for Management and Leadership in Education, IESE's IFP, IMD's ITP, the EFMD International Deans Program, and CEEMAN's IMTA. Next to being active in top management consulting, he has been designing and delivering executive education seminars for 21 years. He currently serves as professor of strategy and leadership as well as the academic director of degree, open enrolment and custom programs of HEC Paris in Qatar.

Shiv Kumar Tripathi is currently executive director at Chandigarh University in India. He previously served as Dean of CMR University and was the Vice Chancellor at Mahatma Gandhi University, Meghalaya, Professor and Dean (Strategic Planning and International Relations) at CMR University, Bangalore (India); Professor and Head of Business Studies at Mzumbe University Dar Es Salaam Campus (Tanzania) and Dean, Faculty of Management at VBS Purvanchal University (India). He was a visiting faculty at Coventry University (UK) and Indian Institute of Foreign Trade (India) programs in Tanzania. As a trainer and facilitator, he has worked with a number of companies and institutions including National

Thermal Power Corporation (India), University of Witwatersrand (South Africa) and International Society for Advancement of Scientific Publications (INASP, UK).

Shiban Khan is a certified sustainability professional, lecturer, speaker and accredited executive coach. She teaches and facilitates seminars and workshops on a myriad of management topics, including: corporate sustainability, leadership development, change management, strategic management, and multicultural management. She is a published author on sustainability, business strategy, and management topics. In her capacity as an executive committee member, she currently oversees the research portfolio of SustainableQATAR. She has a PhD in Sustainability Management from the University of St.Gallen (Switzerland), where she wrote an award-winning doctoral thesis on the corporate sustainability policies and practices in the Indian pharmaceutical industry. She also holds a Master in Environmental Policy from the University of Pennsylvania (USA).

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## Aura Mbolela - An exploration of the role of trust as a mediator between organisational justice perceptions and willingness to engage in protest action for higher wages among low-income employees in South Africa

- *University of Cape Town, South Africa*

Even though high levels of unemployment are a core reason for poverty in South Africa, among the poor are a large number of working individuals. The working poor not only earn low incomes, but also possess little power in the employment relationship. Unlike highly sought after professionals they are easily replaced owing to their low formal skills and education levels, while at the same time being particularly reliant on their jobs for survival. To counter the resulting power differential South African labour legislation, under specific conditions, allows trade unions to mobilise their members to engage in protest actions. While common, protest actions frequently lead to losses on both sides: productivity losses for organisations and loss of income for protesting employees. This paper's starting point is the premise that protest actions indicate an erosion of trust in employers. Based on the theoretical integration of social exchange theory and fairness heuristic theory this research argues that fairer treatment (organisational justice) decreases workers' willingness to engage in protest actions through its positive influence on mutual trust. This paper presents the results of an empirical study currently under way which tests the conceptually derived model using cross-sectional quantitative survey data from low income workers in South Africa. Ultimately, the project seeks to demonstrate the monetary benefit to organisations arising from fair treatment and pay of low-skilled, easily replaced employees.

Aura Y. Mbolela is a Master's student and an assistance lecturer at the University of Cape Town, where her main role is to convene the tutoring process in the IOP department. She is currently a member of the Project GLOW (Global Living Organisational Wage) which advocates for living wages and poverty reduction through Sustainable Livelihood and Decent Work. Her research interest focus on empirically finding avenues to improve the lives, work experiences and conditions of low-skilled employees or the working poor.

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## Barbara Mazur, Marzena Cichorzewska - Way to make corporations more human-oriented

- *Department of Management, Faculty of Management, Lublin University of Technology*

Decisions taken at the headquarters of multinational corporations can affect the economies of entire countries. That is why new challenges are posed on companies and it is natural that along with the corporations growth and expansion, the society addresses its requirements and expectations not only to governments, but also to these large corporations. Social Responsibility is aimed at broadening the social role of companies whose function is strictly oriented at economic viability. Fulfilling a social function would allow companies to go beyond their economic activity. Social responsibility is a step towards the social activeness of companies. The companies began to realize that implementing the principles and activities of Social Responsibility is a source of benefits in terms of the company's image. This, in turn, reduces the risk of public opposition to its actions, helps to protect customers and facilitates entering new markets with greater requirements in terms of limiting the negative impact on the environment and the community. Social responsibility is perceived as a form of management that presupposes ethical relations with all its stakeholders, setting business goals in line with the principles of sustainable development. This guarantees the preservation of environmental and cultural resources for future generations, respect for diversity and promoting the equalization of social inequalities. Actions for social responsibility involve the humanization of capitalism. For this humanization to be real - social responsibility must become a part in the management of both public and private institutions. They all must implement the principles of social justice so that they can serve development. The market mechanism must be complemented with the possibility of achieving social justice. At the beginning of the twenty-first century, the creation and implementation of a humanistic paradigm (alternative to the economic paradigm) is of great importance, which is confirmed by the social thinking panorama of the international community.

Barbara Mazur (Prof) - research and teaching worker at the Lublin University of Technology specializing in cultural aspects of management, corporate social responsibility and international business. Author and co-author of over 170 original research works, including five scientific monographs published in Polish and English. Member of the Praxeology Scientific Society and three international organizations: the European Business Ethics Network (EBEN), the Consumer Citizenship Network (CCN) and the Partnership for Education and Research about Responsible Living (PERL). Currently, he prepares monographs on the subject of sustainable human resources management in the organization.

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## Jakub Palm - Posthuman Inequality: An Epistemic Census

- *Pedagogical University of Krakow, Poland*

The already rapid scientific and technological progress is said to be accelerating—resulting in new artefacts which in turn enable more and more people to acquire larger quantities of knowledge even quicker. Ray Kurzweil, one of the most prominent advocates for transhumanism, points out that the trend has to result in the technological singularity.

This forecasted epoch would be characterised by the science-based knowledge society. At some level of complexity the required data could not be comprehended nor processed thus necessitating at least cognitive augmentations. Various posthuman beings are hypothesised to exist in such a landscape, e.g. artificial intelligences, cyborgs or uplifted (i.e. to possess at least human-level intelligence) non-human organisms.

Although a general notion of non-human personhood and agency is rather common amongst posthumanist and transhumanist thinkers and researchers—some of them are eagerly supporting its legal acknowledgement—posthumanism as such is diverse in many aspects, aims included. The presenter would like to compare various proposed criteria of personhood and investigate potential implications of assigning pivotal role to a being's epistemic capabilities. The ongoing bioethical debate on human enhancement as well as on programming specified virtues into artificial agents (even 'mere' algorithms) is a process that could result in vast inequality of near-future beings if epistemic values are identified as principal and equal access to relevant augmentations is not recognised by healthcare and political decision makers.

Jakub Palm, MA (Pedagogical University of Krakow) Philosophy PhD student that deals with intersections of philosophy of technology, futurology, epistemology, and utilitarianism. MA theses on technological singularity and open access to information. Mediated Environments: New Humanities Practices in Transdisciplinary Research NPRH grant researcher. Board Member and Regional Coordinator at Polish Transhumanist Association, Member of Optimum Pareto Foundation. Initiator of PhilosophyCon: Fan Convention and Academic Conference cycle, co-creator of #biohackingkrk one. Main purpose: contribution to development of epistemically-oriented superintelligence.

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## Tuomo Peltonen - Cooperatives: defending the common good?

- *Åbo Akademi University; Aalto University School of Business, Finland*

Cooperatives are a classical form of economic and social activity that deviates from the capitalist logic. The idea is for the economic actors (producers, consumers, workers) to organize themselves into cooperative companies in order to improve their own inferior standing in the market society. Cooperatives were born to resist rent-seeking capitalist activities and to pass the middle men in the value chain. They do not return their profits to the shareholders, instead paying a modest interest to the members and focusing on providing sustainable services and incomes to their members. Cooperatives are also meant to be a civilizing community: they educate their members in economic wisdom and provide a platform for enhancing moral citizenship. At the same time, cooperative principles emphasize self-sufficiency and independence from state governance.

What is the current potential of cooperatives in offering a workable programme in search of the common good in late modern capitalism? In this presentation, I will briefly consider the possibilities and limitations of the cooperative form, drawing from the Finnish experience. Finland is often characterized as the most “cooperativized” country in the world. In many sectors of economy, cooperative organizations are prominent, if not dominant players. Yet these cooperative corporations in retailing, banking and agricultural production have gone a long way from their original idealistic and utopian roots. Today, they operate rationally in competitive markets, with the cooperative membership principle being converted into an offering of economic benefits. However, I will argue that despite their conversion towards a normalized business mentality, cooperatives act as significant disturbances within the prevailing capitalist logics. Their actions arouse discussions about the underlying utilitarian motives of the listed corporations, and reveal a manifest alternative to the hegemony of global capitalism. Recent illustrative cases come from retailing and banking. Hence, despite their low societal profile and the flattening of the original communitarian and ethical ideals, cooperatives in the Finnish context continue to offer an alternative vision of economic organization; one that highlights the possibility of effectively building a self-governed system that has the common good clearly in sight – if not explicitly, at least implicitly; through their non-capitalistic actions.

Dr. Tuomo Peltonen is professor of organization and management at Åbo Akademi University, Finland as well as an adjunct professor at Aalto University School of Business. His current research interests include philosophy and history of organization theory, management wisdom, and religion and spirituality in organization; as well as the idea of cooperatives. Recent books include books include *Organization Theory* (Emerald, 2016), *Spirituality and Religion in Organizing* (Palgrave, 2017), *Towards Wise Management* (Palgrave, 2018) as well as *Origins of Organizing* (edited with Hugo Gaggiotti and Peter Case; Edward Elgar, 2018).

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## Kasia Wodniak - Cooperatives as the practice of humanistic management

- *Trinity College Dublin, Ireland; University of Social Sciences in Lodz, Poland*

This article proposes to analyze cooperatives as a fairer, more sustainable and effective form of organizing in business, one which embraces the principles of humanistic management. With the focus on human welfare, dialogue and common good cooperatives could help tackle the inequalities created by corporate capitalism. The paper will briefly discuss the current situation of cooperatives around the world. According to the International Labour Organization, coops, democratic enterprises based on “one member-one vote” principle already provide twenty percent more jobs globally than multinational corporations, yet they are still perceived as peripheral. Cooperatives are a significant employer in Switzerland, France, Spain, and Italy among European countries, and outside Europe, e.g. in Canada, India or Japan. As Ostrom’s research demonstrates, people are inclined to successfully cooperate, especially in conducive environments where systemic support is provided. This is contrary to the common neoliberal belief founded on Hardin’s concept of the “tragedy of the commons”. Rather than focusing on maximizing shareholder value, cooperatives organize around the welfare of their members and communities. Workers-members have a real say in how their companies are run. They make decisions in a democratic process based on dialogue. In this type of organization, workers tend to be highly motivated which can translate into higher productivity and sustainability. This paper will call for the discussion on how to shift the dominant discourse to incorporate coops as a legitimate form of organizing, one based on solidarity and welfare, with the potential to tackle existing inequalities.

Katarzyna Wodniak is an Honorary Research Associate at Trinity College Dublin and an Assistant Professor at the University of Social Sciences. She holds a PhD in Sociology from TCD. Her main research interest is sociology of organizations and specifically inter-organizational cooperation and institutional change. She has participated in numerous research projects including a study on the institutional and organizational legacy of EURO 2012 in Poland and most recently the investigation of perceptions of the National Museum in Qatar.

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## Juergen Volkert - Humanistic Management and refugee integration: potentials and challenges

- *Economics, Ethics & Sustainable Development, Pforzheim University, Germany*

The immigration of more than one million refugees to Germany results in ethical and economic potentials and challenges for refugees, business and society. It is argued that, based on humanistic management, corporate employers have potentials to enhance refugees' wellbeing and to protect their dignity. Such a people-oriented labor market inclusion of refugees can be favorable for refugees, society and corporations.

Hence, this contribution aims at analyzing potentials and challenges of refugees' labor market inclusion and participation from refugees' as well as from employers' humanistic management perspectives.

The analysis departs from Nobel Prize Laureate Amartya Sen's people-oriented capability approach (CA) which conceptualizes human wellbeing as the real freedom of persons, to lead the kind of life they value and have reason to value.

Empirically, we use own CA-based qualitative explorations including 142 interviews with refugees mostly from the Middle East, qualitative interviews with representatives of 40 companies in Germany and enrich these findings with further quantitative surveys.

We analyze male and female refugees' capabilities, autonomy, agency and restrictions on the German labor market together with what they themselves perceive to be "good work" according to their life goals. This perspective on migrants' human dignity is then related to employers' challenges and potentials to decently employ refugees from a humanistic management perspective; furthermore, building on employers' and refugees' experiences, humanistic management strategies to overcome external and internal challenges, e.g. xenophobia and cultural conflicts within society and companies, are discussed.

Dr. Juergen Volkert is Professor of Economics, Development Economics and Ethics at Pforzheim University, Germany; he is directing a research program on "Refugees' Capabilities in Germany" of Pforzheim University in cooperation with the Global Ethics Institute and the Institute for Applied Economic Research (both: University of Tuebingen, Germany). Recently, he has been external scientific advisor for a study on refugees' labor market integration on behalf of the German government. Research focuses: refugee migration and inclusion, inequality, poverty and wealth.

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## Katarzyna Majka, Olga Kondzielnik - Redistribution of information - the perspective of the current intellectual elites

- *Kozminski University in Warsaw, Poland*

Social media and open access to many information, as well as the possibility of freely expressing opinions on any matter, can get the impression of reducing inequalities in the redistribution of information between the masses and a narrow group of privileged people, who until recently, had exclusive rights to create and publish content. Although the necessity of education in terms of conscious use of electronic content, or the need to sensitize the so-called average internet user for the possibility of manipulation by such phenomena as fake news or filter bubbles, there is a little discussion of the education of people so far privileged in the field of production and distribution of information and opinions.

The aim of this article is to understand the perception of people, who have been considered opinion-forming so far, of the processes taking place in the field of social media and universal access to information. For this purpose, the authors will conduct in-depth interviews and analyse the material of available interviews and statements.

In conclusions of the article, the authors show findings regarding to education of the intellectual elites, both private and public in the field of redistribution of knowledge and information. In addition, they call for the development of new forms of communication between various actors who are participants of intellectual exchange.

Olga KONDZIELNIK - PhD student at Kozminski University in Warsaw. The research area is concentrated on labour economics, entrepreneurship and financial exclusion.

Latest publications:

1. O. Kondzielnik (2017): „Szara strefa w Polsce – wybrane aspekty” (Informal sector in Poland – selected aspects), *Studia Ekonomiczne, Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, nr 315, s. 150-163.
2. O. Kondzielnik, K. Majka: (2019): “Ryzyko wykluczenia emerytalnego pokolenia Y” (Risk of the retirement exclusion on the generation Y), *Rozprawy Ubezpieczeniowe. Konsument na rynku usług finansowych*, nr 31 (1/2019), s. 86-100.

Katarzyna MAJKA - PhD student at Kozminski University in Warsaw. The research area is concentrated on diversity management, social exclusion and organization culture and anthropology.

Latest publication:

1. O. Kondzielnik, K. Majka: (2019): “Ryzyko wykluczenia emerytalnego pokolenia Y” (Risk of the retirement exclusion on the generation Y), *Rozprawy Ubezpieczeniowe. Konsument na rynku usług finansowych*, nr 31 (1/2019), s. 86-100.

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## Małgorzata Gądek - Social capital as source of inequality in academic artistic environment

- *Institute of Culture, Faculty of Management and Social Communication, Jagiellonian University in Krakow, Poland*

According to Pierre Bourdieu who created the social capital concept, it was always thought as a source of inequality between social actors. An example given by Bourdieu was cultural capital who reconstructs dominating culture, which means a high, classical culture of the social majority. However, later researchers of social capital (Robert Putnam, Francis Fukuyama, and others) analyzed it as a positive social phenomenon that brings the society creativity, economic growth and social confidence increase.

The speech presents a case study based on the research of academic choirs founded in Krakow which analyzes the impact of chorist social capital on their professional career and choices. The thesis was confirmed. Choirs' members who have more social capital than their colleagues are in general more active in social, academic and professional life, even they don't study in artistic or humanistic fields. They have more soft skills and a wider social network. It means that one sphere on their activity - singing and more general art - created more opportunities to making stronger still having social capital of these persons and for creating new network connections. This phenomenon is called the 'Saint Mathew effect'.

Małgorzata Gądek - currently a Ph.D. student in the Culture Institute of Jagiellonian University in Krakow. Absolvent of sociology (Humanistic Department University of Science and Technology AGH in Krakow) and Culture and Media Management (Culture Institute of Jagiellonian University). She worked as a research team member in Malopolska Culture Institute, impresario, vocalist manager and choir board member. She coordinated classical music projects, including CD recordings with choral music. Privately she sings classical music in choirs and renaissance vocal ensemble.

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## Track Three: Actors - Politics, Business & Management

Track chair: Wolfgang Amann

## Michał Mozdzeń - Logic of consequences, logic of appropriateness and institutional change – an evolutionary perspective

- *Department of Public Administration, Cracow University of Economics, Poland*

The presentation and the paper will attempt to establish a theoretical link between institutional and evolutionary theories through the lens of two concepts:

1. The distinction utilized in new institutionalism between logic of consequences (commonly used in economics) and logic of appropriateness (more visible in political science) – (March, Olsen 1989)
2. The evolutionary idea of multilevel selection especially involving selection between individuals and social groups, utilizing so-called price equation (see. Bowles, Gintis 2011).

Making a connection between this two frameworks, popular in their respective fields, will make one able to understand, why it is possible for social actors to “switch” between the two logics if the environment changes, and whether we can infer the change in individual and group fitness based on that change. This is possible if we assume that: the logic of consequences is associated with more selfish behavior, and the logic of appropriateness of a more pro-social one; unreflective action in accordance with norms limits options of the individual by which it lowers her evolutionary fitness but more often than not increases the evolutionary fitness of the group – i.e. increases the odds of its survival and development; if the variance of the frequency of some trait between groups and the impact of that trait on the fitness of the group is large, we can assume the group will gravitate towards the logic of appropriateness. The theoretical framework will be confronted with a case study of political action.

Michał Mozdzeń (PhD) – economist, political scientist, assistant professor at Department of Public Administration of Cracow University of Economics. Author or co-author of over thirty publications in the area of public policy analysis, public management, public choice theory and new institutionalism. He lectures on subjects related to the issues of public finance, fiscal policy, public administration and public management for students of CUE. Research interests: public choice theory, New Institutional Economics, policy analysis, analysis of bureaucracy, law & economics.

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## Hanna Schirovsky - Human Dignity as Means and Purpose of Humanistic Management: The Capability Approach

- *Weltethos-Institut, University of Tuebingen, Germany*

For Hans Kueng, founder of the Project Weltethos, good economic activity always has the creation of the conditions for a dignified life in mind. This resonates with the definition of Humanistic Management by Claus Dierksmeier, who is focusing his work on the capability-approach (CA) by Nobel Prize Laureate Amartya Sen.

For Sen, human development encompasses much more than economic prosperity. Economic approaches often use a country's GDP to determine the level of prosperity of its population. But GDP makes no statements about the distribution of economic resources. However, asking individuals about their personal degree of 'happiness' is not enough either, since people tend to adapt their expectations to their respective life situation. The decisive factor is the real freedom of the individual to pursue goals that are important to the individual and to strive for human well-being. Sen investigates how to reach this goal, starting with the empowerment of the individual and a "government by discussion" as prerequisite for Humanistic Management.

My analysis departs from a research project with refugees whose central principle is not to talk about refugees, but to talk to them on an eye-level. We use Sen's CA which considers dignity, autonomy and heterogeneity of refugees by focusing on personal values, experiences and goals. For Sen, the possibility of (political) participation is also a prerequisite for advantageous inclusion. I investigate the CA by focusing on aspects such as democracy, agency and empowerment in order to ask what politics can do to promote an economic system that is based on social values that we can defend ethically.

Hanna Schirovsky is a research and project coordinator at the Weltethos-Institut at the University of Tuebingen, Germany. Before coming to the Weltethos-Institut in January 2016, she has worked for several NGOs which offer medical, psychosocial and psychotherapeutic treatment for traumatized refugees where she was responsible for Public Relations, Fundraising and Translation. Hanna Schirovsky holds a Franco-German Double-Degree (Master of Arts) in International Relations from Free University Berlin and Sciences Po Paris.

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## Jason Pattit, Katherina Pattit, J.-C. Spender - Frank Knight's Economic Ethics

- *University of St. Thomas, Minneapolis, Minnesota; Management Department, Opus College of Business, USA*
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- *Kozminski University in Warsaw, Poland*

Maximizing shareholder value (MSV) is the *bête noire* of many searching for more 'common good' and 'society-oriented' business practices - whilst accepting private firms and free markets.

Curiously, the many other non-MSV 'theories of the firm' are seldom discussed. Ronald Coase's 1937 charge that economists could not explain why firms existed when market arrangements were available ensures all economists' theories remain tentative. Management teachers' smug comfort with OT and OB theories is equally threatened by Coase's non-zero 'transaction costs'.

After WW2 the social sciences turned towards 'formal theory' at the expense of history and practical relevance. This has not served managers well, though it helped institutionalize business school economics and management to resist to our search for better ethics.

Overcoming these methodological impediments demands researchers' close attention to 'theory in use', starting with Coase's rejection of formal models. The assumption that teaching managers ethics will lead to more ethical business practices is heroic, comforting too, but presupposes firms are managerially-directed 'value-free tools'. Perhaps true were transaction costs zero - which they cannot be - real firms must generate fresh economic value from - 'exploit' - their employees and other constituents. Thus, the ethics of the firm's direction and administration cannot be disentangled from the ethics of the firm's existence.

A more relevant analysis lies through the work of Frank H. Knight, who greatly influenced Coase's ideas. Knight's voluminous but generally-overlooked writings on the ethics of economics shed new light on MSV, and our search.

Jason Pattit is an associate professor in the Opus College of Business management department. At Opus since 2010 he teaches courses in competitive and collaborative strategy. His published work can be found in *Business and Society Review*, *Research Policy*, the *Journal of Business Research*, the *International Journal of Innovation and Technology Management*, and *EIX*.

Katherina Pattit is an associate professor in the Opus College of Business and Chair of the department of Ethics and Business Law. She teaches courses on business ethics and ethical cultures. Her research interests cover investor decision making, corporate governance, corporate social responsibility, responsible growth, and privacy in social networking.

J.-C. Spender ([www.jcspender.com](http://www.jcspender.com)) retired from full-time academic work in 2003. Now Research Professor at Kozminski University. He has been researching, writing, and teaching business strategy, the theory of the firm, New Institutional Economics especially the work of Frank Knight, Ronald Coase, and Edith Penrose, and the history of business schools. His most recent book is *Business Strategy: Managing Uncertainty, Opportunity, and Enterprise* (OUP 2014).

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## Tomasz Ochowski - Karol Adamiecki and Historiographical Paradox of the Origin of Management

- *Faculty of Management, University of Warsaw; independent research team "Warsaw group for organizational historiography"*

The paper is an example of using of the historical approach in management. The author refers to his understanding of "organizational reminding". This category means the processes, which concern both practices that is, minimizing a single loop of forgetting and values, which is dealing with a Kostera's concept of double loop of forgetting. The paper analyzes, as the challenge for organizational reminding, the historical paradox, which was suggested indirectly in 1972 by Daniel A. Wren, that Gantt diagram, which was popularized by Wallace Clark has played a role as the foundation for a European "productivity movement". The movement was treated on the "old continent" as the export of US ideas, despite much earlier activities of Karol Adamiecki on Polish lands. What is the most important Adamiecki enriched the Tayloristic effectiveness option by the concept of harmonization. It was a chance for a more sustainable program of management from the origin than Taylorism proposed. The author of presented paper, based mainly on archival research of Polish journals form the first part of XX century, show that mentioned historical paradox had a historiographical nature indeed. Basically, the researchers have forgotten the role of interwar Adamiecki's circle in Poland for management in Europe. The author propose develop for the cases like this one, the program of organizational historiography, a sub discipline of management, which is devote to critical readings of organizational past.

Tomasz Ochowski Ph. D. is Associate Professor (habilitated) in Management (organizational psychology and organizational historiography) at Faculty of Management, University of Warsaw, Poland. He is also working as HR Partner at the Institute of National Remembrance, Poland and leading the independent research team "Warsaw group for organizational historiography".

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## Muhammad Kamran - Spirituality as a Natural Human Phenomenon: David Hay's Conception in the Light of Humanistic Management

- *independent research team "Warsaw group for organizational historiography"*

This research has used the biological model of spirituality founded by David Hay who linked biological and social constructivism approach at the same time. This model was further adopted by Hay in the field of Management. Hay's model of spirituality contains awareness sensing, mystery sensing, and value sensing. The research approach is qualitative exploratory, which is devoted to functioning of spirituality in ICT professionals vocational training treated a life time learning phenomenon. The data was collected through in-depth interviews and the selected methods for analyzing the data involved strategies by exploiting content analysis and rhetoric analysis. The results of the study highlight the rhetorical nature of spirituality in vocational training of ICT professionals as cognitive and emotional phenomenon with the inherent axiological component. The results were re-interpreted in the light of Sufism as an example of local ontology and in the light of Monika Kostera's concept of humanistic management. In the context of these re-interpretations, the crucial role of such aspects of spirituality in management as 'awareness of the presence of higher being', 'ultimate goodness', and 'imagination' are presented in the paper a window for future discussion.

Dr Muhammad Kamran has recently completed doctoral studies from Faculty of Management, University of Warsaw, Poland. He has more than fifteen years of experience in the teaching and training field in management, computer science and organizing academic life both in Poland and in Pakistan. He is also a member of the independent research team "Warsaw group for organizational historiography".

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## Marta Szeluga-Romańska, Anna Modzelewska - What managers can learn from early Solidarity Movement?

- *Gdansk University of Technology, Poland*
- *Institute of Culture, Jagiellonian University in Krakow, Poland*

Early Solidarity Movement emerged in 1980s in Gdansk, north Poland. In the difficult political environment that was dictated by communists, common people – shipyards' workers, initiated the actions that diffused around whole Poland and also far from Polish borders. They were united by true, strong emotions like fear, insecurity but also by empathy and strong human solidarity of citizens with workers striking at the shipyard. The workers represented the interests of the whole society, fighting for a better life and establishing independent trade unions. The strike was led by ordinary people who suddenly had to become managers not only in their organization but also in a union of 10 million people.

Playing the role of the manager in contemporary world requires not just professional knowledge but more often skills that enable cooperating with so differentiated people. Richard Sennet (2013) claims that people today have to re-learn cooperation with others because we are taught not to cooperate, rather compete. Solidarity qualities are inherited. In the opinion of the authors it is very precious to learn the lessons from the early Movement because they can be useful in such a multidimensional issue as management. Firstly, solidarity with the weaker teaches or helps to develop empathy. Without empathetic attitude it is impossible to manage diversified teams. Secondly, it is worth to bear in mind that common civil disobedience can lead to deep, permanent results. Thirdly, learning management in action seems essential. Early Solidarity Movement shows management as a process of learning and drawing lessons from history.

The article contains a qualitative research, utilizing scientific methods and techniques inspired by the ethnography of the organization. The work is based on the assumption that the social world is constructed by the people living therein, according to an interpretative paradigm. The author used the following methods: in-depth interviews, storytelling and an analysis of documents.

Dr Marta Szeluga-Romańska – received MA in Sociology and PhD in Economics. Researching contemporary cultural institutions. Interested in organizational culture management, humanistic management and leadership.

Dr Anna Modzelewska - received MA in Journalism and PhD in Management. Researching organizational structures of Solidarity movement. Interested in humanistic management, leadership and media management.

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## Asif Saeed, Kashif Ali Chishti - Political Environment and Performance of Public Sector Enterprises: A Case of Punjab, Pakistan

- *ex-Member of the Provincial Assembly of Punjab, 2002-18; ex-Chairman for Punjab Public accounts committee 2003-07, ex- Minister for Special Education, Youth Affairs, Sports, Tourism and Archeology, and Live Stock and Dairy Development 2013-18, Pakistan*
- *Manchester Business School, Provincial Assembly of Pakistan - sitting member, Pakistan*

This study investigated the impact of the political environment on the business performance of public sector enterprises in Punjab, Pakistan. A systematic literature review was done which was supported by hypothesis. The population of this study consists of public sector enterprises in Punjab, Pakistan. The data was taken from Pakistan Stock Exchange for the year (2002 – 2018) and the World Development Indicators of World Bank Group. The political environment was measured as the degree of political stability and absence of violence while business performance was measured by the profitability of the companies for the period 2002 - 2018. The results of the study showed that the political environment (i.e. political stability and absence of violence) has a positive significant impact on the performance of public sector enterprises in Punjab, Pakistan. The practical implications of the study depict that political stability leads to stable democratic institutions, which is essential for the growth of financial performance of Public Sector Enterprises.

Asif Saeed is a Pakistani politician who was a Member of the [Provincial Assembly of Punjab](#), from 2002 to 2018. He is ex-Chairman for Punjab Public accounts committee (2003-2007), ex-Minister for Special Education, Youth Affairs, Sports, Tourism and Archeology, and Live Stock and Dairy Development (2013-2018). He is the author of an article on Medical Tourism in Pakistan which was presented by him at Faculty of Management, University of Warsaw, Poland.

Kashif Ali Chishti is a sitting member Provincial Assembly of Pakistan (2002 – To date). He is an MBA graduate from Manchester Business School, UK and he has also completed his bachelor degree in Accounting, Finance and Economics from University of Essex, UK in 1995; and then obtained the degree of MBA in 1997 from Manchester Business School, UK.

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## Dalia Mukhtar-Landgren, Mats Fred - Bureaucracy, inertia and resistance

- *Lund University, Sweden*
- *Malmö University, Sweden*

Bureaucracy is typically seen as a symbol for stability and continuity, and as such, it has often come to symbolize the opposite of change: Where its critics highlight the inherent conservative tendency of the bureaucracy, its defenders have instead highlighted the value of stability and predictability - where the slow machinery rather than being a problem, becomes a form of protection against the sudden whims – or worse - of politicians. Processes of stability in light of political change can be understood as a range of actions; from organizational inertia, referring to an inability or lack of will to change patterns and logics, to outright resistance – a process that Rosemary O’Leary has conceptualized in terms of “Guerrilla government”, referring to public servants who work against the will of their superiors in order to do what they perceive of as right or just.

This presentation offers a conceptual exploration of bureaucratic inertia and resistance. The examples used are new forms of organisation in public administration: pilots, projects, policy labs and policy innovations, which have often been introduced with the ambition to overcome or battle organizational inertia and path dependencies. The aim is to problematize the concept of organizational inertia in relation to the introduction of new innovative forms of policy making and policy implementation in local government by emphasizing the role of public sectors as resisting political change, trends and development that is seen as problematic. The material is based on interviews with local civil servants in Swedish municipalities.

Dalia Mukhtar-Landgren is senior lecturer at the Department of Political Science at Lund University. Her research interests include new forms of governing in municipalities and local governments, including the uses of pilots, projects and experiments. Previous studies includes the analysis of EU-projects in social policy development as well as experimentation and innovation in urban renewal and sustainability in the Nordic countries.

Mats Fred is a researcher at the Department of Global Political Studies, Malmö University, Sweden. Mats published his dissertation, “Projectification, the Trojan horse of local government” (Department of Political Science, Lund) early 2018. His interests include local government practices, organisational innovation and experimentation, the practical outlet of EU policies, and the role of consultants in local policy and politics.

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## Waldemar Rapior - Have we lost the capacity to think in moral terms? A Poznańska Garażówka (Poznań Garage Sale) case study

- *Adam Mickiewicz University in Poznan, Poland*

Historian Tony Judt once said, “when asking ourselves whether we support a proposal or initiative, we have not asked, is it good or bad? Instead, we inquire: Is it efficient? Is it productive?”. Have we lost the capacity to think in moral terms? I try to answer this question through the exploration of Poznańska Garażówka case study. Garażówka is a garage sale of clothes, shoes, books, and knick-knacks harvested from the backs of our closets, which brings financial support for refugees but also keep locals informed about their situation. I am part of this bottom-up initiative since 2017. We aren't the employees of NGOs. We are independent of formal organizational structures. However, NGOs and cultural institutions, bars and restaurants cooperate with us. We don't wear branded T-shirts or talk about “beneficiaries”. Instead, we talk about “people who experienced exile” or “people who happened to be refugees”. We believe in solidarity rather than charity. Nevertheless, we are not against efficiency, but we don't rely on the technical meaning of the term (as Jennifer K. Alexander put it, efficiency is a tool to help guarantee regularity, stability, and reliability). Among us, we often talk about what we should do to make the relief more effective? This rise a question, how this case study sheds light on management studies and how it helps to include moral values in the analysis of projects or business initiatives. Paper is based on my National Science Centre grant “Tacit morality” (2015/19/N/HS6/01682).

I hold a PhD in Sociology from Adam Mickiewicz University (defended in November 2017), and two Master degrees: in Visual Sociology and Cultural Studies. My PhD dissertation explores a process of transformation of the late capitalistic society towards a project society – the society of growing deployment of projects and other types of temporary activities. Currently I am finalizing art/science collaboration project “Tacit morality” (2016-2019) founded by Polish National Science Centre that shows the impact of shared moral backgrounds on the patterns of moral decisions that people make.

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## Daria Murawska - Business involvement in activities for the benefit of local communities

- *Warsaw University of Life Sciences WULS - SGGW*

Corporate social responsibility as well as the corporate social involvement are no longer perceived through the prism of changing trends but have become a prerequisite for companies to take responsibility for the impact their business exerts. And not only in the context of ecological but also social responsibility.

The setting of Sustainable Development Goals and declarations made by the companies in the implementation of them had a great impact for business. In this context, it is crucial to analyse whether and how companies from the global level, go to the local level and how they engage in activities for the benefit of local communities.

Without vital local communities, the involvement of individuals as well as business in the development of the communities closest to us, the broadly understood development will not be possible. Social capital can be built only from the bottom up. Public administration, or governments can create conditions for its multiplication and growth, but they have no way to manage it in any way.

The appropriate legal framework and business support for local communities or NGOs representing them are an opportunity for their development. The local activities and communities are crucial if we want to take into account the further development of society. That is why it is so important in this aspect to create and care for the right framework for its development and growth. In this context, it is worth returning to the role and involvement of business for local communities.

Daria Murawska is a doctor of social sciences in the field of sociology. Her main scientific interests are focused on the issues of non-governmental organizations. Experienced specialist in the field of communication and corporate social responsibility.

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## Track Four: Context - Culture and Media Management

Track chair: Agnieszka Konior

## Jarosław Klas - Cultural heritage as a common good and its management as an organization field

- *Faculty of Management and Social Communication, Jagiellonian University in Kraków, Poland*

The current discourse on cultural heritage is dominated by the view that it is a public property to which everyone has the right of access. This is in line with the American concept of multiple uses of heritage, assuming the right of various social groups to use heritage according to their needs. However, the form of benefiting from heritage must be justified by the public interest. Against this background, the idea of common ownership of cultural heritage proposed by Zbigniew Kobyliński, which assumes free access to the value of cultural heritage, is interesting. From this perspective, cultural heritage can be treated as a common good that is shared by various stakeholders. In this way, a network of activities of various actors is created, and the management of cultural heritage becomes an organization field analogous to the management of big cities described by Barbara Czarniawska. This organization field consists of interconnected networks of management activities undertaken by various stakeholders of cultural heritage. During the speech, the above issues will be discussed in the context of humanistic management. First of all, a contemporary understanding of the concept of cultural heritage and its features will be discussed. Next, the concept of cultural heritage will be presented as a common good that various stakeholders use. Finally, the concept of the organization field will be referred to the management of cultural heritage and various practical examples will be evoked regarding the issues discussed.

Jarosław Klas - Faculty of Management and Social Communication – Jagiellonian University in Kraków, Polish Cultural expert, animator and manager of culture. PhD student (Field of Humanities, Discipline of Management). Graduated from the Jagiellonian University in Culture Management (Master), and from the Jesuit University of Philosophy and Education Ignatianum in Kraków in Cultural Studies (Bachelor). He works in the Cyprian Kamil Norwid Culture Centre in Kraków as a manager of Nowa Huta's Heritage and Identity Workshop. His research interests are focused on the management of cultural institutions and cultural heritage (especially of Nowa Huta - the eastern part of Krakow).

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## Katarzyna Kopeć - Do We Need Indirect Cultural Policy?

- *Institute of Culture, Jagiellonian University, Krakow, Poland*

An important challenge of the state is to balance the functioning of diverse entities in the cultural sector of public, non profit and private origin. One of key mechanisms shaping a kind of symmetry in this sphere is to diversify sources of its financing. An instrument beyond the mainstream debate on cultural funding is indirect financing. Research shows that indirect cultural policy is an important element of any cultural policy (Bouuaert, 1975; Bouuaert 1977; Throsby 2010; Towse 2011). It contributes to the stimulation of a number of organizations across all cultural sectors since a homogenous system of public support in culture cannot meet all expectations and needs in the sphere of culture and thus cannot be effective (Feld, O'Hare, Schuster, 1982; Schuster 1986). This is a starting point to consider the concept of indirect cultural policy. The aim of the paper is to explore indirect cultural policy solutions and their implications.

Katarzyna Kopeć currently works at the Institute of Culture, Jagiellonian University, Krakow, Poland and does research in Cultural Economics, Business Ethics, and Labour of Artists.

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## Weronika Pokojska - The Narratives of Corporate Heritage

- *Institute of Culture, Jagiellonian University in Krakow, Poland*

The presentation will be based on the topic of my dissertation. The subject of the work was the analysis of the heritage management process in selected automotive enterprises and its role as a unique resource used to shape the identity of the organization and to build brand image. The work focused on autobiographies of selected companies – their subjective narratives based on heritage and communicated with the use of specific tools. The research dealt with three selected automotive brands (BMW, Mercedes-Benz, Volkswagen), belonging to German corporations at the forefront of car manufacturers (BMW AG, Daimler AG, Volkswagen AG). The main research goal of the dissertation was to recognize and critically analyze how the companies manage their heritage: what are their goals in this process and what tools they use to build a narrative about their past. It should also be kept in mind that although corporations use the past in their narratives, public institutions or inhabitants of the region are also heirs of the same heritage, so their interpretation may be different.

During the conference presentation I would like to focus on the aspect of corporate (brand) heritage being a common good constantly negotiated between the company and customers, employees and other stakeholders.

Weronika Pokojska – doctoral student at the Institute of Culture, Jagiellonian University. Graduated in culture management and media management. Research interests are heritage management, corporate heritage, corporate architecture.

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## Sylwia Dudkowiak - Goodwill as a story. Toward a humanistic finance

- *University of Warsaw, Poland; independent research team “Warsaw group for organizational historiography”*

This paper presents the project of doctoral research that represents the analysis of goodwill and CSR ideology in the perspective of storytelling. The initial stage of the study consists of an exploration of the meanings of the key categories: “goodwill” and “SCR”, in main-stream management and finance literature.

The crucial aim of the project intends to show various ways of presenting the goodwill in SCR contexts by different organizational actors' stories. Precisely, the study will analyze how organizational actors describe the impact of the human factor on the financial value of the companies which are defined themselves as social responsible.

Two case studies will be developed for comparative purpose: (1) ABC, a private packaging wholesale company (the owner of this company was changed recently) and (2) the Financial Department of the Institute of National Remembrance, a unit of central administration in Poland.

Storytelling methodology of prof. Yiannis Gabriel will be used to get stories from actors of both external and internal organizational environments in both cases.

Sylwia Dudkowiak has completed Masters in finance, Faculty of Management, University of Warsaw, Poland. She is a doctoral student at University of Warsaw, Poland. She is a member of the Association of Chartered Certified Accountants (ACCA). She is also a member of the independent research team “Warsaw group for organizational historiography”.

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## Michał Kozłowski - Cultural functions of business coaching

- *University of Warsaw, Poland*

This paper presents the project of doctoral research that represents the analysis of Cultural functions of business coaching in reference to Michel Foucault's concept of pastoral practices.

The cognitive aim of the work is to reinterpret business coaching in reference to the concept of "pastoral practices" in the perspective of Michel Foucault. The methodological aim of the work is to test the usefulness of the "archeological" method developed by Michel Foucault to study business reality on the example of coaching. The practical aim of the work is to provide intellectual management practitioners with critical analysis tools for coaching as a starting point for strategic business decisions regarding personal development of employees.

The doctoral dissertation is planned to be started by presenting and analyzing the concept of Michel Foucault regarding the organization both in the social perspective and on the basis of management sciences. The next chapter would contain details about one of the concepts of Michel Foucault - "pastoral practices", which concept contributes to the main discussion of the dissertation, and thus the comparison of business coaching and academic chaplaincy practices. The comparison of both phenomena would be carried out by analyzing the development of each of them. A comparative analysis aimed at finding common practices will be also conducted.

Michał Kozłowski has completed Masters in finance, Faculty of Management, University of Warsaw, Poland. He is a doctoral student at University of Warsaw, Poland. He is a member of the independent research team "Warsaw group for organizational historiography"

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## Rafał Maciąg - The digital transformation from a critical perspective

- *Institute of Information Studies, Jagiellonian University in Krakow, Poland*

Horkheimer emphasizes that the idea of critical theory is built on the tension between human and social processes that are driven by the exchange of goods. However focusing on a man becomes difficult when the project of humanity has been undergoing a rapid crisis after nearly 400 years of its existence. The latest context of this crisis is the so-called digital transformation. It is perceived as a process that is carried out primarily in the economic and political space as a kind of civilization project based on technological progress in the field of digital technology. However, it is a process that is too complex and multi-faceted to be closed within broadly understood business pragmatics. The exemplary and the most popular characteristic of this process is the complete redesigning of the social situation of man and his subjectivity in the context of changing social relations, most often articulated as problems of privacy. This process, however, goes much further, including the fundamental undermining of human cognitive skills, though neither it is a fast process or a promising soon-to-be successes. Actually digital transformation covers the entire scope of the social sciences: political, socio-psychological, anthropological, sociological, economic issues including also technological ones as well as general problems, such as reconstruction of the circulation and the existence of knowledge, reconstruction of the status of the information and last but not least future of the humanity and civilization. As such it demands paradigmatically new approach based on the idea of the complexity and dynamical systems.

Rafał Maciąg, professor of the Jagiellonian University, Institute of Information Studies, currently focused on the complex nature of knowledge as a universal basis for science in the perspective of advanced digital technologies. Author of the idea of the advanced humanistic management and theory of discursive space. Books: *Deus ex machina. New media as an epistemic project*, 2012, *Internet Pragmatics. Web 2.0 As an Environment*, 2013, *Towards the Civilization of the Internet. The Management as a Part of the Humanities*, 2016.

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## Joanna Kasza - New commons and digital transformation of culture

- *Institute of Culture, Jagiellonian University in Krakow, Poland*

With ongoing digital revolution (third industrial revolution) and incoming fourth industrial revolution (integration of cyber physical systems) we are witnessing radical transformation of all spheres of our lives: social, economical, political and cultural, with systemic change across many sectors and aspects of human life along with cross-cutting impacts of emerging technologies, usually described in terms of paradigm change as informational and knowledge based society or economy (transition from economy or culture based on scarcity to the economy or culture based on the excess of existing information, knowledge and cultural representation). This results in disruptive changes not only within existing modes of operation ('broader restructuring' of modern economy, society and culture, replacing structure with the flow and hierarchical with horizontal), but also their current form of description (modes of knowledge), bringing forth growing sense of uncertainty and impermanence, reflected in a way we relate to people, things, values and ideas (dilemmas of the adequacy of various trends within economics, sociology or culture for current form description of contemporary changes). As such, there is the urgency for a new (re-thought) approach to understand the economy, culture, and society that moves beyond (existing) economic dichotomy of private and public goods, and growing inequalities (of both: capital accumulation and digital divide) with new (digital) commons and humanistic management acting as new approach of so called 'third place' (position or strategy based on cooperative competition), that balance not only existing (economic) strategies of institutional modes of operation, but also more broader approach of non human turn and transhumanism approach (fully described by 4IR based on cyber physical systems and the convergence of physical, digital and biological systems).

Joanna Kasza – Ph.D work in progress (Institute of Culture, Jagiellonian University), author of many articles and publications in the field of creativity, art and culture, technology and economics *Pure Joy or coercion of creativity. Analysis of creativity from the perspective of cultural political economy* (2016), and impact of new ICT technologies on contemporary culture and identity "Simulacra and simulation: impact of ICT upon 'radical transformation' of culture"; "Post-modern identity : in between real and virtual"; *Fourth Industrial Revolution : digital disruption of cyber-physical systems*. Main field of interests : interdisciplinary relations "in between" art, culture, psychology, economy and technology, with special interest on the disruptive changes brought by new (digital) technologies within economic, social and cultural spheres (resulting in emergence of the phenomena of digital culture) on the level of the collective, as well as subtle changes within our identity (psyche) on the level of the individual (and all issues related with that: our notion of time and space, perception or relation to physical world, our sense of privacy and notion of ownership, our consumption patterns and the way we work, live and relate to each other)

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## Ewa Wojciechowska - Consumer disobedience, marketing mistakes: searching for the points of resistance against marketing omnipresence

- *Faculty of Polish Studies, Jagiellonian University in Krakow, Poland*

Nowadays, marketing often comes disguised as information, guide or news. What seems to be an objective material, in reality aims at convincing us to buy something. That is the case of content marketing, which is the most important marketing trend since 2012: in theory, it means “educating customers and delivering useful information”, in practice - formatting them for future purchase.

The problem here lies not only in blurring the lines between information and advertisement but also in omnipresence of marketing. We are exposed heavily to this type of communication, hence it shapes the way we speak, write and read.

As a mode of language, marketing fulfills business targets. In a nutshell, it sells. To do so, it reduces the complex reality to one satisfiable need of the recipients (even if such need has to be created). It prompts them to act (buy, click, subscribe), not to think. It has to be as easy to consume as possible, effective as a way of communication, so there is no room for doubt or ambiguity. At the same time, this language appears transparent - it doesn't question its own status, doesn't pose questions about its own limitations.

This type of communication becomes a standard - and even texts that are not strictly marketing take on such form. And that way it corrupts the language understood as a common good: it drives consumption and realizes the logic of consumption.

What consumers and marketers can do in this situation? The aim of the presentation is to examine the possibility of resistance against this trend. I will include both the critical approach, including attempts to coin an idea of ethical marketing, as well as failures in marketing communication (mistakes that break the ideal, effective communication and therefore create a space for thinking) and acts of consumers' disobedience.

Ewa Wojciechowska: have studied Comparative Literature and Culture Management, and finished PhD thesis in Literature. Published in “Ruch Literacki”, “Konteksty Kultury”, “Civitas”, “Zarządzanie w kulturze”. For four years, I have been working as marketing manager in IT industry.

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## Tommaso Ostillio, Pietro Ingallina - How Web-Marketing Makes You Win Elections: The Case of Italian Populists

- *Department of Modern Philosophy, University of Warsaw; Department of Economics, Kozminski University, Poland*
- *Department of Human Sciences, University of Catania, Italy; Department of History of Philosophy, University of Groningen, Netherlands*

The general aim of this research study is to analyze the interactions between populist leaders and their followers on social media. In particular, the main goal of this study is to find out whether populists' online communication strategies bring about follower effects with negative externalities or not. That is, this study tries to find out whether populists' social media contents generate irrational behavioral responses on behalf of their audience or not.

To this end, we conduct a qualitative analysis of several social media threads taken from the main social media pages of Italy's two main populist parties: Lega and Movimento 5 Stelle. Specifically, our analysis focuses on the differences between the way traditional media present topical issues and the way Lega and Movimento 5 Stelle present such issues to their followers online.

Interestingly, we find that Italian populists are exceptionally good at adjusting their online communication strategies to public imagination via web-marketing techniques. Indeed, our findings mainly suggest that Italian populists are very effective at using performative arguments to assert the truthfulness of biased constative theses, e.g. fake news. Remarkably, our findings also show that such arguments generate strong group polarizations among Italian populists' followers, which eventually trigger herd behaviors with negative externalities outside the internet, e.g. violence against immigrants.

Accordingly, we conclude that the application of web-marketing techniques to politics drives political self-determination away from rational patterns of behavior because it enables populists to spread false beliefs that generate irresponsible herd behaviors amongst their followers.

Tommaso Ostillio is currently research and teaching assistant in Philosophy (University of Warsaw) and in Finance (Kozminski University). His main research interests are: philosophy of science, microeconomics, cognitive psychology and behavioral finance.

Pietro Ingallina is graduate student of Philosophy at the University of Catania and visiting student at the University of Groningen. His main research interests are: Early Modern (Descartes, Spinoza, Leibniz) and Contemporary Philosophy (particularly: Phenomenology and Analytic Philosophy), Philosophy of Mind and Philosophy of Cognitive Sciences.

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## Jakub Krupa - Media bias in presidential election

- *Jagiellonian University in Krakow, Poland*

The presentation begins with a short characteristic of mass media and its role within the society. Other terms which will be discussed in the first part of the presentation are: agenda setting and media bias.

Afterwards, it is obligatory to say a few words about research methodology, chosen newspapers (*Gazeta Wyborcza* and *Nasz Dziennik*), and two candidates (Andrzej Duda and Bronisław Komorowski), who ran for the presidential office between 10th and 24th May 2015 (between the first and the second round of presidential elections) in Poland.

The thesis of presentation is that the image of politicians created by mass media differs depending on the ideological closeness between the candidate and particular newspaper. In order to prove that, the author makes use of quantitative analysis using tables which show how much information was dedicated to each candidate, how many graphics were used and what kind of texts were there. Moreover, qualitative analysis is even more important, because it shows what kind of image media created and which words journalists and publicists used depending on ideological closeness.

Summarizing results of qualitative analysis, the author of the presentation verified the statements he posed and tried to assess if media bias is a dangerous phenomenon.

Student of political science at Jagiellonian University (on the day of the conference will have been at his final year of graduate studies), working at Towarzystwo Edukacyjno-Naukowe Ośrodek Myśli Politycznej, member of Koło Nauk Politycznych, publishing in the student magazine „*Drugi Obieg*”. Interested in how mass media presents reality, history, and politicians. Finished bachelor studies with distinction. His MA's dissertation, which will have been defended by 2020, thesis of which focuses on how certain newspapers presented martial law in Poland.

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# Poster Session

Curator: Michał Pałasz

## Michał Tomczak - Neurodiverse Individuals and Digitized Work Environment – Can Neurodiversity Become an Element of Companies' Cultures and Diversity Policies?

- *Faculty of Management and Economics, Gdansk University of Technology, Poland*

The aim of this poster presentation is to introduce the situation of neurodiverse individuals in the contemporary (digitized) labor market.

Individuals with Autism Spectrum Disorders (ASD), which comprises not only autism but also other disorders: Asperger Syndrome (AS) and pervasive developmental disorder-not otherwise specified (PDD-NOS) have the desire and ability to work, but there are many obstructions that make employment outcomes for this group disappointing. They are underrepresented in the workforce and disadvantaged regarding employment, including those whose IQ is in the range of values for individuals with no cognitive deficits. There are some limitations that strongly influence the position of those people in the work environment. People with ASD have problems with social interaction and stress control. They also face problems during the communication process (both verbal and nonverbal communication) leading to difficulties in development and maintenance of interpersonal relationships. On the other side, it is worth to emphasize that within digital economy there is visible increase of demand on unique competencies represented by people with ASD (i.a. a broad understanding of the functioning of electronic devices, scrupulosity, sensitivity for details, long-term recurrent tasks performing and tolerance for monotonous actions), which are valued in the digitized work environment. These competencies can be very useful in work activity context in such positions as e.g.: software testing and development, database development and design.

The author is discussing the means of creating a better work environment for individuals from this group (i.a. assistive technology (AT), training programs), and also providing some examples of companies successfully implementing programs for neurodiverse individuals within their Diversity Policies.

Michał T. Tomczak – sociologist, Ph.D. in social sciences. Research interests focus on Human Resources Management, particularly on Assistive Technologies integrating employees with ASD within the digitized workplace. Assistant Professor at Gdańsk University of Technology (GUT), Faculty of Management and Economics (FME), Poland. Head of Research Team in the field of GUT Graduates Professional Situation Monitoring. Author and head of several Postgraduate programmes (Human Resources Management, Educational Institution Management, Local Self-Government Management).

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## Carlos Largacha-Martínez - Human Flourishing & Artificial Intelligence Project

- *Fundación Universitaria del Área Andina, Colombia*

The social problem is current alienating social interactions. The end result is lower-than-possible human flourishing and authenticity. The workplace is showing low rates of engagement and low humanistic management practices. As we have researched thoroughly, this demotivating job reality has spillover effects on society: solitude, depression, family violence, disengagement, blue-collar crime, among others.

The challenge is how human beings perceive AI-technology as humanly-centered, humanly-created, and dialogical so it can help humanity to humanize social interactions, to humanize the workplace, and propel authentic lives and human flourishing.

Hence, the datasets used for this AI ought to emerge from social interactions itself. Ought to emerge from the real social interactions, from the reality of the workplace, and have to take into account the best-practices around the world. When the datasets are perceived by humans as interest-free, diverse, emerging from social interactions, society as a whole will trust the emerging AI.

### The Solution?

#### 1. Creating a dataset

2. The entries of the dataset will have real social interactions in real life situations and in the workplace, where volunteers will—as the focus of this project—tap into their experiences in how they handled dilemmas (value-based decisions), so value-alignment will emerge thanks to this project/dataset.

1. Creating a dataset using a highly participatory social methodology: the left-column social-technique—that we have used in consultancies, and have been used globally in companies by SoL and former MIT team (Peter Senge, Chris Argyris)

2. The entries of the dataset will have real social interactions in real life situations and in the workplace, where volunteers will—as the focus of this project—tap into their experiences in how they handled dilemmas (value-based decisions), so value-alignment will emerge thanks to this project/dataset, and not by programming specific values into algorithms.

3. Develop a pilot stage of the project with College Students and Professors in some Universities located in the 15 countries where the HMN is present. Thus, the entries of this dataset will be highly diverse. The pilot process will start in Bogotá, Colombia, where the Leader of this proposal is the Colombia-Director at HMN.

Carlos Largacha-Martínez is a research-professor at the Fundación Universitaria del Area Andina, consultant & futurologist with a holistic professional formation having more than 20 years of experience in reinventing management, humanistic management, non-linear thinking, alternative strategic planning, and inspirational leadership. He has won several awards for his consulting as well as teaching activities. Dr. Largacha-Martinez holds a M.A. in Sociology and a Double-Doctorate in International Studies and Sociology from the University of Miami, and a B.S. in Industrial Engineer from the Universidad de los Andes.

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## Agnieszka Konior - Revitalization as a struggle for space - is there a place for common good?

- *Institute of Culture, Jagiellonian University in Krakow, Poland*

Revitalization of post-industrial spaces can be understood as a game in which different actors are participating but each stakeholder has his own specific goals to achieve. These aims are not always shared, sometimes they are even opposing. For example poor inhabitants count on stable rent prices, whereas the rich prefer to raise the standard of living because they can afford such changes. Entrepreneurs dream of increasing visitor traffic, permanent residents would rather live in peace and quiet. Is a common good possible under such circumstances?

In the proposed poster, which is based on the research conducted for my doctoral thesis, I will try to answer the following questions:

- What are the goals that individual stakeholders of the revitalization process are trying to achieve?
- Can the common good can be reached through the process of an “urban game”?
- Is it possible to formulate some principles of operation in the revitalization of post-industrial areas to achieve the common good?

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## Michał Pałasz - No Nature, no Culture. Can Culture and Heritage Management Save us in the Anthropocene? The Actor-Network Approach

- *Institute of Culture, Jagiellonian University in Krakow, Poland*

The goal of this presentation is to provide a radical discussion about the actor-network theory and its value for addressing threats and opportunities related to culture and heritage management in the Anthropocene.

Actor-network theory (ANT) is a research perspective originating from Science and Technology Studies (STS) and ethnography of laboratory in the eighties, but its characteristics can be recognised in most prolific perspectives addressing the challenges of the Anthropocene, such as posthumanism or new materialism. Inspiringly, in its optics there is no division between nature and culture, they are One. Nor there is difference between agency possibilities between humans and nonhumans (technology items, cultural artefacts, natural objects etc.), both mentioned types of entities are active and need to be treated symmetrically or - sustainably.

The main research question is: can culture and heritage management help saving us by addressing the challenges of Anthropocene? And if so - how?

Michał Pałasz works at the Institute of Culture of Jagiellonian University in Krakow. He holds a PhD in humanistic management. He researched areas of social media and culture management (street art, museums). Recently he is focusing on posthumanistic management for anthropocene and actor-network theory. He has been a successful culture & media manager and activist: co-founded Museum of Eroticism (numerous awards), Kulturoteka Magazine (editor in chief) & SOS Zabłocie activist collective (creating a city park). He managed Polikultura Culture & Media Festival.

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## Maciej Grodzicki - Political Economy of Sustainability in Global Periphery – the Systemic Contradictions Approach

- *Institute of Economics, Finance and Management, Jagiellonian University in Krakow, Poland*

Unsustainable functioning of the global socioeconomic system poses major risks for the peripheral economies, which themselves are often, arguably, the last to blame for the catastrophic human impact on the biosphere. The poster is to demonstrate the chosen challenges stemming from the broadly-defined Climate Crisis for countries of the Global Periphery. The focus will be given to the political economy of climate and nature, understood in the terms of classical economy of the capital accumulation and the systemic contradictions. The poster will consist of the major conceptual relations, each illustrated with the empirical examples and the relevant data.

In particular, the stylized facts for the Polish economy, its impact on the biosphere and the key policies, will be included. Possibly, both micro (organizations) and macro (policies) levels will be depicted. The complex interdependencies between both levels lead to the so-called contradictions, i.e. the situations in which normal functioning of the socioeconomic system is in fact undermining its foundations. The predominant one refers to the conflict between the nature as an independent entity and nature as a commodity (cf Klein 2014; Malm 2016). Further ones are specific to the context of (semi-)peripheral economy, where goals of competitiveness and growth are often in conflict with other socioeconomic values. Broad understanding of the political economy, including the ownership and corporate governance relations, is needed to identify properly the reasons of the climate crisis and to pose the ways ahead.

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## Jolanta Maroń - Chinese millennials reshaping the global luxury market

- *Chair of International Management, Cracow University of Economics, Poland*

On a global scale, Chinese consumers make up a third of consumers in the luxury goods sector. Therefore Chinese taste has a significant impact on the current shape of the luxury goods market in the world. Using jade which has high cultural significance for Chinese people in luxury jewelry may serve as an example.

Millennials with high purchasing power and access to online channels are particularly important in this group. Being born during "One-Child Policy" they seek unique items and often shop for personalized and tailor-made products. Moreover these „little emperors” and „empresses” are often less price sensitive with luxury goods than their western counterparts.

Despite the fact that China is the world’s major producer and exporter Chinese millennials still find western luxury brands more appealing than their domestic counterparts. And they easily spend money internationally as shopping channels for Chinese millennials are social media and mobile shopping. Live video streaming market alone is to exceed 90 billion yuan by the early 2020 [ as shown on a diagram].

Jolanta Maroń currently works at the Department of International Management, Cracow University of Economics and does research in Chinese Geostrategy, International Management, Special Economic Zones, Transnational Companies Management.

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## Michal K. Lemanski - Economy of Communion and the Multinational Corporation

- *Nottingham University Business School China*

In this paper I aim to answer the question whether the model of management prescribed for the Economy of Communion firms is applicable to the multinational corporation. I put under scrutiny the EoC framework and its applicability to different cultural and economic environments, and investigate the effect of the geographical dispersion of operations typical to the multinational corporation on the efficiency of the EoC model. Based on this analysis, I offer suggestions for future research in the area of international business studies, as well as for research on spirituality in organizations.

Dr. Lemanski's research expertise is in the diffusion of organizational practices within multinational corporations, and the social responsibility of international business in emerging markets. For his research Dr. Lemanski has been awarded the prestigious Erste Bank Prize (20,000 EUR), the City of Vienna Jubilee Funds grant, numerous other research grants and scholarships, and was a finalist for the "Most Promising Scholar" award of the Academy of International Business. His studies were published in the International Journal of Human Resource Management, Journal of Global Mobility, Progress in International Business, and presented at leading international conferences of the Academy of Management, the Academy of International Business, and the European International Business Academy.

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The banner features a background image of a busy public square with many people walking. The text is overlaid on this image. At the top left is the Humanistic Management Network logo. At the top right, the conference title is displayed. The central theme 'SOLIDARITY AND THE COMMON GOOD' is written in large, bold letters across the middle. Below this, contact information and event details are provided. At the bottom, logos of the four organizing institutions are shown.

Humanistic Management Network

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