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EMERGING TRENDS IN FINANCE, ECONOMICS AND POLITICS

***Primož Pevcin.* THE ANALYSIS OF DRIVERS OF MUNICIPAL COOPERATION AND MERGERS: CASE STUDY FOR SLOVENIA**

Abstract. Slovenia has only one tier of sub-national government, i.e. municipalities. Currently, there are 212 municipalities, and they exhibit the same responsibilities they need to provide to their residents, regardless of their size, and administrative capacities and capabilities. The differences in size are even in the range 1:100. The newly written national strategy for the development of local self-government has therefore stressed the necessity to promote cooperation among municipalities and even potential mergers, not just to ensure cost-effectiveness, but also to increase capacity of municipalities to ensure local development etc. This has been suggested in the context of failed attempt to establish regions nearly a decade ago, and any new attempt in this direction is highly unlikely due to the political and fiscal barriers. Inter-municipal cooperation and municipal mergers target predominantly technical aspects of local government operation. Consequently, paper proposal focuses on both theoretical considerations and on the practical identification as well as on the evaluation of the effects of factors driving inter-municipal cooperation and municipal mergers, like the existence of fiscal stress, level of decentralization, history of structural reforms etc. Those factors are extrapolated in order to perform the evaluation of probability and potential effects of cooperation and mergers among Slovenian municipalities, where the focus stands on institutional and outcome evaluation. Paper also presents the evidence that more institutionalized and development-oriented cooperation among municipalities might lead to the formation of regions through bottom-up approach.

Keywords: sub-national government; inter-municipal cooperation; local economic development; scale economies; Slovenia

JEL Classification: H73; D24

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***Piotr T. Nowakowski, Bogdan Więckiewicz.* MAJOR PREMISES OF THE GOVERNMENTAL APARTMENT PLUS PROGRAM AND THE PROCESS OF ITS IMPLEMENTATION**

Polish government declares its focus on measures aimed to improve Poles' standard of living and influence the development of national economy. This is why they have launched the Apartment Plus (Mieszkanie Plus) program whose the most important features are affordable apartments for rent with an option to take over ownership, incentives for regular saving for housing purposes and increased support to social housing. The program is based on three pillars: apartment blocks built on the State Treasury land, support to social housing, and support to saving for housing purposes on Individual Housing Accounts. The whole enterprise is based on funds managed by BGK Nieruchomości S.A, a company of the Polish Development Fund group which is a State-

owned financial body supporting the development of companies, local governments, individuals, and investing in sustainable social development and national economic growth. The first effective investment agreement as part of the program was signed in December 2016. As a result, the initial construction works have been started in Biała Podlaska. Other local governments have also joined the program. Along with the Family 500 Plus (Rodzina 500 Plus) program, the Apartment Plus program is the next delivered promise made by the Polish government. However, its implementation is faced with same challenges which are discussed in the paper.

Keywords: national economy; housing; standard of living; Apartment Plus program; Polish government

JEL Classification: J13

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Anna Siekelova, Tomas Kliestik, Peter Adamko. PREDICTIVE ABILITY OF CHOSEN BANKRUPTCY MODELS: A CASE STUDY OF SLOVAK REPUBLIC

Abstract. Bankruptcy models are used to assess credit risk and predict financial situation to indicate the probable bankruptcy of the company. Contribution deals with the application of chosen bankruptcy models in analysing and predicting financial health of selected companies. Most models have been developed abroad. In case of Slovak Republic its application and correctness of the results can be problematic, therefore, we have focused primarily on those that have emerged in countries with a similar economy. We have calculated selected prediction models in a sample of 500 Slovak enterprises. Predictive ability lower than 64% is considered as unfavourable. As part of the contribution, based on expert literature and relevant legislation we have defined criteria that allow to divide businesses into two groups: prosperous and non-prosperous. In the end, we compared the results of selected models with the inclusion of enterprises in a prosperous and non-prosperous group based on the criteria set by us. We also dealt with examining of error types I (when an enterprise at bad financial condition is included in a non-bankruptcy group) and II (when an enterprise at good financial condition is included in a bankruptcy group). The aim is to analyse the predictive ability of selected bankruptcy models.

Keywords: bankruptcy; bankruptcy model; prediction of financial health; predictive ability; Slovak Republic.

JEL Classification: C53; G33.

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Ivana Podhorska, Maria Kovacova, Katarina Valaskova. SEARCHING FOR KEY FACTORS IN ENTERPRISE BANKRUPT PREDICTION: A CASE STUDY IN SLOVAK REPUBLIC

Abstract. The issue of enterprise bankrupt or financial health as a whole is still very actual topic not only in Slovakia but also in abroad. Works dealing with the enterprise bankruptcy have already appeared in the 30s of the 20th century. Bankrupt of enterprise affect all subject in relationship with this enterprise. Financial experts have were looking for the ways for enterprise bankrupt prediction. This paper is based on the searching for key factors which could indicate enterprise bankrupt in Slovak conditions. Paper tries to work with financial variables from the area of financial health assessment of enterprise. Paper works with the sample of Slovak enterprises. This sample includes 8 522 financial statements of enterprises in 2016. According to several relevant decisions rules, for example the value of equity or equity-debt ratio, enterprises are divided into the two categories – bankrupt enterprises and creditworthy enterprises. Subsequently, paper tries to find statistically significant financial variables which could indicated involving enterprises in these two categories. Paper works with several statistical methods for searching statistical significant relationship between variables and the tightness of relations between them. As a main statistical method is used Pearson's correlation coefficient, which is supported by correlation matrixes. In addition, it is necessary to test an existence of outliers in the sample of enterprises. Existence of outliers is tested by

Grubbs test of outliers.

Keywords: bankrupt; prediction model; financial health; financial ratios.

JEL Classification: G1; G32; G33.

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Kristina Puleikiene, Angele Lileikiene, Ilona Rupsiene. THE IMPACT OF CAPITAL STRUCTURE ON PERFORMANCE IN THE BUSINESS COMPANIES

Abstract. The scientists and researchers emphasize that financial stability and the risk of insolvency problems primarily associated with leveraged capital structure size. Therefore, company managers, investors and other interested parties need to answer the question of how to choose the optimal capital structure in order to ensure a profitable and long-term company performance and thus increase the value of the company's business. The mostly financing decisions of corporations are based on capital formation theories. There are traditional and modern theories of capital structure, which differ in assumptions and factors influencing financing decisions in business companies. Aim of the paper is to investigate the relationship between capital structure and firm's performance. The research has been performed using data of various listed companies in Eastern and Western Europe. According to financial scientific literature and previous studies, the indicators of capital structure refer to financial ratios such as long-term debt to capital, financial leverage, debt to common equity and others, while firms' performance is measured by return on equity, return on assets, earning per share, operating margin and so on. Research methods applied: logical analysis, synthesis, correlation analysis, graphical representation. The results of research could help companies adopt capital structure and operational management decisions.

Keywords: capital structure; theories of capital structure formation; performance of company; financial ratios.

JEL Classification: G32

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***Nino Mushkudiani.* DEVELOPMENT OF ELECTRONIC PAYMENTS IN GEORGIA**

Abstract. Electronic payments are considered the fast and secure alternative of traditional payment methods. Today it is impossible to imagine modern bank operations, commercial transactions and other payments without electronic payments. This article shows that electronic payments are not the only means for reducing costs with respect to other payment methods, such as cash, but can also generate significant benefits for increasing economic development and reducing shadow economy. The paper focuses on the development of electronic payments in Georgia and its' impact on the economy of the country. Over the decades, the payment systems in Georgia have evolved significantly in line with the technological advancement. Significant progress has been achieved in improving the e-payment systems infrastructure. The evolution of e-payments in Georgia can be characterized by the following: debit (including prepaid) and credit cards, credit and debit transfers compose a core set of noncash payment types commonly used today by consumers and businesses. These core noncash payment types are used both in traditional ways, such as in-person purchases, payroll deposits, and bill payments, and in innovative ways, such as contactless and mobile payments, e-commerce and online bill payments. The author tries to describe the share of each non-cash payment instrument in total non-cash payments in the Country. Using the economic-mathematical analyses of the information taken from the web-page of the National Bank of Georgia, a mathematical model was built based on which the positive relationship between e-payments and economic growth in terms of real GDP per capita was shown.

Keywords: Payment systems; Electronic Payment Instruments; Payment Cards; Interbank Settlement Systems.

JEL Classification: C02

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**Lucia Svabova, Marek Durica, Ivana Podhorska. PREDICTION OF
DEAFULT OF SMALL COMPANIES IN THE SLOVAK REPUBLIC**

Abstract. From the time of Altman and the first bankruptcy prediction models, prediction of default of companies is in the centre of interest of many economists and scientists all over the world. For companies, early detection of the possible threat of imminent financial difficulties or even bankruptcy is a very important part of financial analysis. Over the last few years, many predictive models have been created in the world. However, it has been shown that these models are not very well transferable to the conditions of the economy of another country and their prediction or rating power in another country is lower. Therefore, it is best to create a specific predictive model in the country that takes into account the situation of companies on the basis of real data on their financial situation. In this paper, we have focused on creating a model of failure prediction of small companies in Slovakia using a well-known and widely used method of multivariate discriminant analysis. Discriminant analysis is one of the oldest multivariate statistical methods and sometimes it is difficult to fulfil certain assumptions for data. However, its results are easily interpretable and can be used to classify a company to the group of companies with risk of financial difficulties or, on the contrary, between well-prosperous companies. Based on real data on Slovak enterprises, we have been able to create a predictive model with strong classification ability in the specific conditions of the Slovak Republic.

Keywords: prediction of default; bankruptcy prediction models; financial distress; multivariate discriminant analysis

JEL Classification: C38; G33

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Atis Papins, Normunds Gutmanis. CHALLENGES FACING THE DAIRY PRODUCTION INDUSTRY OF LATVIA DUE TO RUSSIAN FOOD EMBARGO

Abstract. In response to illegal annexation of Crimea and deliberate destabilization of the neighbouring country, the EU has imposed economic sanctions against Russia. Russian counter sanctions in response to EU sanctions have been painful for EU Baltic member states. Latvia lost 52 million euro in food exports, with 0.25 percent cut off its GDP (CSB, 2017). Russia blocked import of fish, poultry, fruit and vegetables with the dairy sector bearing the brunt of the move. Dairy farming is one of the leading branches of Latvian agriculture; the industry exports have dropped not only to Russian market but also to Lithuanian and Estonian markets, as Latvian exporters faced growing competition in these countries since Russia was an important dairy products market also for the neighbouring Baltic countries. The situation deteriorated further due to the fall in milk prices driven by the global price trends. Measures aimed mainly on trade, and export has forced and at the same time revealed an opportunity to change course of export from Russian to Asia. Latvia and one of the Asia's biggest markets China have a strong potential to cooperate in the fields of food export. As the trade volume between Latvia and China continues to rise, and in year 2016 has grown by 40%, it is indicative of the strong potential for further mutual cooperation between the two countries. The article analyses impact of Russian sanctions on dairy industry of Latvia and the potential export volume and possibilities in China.

Keywords: dairy industry; Russian sanctions; challenges; export; Latvia; China

JEL classification: F51

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Anna Svirina. CENTRAL BANK MONITORING OF RUSSIAN BANKING SYSTEM: EFFICIENCY ASSESMENT

Since 2013 Russian Central bank (Bank of Russia), became the integral authority which both regulates financial markets within the country and the banking system. These regulatory abilities were acquired as functions that were previously performed by Federal Committee on Financial Markets. The merge with the named Committee made the Bank of Russia chief authority in the whole Russian financial market, and the regulatory authority introduced a number of changes to provide more efficient regulation of banking system and get rid of unsustainable banks. One of the main reasons for those changes was to improve control of the systemic risks in the financial system, to exercise consolidated control of banking groups which was previously divided between financial authorities. The other challenge faced by Russian financial system when the Central bank took over overall regulation of banking, was low quality of financial

institutions operations, which led to the need for monitoring optimization to prevent perspective shortages and bankruptcies. In the paper we evaluate the results of banking system monitoring that was implemented by the Bank of Russia since 2013 to estimate the efficiency of banking regulation, and use both qualitative and quantitative assessment tools to achieve this goal.

Keywords: banks; bank regulation; central bank; monitoring

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Tatyana M. Shpilina, Ekaterina S. Vasiutina. YOUTH UNEMPLOYMENT AND "WORKING POOR": GLOBAL TRENDS AND RUSSIAN SPECIFICS

Abstract. The phenomenon of "youth unemployment" is a global trend in the world labour market. However, the causes of this phenomenon vary considerably between developed and developing countries. In the first group of countries, youth unemployment is caused by a series of macroeconomic crises of recent years, in the second group – the inability to organize the optimal number of jobs sufficient for the ever-increasing flow of young people. After all, it is in the countries with growing economies today home to about 90% of the world's youth. Youth unemployment has become stagnant throughout the world. At the same time, many young people who have entered into labour relations for the first time automatically enter the category of "working poor" and become one of the most vulnerable categories of citizens. The work is presented as youth unemployment and the growth of the share of young "working poor" affects the domestic aggregate demand and tax fees in connection with the transition of young employees to informal forms of employment, decision-making in favor of emigration to more prosperous regions and employment in foreign companies. In the process of analyzing the problem, the typical institutional traps encountered in the world practice, blocking the reduction of youth unemployment, as well as the positive experience of overcoming them, are identified. The paper discusses the tools of work with young people, which can be useful for adapting the younger generation to modern trends in the labor market and reduce the proportion of "working poor".

Keywords: youth unemployment; freelance; informal employment

JEL Classification: J6; J7

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***Inese Abolina.* PRESIDENTIAL INTERACTION WITH PARLIAMENT
WITHIN DECISION-MAKING PROCESS IN LATVIA: VALDIS ZATLERS,
ANDRIS BĒRZIŅŠ, RAIMONDS VĒJONIS**

Abstract. This paper integrates situational leadership and rational choice approaches to investigate the presidential interaction with the parliament in Latvia. The focus is on the State president Valdis Zatlers (2007-2011), Andris Berzins (2011-2015) and the current president of Latvia Raimonds Vejonis (2015-up to date). The research is about the decision-making process on revised laws. It analysis standard operating procedures from returning laws to the parliament until proclamation of laws. Cross sectional sequential research design analyses and evaluates semi structured elite interviews with State president's and their legal advisers to reflect on the nature and purpose of revised laws. Study concludes about the necessity of close interaction between the State president and the Parliament for reaching the agreement on the quality of laws. It shows that the State president have tried to impact the quality of laws during the presidency.

Keywords: state president, political leadership, decision making, network governance, revised laws

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***Rasa Kanapickiene, Ieva Stankeviciute, Almute Grebliune.*
EVALUATION OF ACCOUNTING INFORMATION DISCLOSURE QUALITY
IN THE PUBLIC SECTOR: THE CASE OF LITHUANIA**

Abstract. Accounting information is significant to internal and external information users in order to make reasonable decisions. However, it is noticed that the disclosure of information in the private and public sectors is insufficient. The issue of accounting information disclosure quality is encountered. This issue is also enhanced by the fact that in order to analyse and evaluate accounting information disclosure quality, firstly it

needs to be separated from phenomena that are referred to by other concepts of quality and to identify their interrelations. In the meantime different concepts related to the accounting and quality are employed in the scientific literature: information quality, accounting quality and accounting information disclosure quality. In addition, it is essential to evaluate the requirements which the accounting information has to meet in order to be viewed as qualitative. The question of accounting information disclosure quality in the Lithuanian public sector is also relevant, as since 2010, after the Accounting and Financial Reporting Reform in the Public Sector, the accounting management has been changed from the cash basis to the accrual basis. The Public Sector Accounting and Financial Reporting Standards have been introduced which are employed to improve the presentation quality of the financial statements of the public sector entities. The financial statements prepared according to these standards would help the users of financial information to make more reasonable economic decisions that deal with the distribution of resources. In addition, the transparency indicators of the financial statements would increase. However, this aim can be reached only if the information introduced in the financial statements meets all of the requirements in the standards. Generally the questions of accounting information disclosure quality gain quite some attention in the private sector; nevertheless, the research on this issue is insufficient in the public sector. The research of accounting information disclosure quality in Lithuania is scarce in both theoretical and empirical fields. *The research object:* accounting information disclosure quality of non-current assets in the financial statements of the public sector. The financial statements of the municipalities of Lithuania have been selected for the analysis of this research. *The aim of the research:* to examine and evaluate the accounting information disclosure quality of the non-current assets in the financial statements of the municipalities of Lithuania. In order to reach this aim, the following objectives have been addressed. The concepts of information quality, accounting quality, disclosure quality have been analysed. After the analysis of the performed research of information disclosure in financial statements, the theoretical model of accounting information disclosure quality has been designed. In accordance with the designed disclosure index, the disclosure quality in the financial statements of the non-current assets of the municipalities of Lithuania have been evaluated and compared. With the help of this index, the authorities of the municipalities and other concerned entities will be able to identify problematic areas of insufficient financial information disclosure.

Keywords: accounting quality; disclosure quality; financial reporting; municipality

JEL Classification: H83; M41; M48

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Katarzyna Zak. FOREIGN DIRECT INVESTMENTS AND FOREIGN DIRECT DIVESTMENTS: THE CASES OF POLAND AND LATVIA

Abstract. Decisions to invest, withdraw or transfer capital in different foreign markets have become a fixed part of management pragmatics in contemporary companies. The results of the Global Corporate Divestment Study 2017 show that MNEs from particular parts of the world tend to see the main reasons behind their decisions on FDI /foreign direct investment/ and FD /foreign direct divestment/ in a slightly different manner. Insofar as internationalization processes and foreign direct investment (FDI) have been relatively thoroughly studied and discussed in world and Polish literature, the concept of deinternationalization pursued through the prism of divestment still requires further analysis and consideration. The article aims to present the general framework of the process involving FDI, FD and the major factors behind it in Poland and Latvia. Theoretical considerations are supplemented with the analysis of statistical data coming from the UNCTAD database and the database of Poland's central bank illustrating foreign investment flows. The article uses the method of critical analysis of world and Polish literature, analysis of reports on relevant issues and desk research analysis.

Keywords: foreign direct investments; foreign direct divestments; Latvia; Poland

JEL Classification: F21; F23; O10

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Armands Kalniņš, Maija Anspoka, Edgars Čerkovskis. LABOUR DEMAND AND OFFER OF HIGHER EDUCATIONAL INSTITUTIONS FOR THE ENTERPRISES OF THE FIELD OF INFORMATION AND COMMUNICATION TECHNOLOGIES

Abstract. The role of small and average enterprises in the economy of any country is significant. Also in Latvia their significance is assessed, according to the information of the Ministry of Economics of Latvia these enterprises are 99% of the total number of the enterprises, creating 45% from the total turnover. However the largest number of the small enterprises is in retail, as a perspective direction for the company creation and operation frequently is named also the field of specialization of the information and communication technologies (ICT). Objective of the study is to explore the labour demand of ICT, compared to the possible offer of the higher education institutions. In the field of the information and communication technologies there is possibility to acquire a higher education in 5 colleges (the first level higher education), while the Bachelor's study programs are offered by 11 higher educational institutions (15 study programs), but to acquire Master's study programs there is possible in 5 higher educational institutions. There are offered budget places. Need to take into consideration the fact that in this field of specialization the prospective specialists start working, not

finishing the studies. The used study methods: document analysis, analysis of the statistical data, synthesis. The main results of the study: (1) Despite the number of the enterprises of the ICT field increases, the number of employees recruited therein is stabilized; (2) The number of recruited ICT specialists in the time period from 2012 until 2016 has been variable; (3) There is a constant offer of vacancies for ICT specialists; (4) The offer of the higher educational institutions in general shall be assessed as essential. For the study there is also a practical meaning. It is planned to continue the study, to focus on the field of the offers of the higher educational institutions more detailed.

Keywords: field of specialization of the information and communication technologies; small enterprises

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Michail Lezgovko, Aleksandra Lezgovko. SERVICE CLUSTERIZATION EFFECT ON ECONOMIC DEVELOPMENT

Abstract. The importance of clusterization for the modern economy is based on the fact that cluster development level is an integral part of the Global Competitiveness Index (GCI), which is reflected in one of the 12 competitiveness factors (Business Indicators Indicators). GCI provides an opportunity to compare the competitiveness of a selected country and the level of development with other countries of the world. These facts show that cluster activity and its results are important not only for cluster participants, but also for the economy of the country in which these clusters operate. Clusters of various economic activities are important not only in the formation of regional policy, but also stimulate the economic growth of a whole country in a multi-dimensional way, such as job creation, development of intellectual property and innovative industries. However, it is not enough to make evaluations based purely on economic indicators as Sustainability is viewed as a pivotal component for businesses and industries. Linkage between these two phenomena is further reiterated by various geopolitical entities that further cement both the importance of clusterization in itself and the necessity of viewing this processed from the perspective of the sustainable development. An example that could be provided is the EU Sustainable Development Strategy a priority. However, there are currently no reliable and effective tools to validate this hypothesis. In the analysis of the problem and in order to deepen the theoretical knowledge of



the object under study, this paper analyses and summarizes systematic, logical and comparative scientific literature, scientific studies, strategic documents and legal acts.

Keywords: service clusterization; sustainability; economic development

JEL Classification: C38

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**EMERGING TRENDS IN
BUSINESS ADMINISTRATION, MARKETING
AND ENTREPRENEURSHIP**

Mesut Atasever. MULTICULTURAL MANAGEMENT, CHALLENGES AND SOLUTION SUGGESTIONS IN E-COMMERCE BUSINESSES

Abstract. An important part of today's business is realized via internet. The most important difference from the traditional management for this activity is that it is multicultural. Multiculturalism is based on the origins of individuals and groups of people from different backgrounds in terms of language, religion, race, history and geography. E-commerce businesses are a very weak structure in terms of cultural cohesion, composed of people from different cultures. In the case of an organization with cultural differences, especially the formation of different groups causes some difficulties in the management of the organizational function, which causes problems in the functioning of the organization. However, the fact that trade and management are in the tendency of globalization, increasing the globalness from the locality to the orientation, it is not possible to avoid this situation, but it is obligatory to have methods to facilitate multicultural management. In addition to the fact that it is not binding in terms of location and it is necessary to establish commercial relations with many societies around the world and therefore with many cultures, it also increases the importance of multicultural management that employees are from different cultures. It is necessary for a healthy management to produce solutions for this situation which can have quite different problems according to monoculture management. In this study, the increasing importance of multicultural management is emphasized and it is aimed to seek solutions to the challenges that may arise. In scope, global e-commerce businesses and their cultural and intercultural management issues are addressed. Qualitative analysis and interpretation were used in the study in which observation, data analysis, source scanning methods were used. It is expected that this work will be beneficial to the academicians working in the fields of management, e-commerce, virtual enterprises, culture, intercultural management, multicultural management and managers in the sector.

Keywords: management; multicultural management; e-commerce

JEL Classification: M12; M16

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Julija Mironova. LATVIAN HOTEL INDUSTRY: ARE HOTELS USING SOCIAL MEDIA AS A MARKETING CHANNEL?

Abstract. Nowadays, hotel industry is developing extremely rapidly. With every year number of tourists is growing. The same can be told about the number of the hotels – every year number of the hotels and hotel rooms in Riga and in Latvia are increasing. With growing amount of hotels, competitiveness is increasing in this industry. It is well known, that social media can be used as excellent marketing tool. Especially, if more and more guests are millennials, who are waiting completely different treating, than previous

generation. Is there a truth behind statement, that every company should have active Facebook profile and is it true, that social media has huge influence on company performance? The main idea of the study is to analyse how hotels in Latvia are using Facebook and Instagram and to compare it with international practice of international hotel chains. Study focuses on two main social media channels: Facebook and Instagram. Aim of the paper is to analyse Latvian Hotel industry, especially way, how hotels use social media as marketing channel and to compare Latvian practice with the best practice of international hotel brands. Main goal of this paper is to propose improvements to Latvian Hotel operators, based on world best practice of using social media as marketing channel. The study focuses on Latvian hotel industry.

Keywords: hotel; social; media; facebook; instagram.

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Viktorija Skvarciany, Mangirdas Morkunas. DETERMINANTS OF INDIVIDUAL CUSTOMERS' TRUST IN PHYSICAL BANKING: CASE OF BALTIC STATES

Abstract. This research paper focuses on customers trust in physical banking. Main six determinants of trust in physical banking were distinguished based on a scientific literature: an information provided to clients, a risk perception of clients, the quality and availability of bank services, bank characteristics, bank employees, and customer experience with other financial institutions. These six determinants and its relationship with customers trust in physical banking in all three Baltic States was researched. The questionnaire, correlation and regression analysis were employed as scientific methods. Research results show that main determinants of customers trust in physical banking are the information provided to customers, being followed by customers' risk perception. Empirical findings also suggest that Estonian customers have highest financial literacy level among Baltic countries being followed by Lithuania and Latvia respectively.

Keywords: trust in bank; Baltic States; physical banking

JEL Classification: G21

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***Dominika Moravcikova, Anna Krizanova, Lucia Svabova.* EVALUATION
OF THE EFFECTIVENESS OF SELECTED SLOVAK BRANDS ON THE
PRINCIPLE OF DEA MODELS WITH THE POSSIBILITY TO OPTIMIZE
THEM**

Abstract. Nowadays, when marketing and branding change, companies are trying to find new ways to evaluate the effectiveness of their marketing activities as they impact on current and future business results. The main objective of the contribution is to evaluate the effectiveness of DMU production units in the form of selected Slovak brands through the non-parametric DEA method. The sample size is made up of 10 Slovak brands (Slovenská sporiteľňa, VÚB banka, Tatra banka, ESET, Slovnaft, Matador, Rajec, Sygic, Sedita and Zlatý pažant). The data were collected on the basis of the financial statements of 2017, which are published on the official website of the financial statements. The data relating to the awareness and fidelity of the marks in question were obtained from a marketing survey conducted through a questionnaire. The questionnaire was distributed electronically via e-mail between November 15, 2017 and January 31, 2018. The subject of the survey was business entities operating on the territory of the Slovak Republic. To quantify the efficiency of the respective production units, we used DEA models that were both input and output variables oriented, with models predicting both constant and variable yields. Based on the CCR DEA model, we find that brands such as Slovenská sporiteľňa and Sygic, the BCC DEA model, besides the brands of Slovenská sporiteľňa a Sygic, as well as Zlatý bažant, Rajec and Sedita. The contribution also includes suggestions for optimizing branding activities in Slovak brands. In contribution, deduction, induction, analysis, and marketing research methods were used.

Keywords: brand; brand equity; decision making unit; data envelopment analysis; marketing research.

JEL Classification: C02; C52; C61; M30.

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Andzela Veselova, Inara Kantane. THE ANALYSIS OF THE FACTORS THAT IMPACT THE IMPLEMENTATION OF EFQM BUSINESS EXCELLENCE MODEL IN THE LATVIAN ENTERPRISES

Abstract. The EFQM Business Excellence Model is nowadays a framework, used for a spectrum of purposes, with the most frequent aim from its deployment being the attainment of organizational success. This Model's requirements however involve management concepts and thus, there is, frequently, a significant variety within the suggested approaches to the criteria requirements. Although, such integrated EFQM Business Excellence Models should not necessarily be of a very prescriptive nature, allowing for deployment latitude among sectors and types of businesses, a more homogeneous basis of suggested approaches to the requirements maybe a welcome basis by both academics and business people. To be excellent, enterprises cannot focus their efforts in just one area. The enterprises have to optimise the use and effectiveness of all of their resources within the overall enterprises. The implementation process of the European Foundation for Quality Management (EFQM) business excellence model is important to any enterprises regardless of the size. The EFQM business excellence model implementation could impact a lot of factors, such as, contributing and interfering factors. The objective of this paper is to analyse the factors that impact the implementation of EFQM business excellence model in the Latvian enterprises. Methods applied in the paper: analysis of scientific publications, analysis of the expert's survey and focus groups discussions results. The research results showed that the most important contributing factors are staff support and management support; the most important interfering factors are lack of resources, such as lack of management support.

Keywords: EFQM model; enterprises; implementation; influencing factors; survey

JEL Classification: L26; M11

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Martin Kiselicki, Zanina Kirovska, Saso Josimovski, Lidija Pulevska.
THE CONCEPT OF GAMIFICATION AND ITS USE IN SOFTWARE COMPANIES IN THE REPUBLIC OF MACEDONIA

Abstract. Gamification represents a relatively new term that has become massively popular in recent years. The aim of this paper is to evaluate the various definitions regarding gamification, to present a unified process of designing a gamified system and to research the use of gamification on the territory of the Republic of Macedonia.

Gamification focuses on the internal motivators of employees, which are much more powerful and longer-lasting than external motivators traditionally used in human resource management. Since this concept relies on video games, data demonstrated makes it clear that they are prevalent in each age group and there is no inclination of one sex over the other. The research done through a questionnaire on SMEs in the software industry on the territory of the Republic of Macedonia generally gave positive results regarding the level of use and the readiness of the Macedonian managers for gamification. A high percentage of the companies surveyed are using or are in the process of implementing gamified systems and consider that they could bring a number of benefits. The main disadvantages are the lack of understanding by employees and insufficient technical knowledge. The paper contributes in clarifying the gamification concept and distinguishing it from other similar concepts. From a practical standpoint, the presented process for designing a gamified process can be utilized by companies in the future, regardless of the country of origin or industry.

Keywords: gamification; human resources; employee motivation; management, reward system

JEL Classification: O15

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Weronika Kawecka, Agata Kubiak, Marek Sekieta. HOW TO OVERCOME LANGUAGES BARRIERS AND CULTURAL DIVERSITY IN THE PRODUCTION COMPANY?

Abstract. Each company is leading according to own management conception. In the culturally diverse company employees frequently perceive them in different ways. Very often they have different approach to the methods and standards of the company. Inside every single company feeling the sense of community is very important. As a

consequence, the understanding of different values by workers increase the commitment and efficiency of every single employee which makes the company move forward much faster and can dominate the whole market. What is more, the production companies hire people from all over the world for the worker position. The main reason of that is the economic issue. In the culturally diverse company, there are a lot of difficulties in the proper communication. Especially, successful communication seems to be a crucial factor for the good cooperation between employees. Without mutual understanding, the work can be not correctly performed. That can cause a lot of wastes for production company. Examples worth mentioning is defects, unnecessary motion and overproduction. Especially, overproduction is the worst kind of waste, because it is associated with others losses. Furthermore, lack of the communication can also be a reason for the accidents. Particularly, safety in each modern company is one of the most important core value.

Keywords: production company; diversity; management conception; cooperation

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Laima Skrickiene, Daiva Cepuraite, Kęstutis Staras. LEARNING ORGANIZATION IN THE CONTEXT OF THE MODERN PUBLIC ADMINISTRATION

Abstract. According to Karen E. Watkins and Victoria J. Marsick's questionnaire (2003) which is based on the levels of learning: individual, group, and organizational, in order to assess the expression of the characteristics of the Learning Organization in the context of contemporary public administration, the study was conducted in 2016. In October - December, 228 employees were interviewed at an outpatient health care institution. In many public sector organizations, the management, evaluation and performance analysis of activities are becoming an increasingly important component of the activities of public sector institutions. Public sector organizations seeking to implement the concept of a learning organization need to reorganize their organization's governance structure. An out-patient personal health care institution's critical point in the training of employees is the inadequate allocation of financial and other assistance to all jobseekers. The highest rated organizational learning levels were found, hereinafter referred to as groups / teams, and at the lowest level on an individual level. We can say that goal-oriented organizational learning in an out-patient health care institution determines the development, increases the competitive advantage and allows adaptation to change and management, and gives each employee an opportunity for self-realization. The study

found that the largest strength of an outpatient person's health care organization was focusing on the client's (patient's) opinion; The organization provides employees with the tools necessary to carry out their work; employees are able to work in a team, help each other learn, respect the opinion of another employee; managers share the latest information on technologies, innovations, trends. We can say that this institution seeks to become a learning organization, but is not enough to learn alone; it is imperative that the organization's management should be oriented towards continuous improvement of the processes and based on the paradigm of contemporary public management. Purpose of the research: To reveal the expression of the characteristics of the learning organization in the context of contemporary public administration.

Keywords: learning organization; modern public management; change management; public sector.

JEL Classification: I19; I21; I29.

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Margareta Nadanyiova, Jana Kliestikova, Juraj Kolencik. SENSORY MARKETING AS A SUPPORT TOOL FOR BUILDING BRAND VALUE

Abstract. A brand is one way to distinguish products from each other, while simplifying consumers' decisions in choosing an appropriate product. Brand building is not just about design but also strategy, which is even more important in the process. The result of brand building is the potential to represent a certain value for the company. However, sustaining and improving a brand's position in the market is not a simple process in the current competitive environment. Therefore, there is scope for application of new marketing strategies such as sensory marketing. Sensory marketing represents a way for companies how to influence consumers' senses (sight, hearing, smell, touch, taste) and evoke the emotions they are affecting their buying behaviour and perceptions of the product or brand. The aim of the article includes to provide a literature review on the issue from several foreign and domestic authors. It discusses the essence of a brand, brand value, sensory marketing and also analyses its use as a support tool for building brand value in practice through secondary research data. Based on this, in conclusions authors highlight benefits of using sensory marketing for building brand value, including ensuring the loyalty of standing customers as well as gaining new, a successful branding and positive perception of brand and product by users.

Keywords: sensory marketing; brand value; consumer; emotions; buying behaviour;

JEL Classification: M30, M31

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Anastazja Magdalena Kasztalska. MARKETING OF A LUXURY TOURISM

Abstract. Currently, tourism is a very profitable branch of the economy of many countries. One of its varieties is luxury tourism dedicated to the wealthiest who, for relaxation, family vacation or the opportunity to experience extreme adventures are able to pay any price. Luxury tourism has always existed, but it is only in the present times that it has gained much popularity. The purpose of the article is to explain what tourism is and explain how the concept of tourism has evolved into a more detailed definition of luxury tourism. The article aims to bring examples of this type of tourism and is an attempt to set a further direction for the development of luxury tourism. The article is the result of literature studies and the analysis of available secondary data regarding the analyzed issue, as well as the creation of a netographic database that uses current issues and examples of luxury tourism.

Keywords: luxury tourism; luxury goods.

JEL Classification: M21; M31; E21.

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Anastazja Magdalena Kasztalska. CULTURE GOODS MANAGEMENT ON THE BASIS OF THE FLAG FEN MANAGEMENT

Abstract. Cultural goods are an indispensable part of human existence. Very often they testify to belonging to a given nation. Currently, more and more people appreciate their importance and tries to save them from destruction at all costs. The purpose of the article is to explain what are cultural goods, cultural heritage and how these concepts are defined. The neolithic Flag Fen settlement in England is an example of a very well-managed cultural heritage, which is now able to stay on its own thanks to tourists' visits. The article aims to show the means of managing the good of culture and how it should be not to care with due diligence. The conclusions of the research is that there is no doubt that cultural goods, if they are properly preserved and nurtured will be able to pass on their knowledge to future generations. That is why it is so important to skilfully manage such a delicate matter as cultural goods. Destruction is not reversible, and in effect very difficult to mitigate. The most important finding is that managers of cultural goods must make every effort to interest the given place of potential tourists. A great example is Flag Fen, which enjoys unflagging popularity both in England and around the world.

Keywords: culture; management; Flag Fen

JEL Classification: M21; M31; E21.

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Anastazja Magdalena Kasztalska. MARKETING MANAGEMENT OF A BRAND

Abstract. Branding refers to many aspects of a company's functioning, as it means a product, a product line, or an entire assortment of companies, as well as a graphic representation of the symbol used by the company. The last meaning of the term "brand" is the whole image of the company that uses it. Nowadays, the brand is a commodity in itself, because consumers often choose to buy something because it is branded with a particular company. Contemporary big international brands have acquired personality, are present in culture, art and everyday life. Marketing activities have a positive influence on building brand prestige. Through marketing activities, the demand for a product is created, and moreover, through marketing activities, the brand can be built, developed and freely designed to suit the needs of the market and customers. The recognition of a particular brand influences the decision to purchase it. There is a relationship between the brand's degree of recognition and its revenue, which means that the more brand is known, the higher the profit it generates. Marketing of a brands increases their visibility and increases the demand for them, for example through advertising campaigns linked to well-known people in politics, sports, arts and culture. Marketing must promote and build brand prestige in the eyes of customers, then it becomes a desirable and willing brand. Demand for branded goods is created by

marketing, which creates the need for having products that are the only ones that can satisfy fully the needs of customers.

Keywords: brand; management; marketing.

JEL Classification: M21; M31; E21.

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***Eva Kicova, Katarina Janoskova, Pavol Kral.* BRAND'S COMMUNICATION STRATEGY DEVELOPED ON CUSTOMER SEGMENTATION BASED ON PSYCHOLOGICAL FACTORS AND DECISION-MAKING SPEED IN PURCHASING**

Abstract. Customer is one of the key driver in the brand building process. Many times, this term works very broadly, especially in segmentation and planning. Knowing the customer buying behaviour and customer decision making process is important for brands, especially today, when customers are informed much better and get information over the Internet faster. In the paper, we present several theories that deal with the purchasing behaviour of customers, but we emphasize the analysis of the sales cycle of the individual phases in the current conditions, when segmentation based on socio-demographic data is not enough. It is much better to define the psychological factors, the factors that influence the customer and motivate him to buy in combination with the buyer's decision-making speed. Thus, the article discusses the basic four types of customers according to the major research work carried out by brothers Eisenbergs. Based on this analysis, we can determine the percentage of individual customers. The article offers a survey that was conducted to find the most important factors in the decision-making process when buying a car. In addition to the criteria, we also asked our respondents about an importance of these factors. We have used the multiple criteria decision analysis as it is one of the methods of complex evaluation and it minimizes the degree of subjectivity in choosing a suitable variant. Based on our survey, we have used cluster analysis to design 4 communication strategies that brands operate in automotive sector could use to communicate in order to address the type of customer that belongs to their target audience.

Keywords: brands; customer; strategy; factors; planning

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***Agnieszka Dziubińska.* ABSORPTION OF UNCERTAINTY IN STRATEGY PROCESSES**

Abstract. The issue of mutual adjustment of an organisation and environment has a long tradition in the source literature and it has expanded under different terms. Although, at its core, it includes phenomena on the level of an organisation, its borders and environment, the majority of studies which have been conducted so far was still concentrated on one of these areas. As a result, the issue has never been given homogeneous theoretical foundations, which may be regarded as a certain limitation within the scope of the development of studies on the adjustment of an organisation and environment, especially in the conditions created by the contemporary environment. Within this scope the perspective of complexity creates an interesting cognitive perspective within the framework of which the aim of the studies has been formulated and presented in this article. The conducted studies are supposed to give an answer to the question regarding the way in which processes of strategies within the scope of interactions between an organisation and its environment (responsive actions - proactive), basic processes (exploration - exploration) and strategies (top-down - bottom up) control one another. The article includes the results of empirical studies that have been obtained on the basis of a single case study. The selection of the case was to ensure the best possible conditions for gaining the insight into the studied phenomena. The addressed issue is a part of the current studies on resilient organisations (contrary to robust organizations), the strategies of which are aimed at the absorption of complexity (contrary to its reduction).

Keywords: strategy; co-evolution; complexity.

JEL Classification: L20; L22.

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***Edyta Kłosa, Marcin Komańda.* APPROACHES TO INFORMATION SHARING IN SUPPLY CHAIN RISK MANAGEMENT**

Abstract. Complex nature and rapidly changing environment of contemporary supply chains make them highly vulnerable to risk. As a result, risk handling should be an

important element of supply chain management. Key facilitator of supply chain risk management is information being shared among supply chain partners. Thus the aim of this paper is to highlight supply chain members' approaches to sharing information supporting risk management. The paper is based on data gathered from 197 Polish companies through a survey conducted with paper self-administered questionnaires (PSAQs). Collected data were then statistically processed by using IBM SPSS ver. 24. In particular, popularity of selected risk information sharing practices was investigated by using frequency analysis. Next, network analysis was conducted to reveal potential coincidences between above mentioned practices. Practices tending to co-occur most frequently were then investigated by using two-step cluster analysis to derive approaches to sharing information related to supply chain risk. Finally, Chi-square and Cramer's V were used to test potential relationships between above mentioned approaches and selected key business features. The results obtained so far suggest that there are three frequently co-occurring practices forming seven approaches to risk information sharing in the supply chain. Research findings presented in our paper can contribute to fulfil the gap in the literature related to solutions used by supply chain members to share information needed for risk management. In addition, the outcomes can be useful for supply chain decision makers when developing risk management framework.

Keywords: supply chain management; supply chain risk management; information sharing.

JEL Classification: M19

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***Vita Stige-Skuskovnika, Inga Milevica, Olga Civzele, Armiyash Nurmagambetova.* ENTERPRISES COMMUNICATION IN E-ENVIRONMENT: CASE STUDY OF LATVIA AND KAZAKHSTAN**

Abstract. The performed scientific studies show that proper and skilful use of modern technologies can contribute to significant development of companies. Growth of technologies occurs rapidly and the electronic environment continuously develops and improves along with it. The electronic environment already now offers companies practically all the necessary marketing and communication tools for ensuring company development by creating competitive advantages, nevertheless, not all companies can employ the opportunities rendered by the e-environment, in order to increase company competitiveness and productivity. The aim of the paper is to study and compare the enterprises communication in e-environment in two countries – Latvia and Kazakhstan.

Study material – 100 enterprises of Latvia, 100 enterprises of Kazakhstan; method – survey. The study was conducted within the *Erasmus+* project “Higher education staff mobility between programme and partner countries”. Using previous researches and scientific studies, as well as survey of enterprises representatives in Latvia and Kazakhstan, in this paper authors a) give an overview of the main trends of enterprise communication in e-environment and b) compare the experience of the two countries.

Keywords: communication; e-environment; enterprise; Latvia; Kazakhstan

JEL Classification: D83; L32

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Reinis Lazda, Armands Kalnins. THE 18 SHADES OF THE PERSONNEL SPECIALIST

Abstract. The contents in the work of personnel specialist differ in organizations from one field to another. It continues to evolve with an emergence of new technologies and business methods, as well as with structural changes in the economy, both at a global and national level. However, the study programs at the universities are slow to adapt to the changes and to equally consider the range of business field specific requirements in the curriculum. To facilitate the improvement and adaptation of study programs to the current needs of business and public sector in Latvia, a study on trends in the work of personnel specialists has been conducted with an informative support of Latvian Association for People Management. The topics of daily activities and tasks, as well as individual features of personnel in various fields, including building, banking, manufacturing, public service, IT retail company, and public service institutions have been included in the study. Overall, 18 personnel specialists from public and private sectors were interviewed. The shared and varying features in the work of personnel

specialists will be analysed at the conference presentation, discussing the possible consequences in the aftermath of the study, including a development of a novel gamification tool.

Keywords: personnel specialist; contents of work.

JEL Classification: J80

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Velga Vevere, Inga Shina. CHARITY PROGRAMS AS PART OF LATVIAN COMMERCIAL BANK CORPORATE SOCIAL REPOSNSIBILITY STRATEGY

Abstract. Processes of globalization create competitive environment in all spheres of economic activity, including the one of commercial banking. This, in its turn, brings about questions of sustainability, corporate governance and corporate social responsibility, charity programs being the vital aspect of their social mission. The goal of the current research is to analyze the Latvian commercial bank charity programs within the context of their corporate social responsibility strategies. By the 3rd quarter of 2017 in Latvia altogether there were 17 banks and 11 branches. The authors have chosen 5 banks according to 3 parameters: the bank being among the top 6 according to the size of bank's assets; the bank is among top 10 according to their profit margin; and according to shareholders: the Latvian state, international mother banks, private persons (via Ltd.). The research methods employed in the current research are the following: qualitative content analysis of the bank home pages related to their charity programs (projects, foundations). The results of the research allow authors to conclude that the companies of the Latvian finance sector have paid a serious attention to their social mission as a tool to create good company image, reputation, heighten recognisability, and ensure sustainability.

Keywords: Latvian commercial banks; corporate social responsibility; social mission; charity programs; charity foundations; philanthropy

JEL Classification: M14

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Jacek Pasieczny. DYSFUNCTIONAL ORGANIZATIONAL GAMES – SOURCES AND MANIFESTATIONS

Abstract. The purpose of the article is to show the causes, manifestations and mechanisms of development of selected dysfunctional organizational games. Dysfunctional organizational games can lead to a permanent loss of pro-development potential by the organization. The topic of dysfunctional organizational games is surprisingly rarely discussed in literature on management, especially when bearing in mind the theoretical and practical import of such questions. The intention of the author is to fill in this gap, at least partially. The text is based on qualitative research carried out in the form of partially structured interviews. These interviews were conducted with entrepreneurs, managers and employees of various levels. Learning about organizational games requires very close, sometimes even informal, contact with respondents. It would be very difficult to achieve this by using quantitative methods which, by definition, narrow the scope of research. The article briefly presents the concept and influence of organizational games on the functioning of an organization. The author concentrates on the manifestations of the phenomenon and presents them from various perspectives. The study identified some dysfunctional organizational games such as: scapegoating, making a good impression, the illusion of taking charge, forming coalitions, cost shifting, and more. The most important reasons for initiating the games were, among others: seeking formal power or informal influence, the desire to influence change, the improvement of material status, avoiding duty, and defense of one's own position. Numerous organizational games emerge at the tangent point of the organization and its surroundings.

Keywords: organizational games; dysfunctions, power, influence.

JEL Classification: M10

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Viktor Nagy. EVALUATION OF DECISION EFFECTIVENESS OVER TIME

Abstract. In this paper, I present the results of my research that was carried out on a large sample to investigate how people look back at their previous business decisions. After a short literature overview considering the role of time, the paper deals with the primary research: how people judge their decisions in the short term and in the long run,

i.e. how confident they are that the right one was chosen applying the available knowledge of facts and conditions connected with or relevant to their situation. Using statistical methods, comparisons were made, for example based on the respondents' gender, so it turns out whether gender has an influence on self-confidence or on exactness of judgement. Does the position, i.e. the rank, matter? Can it be assumed that the farther one gets up the corporate ladder the more certainty can be observed about their decisions? And what about educational level? Does it influence judgement in a decision? Those who do not regret their decisions after a while, i.e. after the original decisions were made, while being in possession of the information available later, can be more successful in business because they made the best decision. Trying to identify such characteristics or factors can be an advantage in the business life.

Keywords: self-confidence in decisions; the role of time

JEL Classification: D83; J24

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Viktor Nagy, Tímea Kozma. BUSINESS COOPERATIONS ALONG THE SUPPLY CHAIN

Abstract. Cooperation between and inside companies can be an important success factor. These days, based on trust, companies have created formal and informal network structures in which cooperation between companies plays a special role. Nowadays, the economic importance of supply chains can be observed in almost every industry regardless of size: multinational companies and even small and medium-sized enterprises are actively involved in global value-creating chains. More and more business leaders recognize that when consumers are about to decide on their purchases, not just one performance of a company is evaluated but the entire supply chain and supply network. Forms of cooperation in the supply chain affect the companies in several ways: we can investigate its impact on growth, operation and thus on the effectiveness of the supply chain and competitiveness. Both cooperation between the company and within companies are important in creating the ultimate value added. This paper aims to explore the functional fields in which companies cooperate with each other and analyse cooperation among the members of the chain from the aspect of competitiveness. Results and conclusions are based on in-depth interviews and a questionnaire filled in by companies in Hungary.

Keywords: supply chain; supply network; cooperation; relationships; business strategy

JEL Classification: M10; F14

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Linda M. Hagan. THE SHIFT FROM SELLER-BUYER TO SELLER-INFLUENCERS-BUYER: THE CONVERGENCE OF MARKETING AND PR IN REACHING BUYERS

Abstract. Web-based communications have become more widely used to facilitate conversations between consumers and influencers. This has led to a convergence of the roles of marketing and public relations professionals. A contemporary perspective on the marketing purchase funnel serves as a framework to consider this convergence. The class marketing purchase funnel tracks a buyer's decision-making from awareness of products or services, to consideration, and finally to action in a sequential manner. However, with the prominence of technology, especially social media channels, a new purchase model considers the impact research, comparison, and review have on the buying process. Through secondary research, this paper explores how marketers and PR practitioners are utilizing new media channels to connect various stakeholders as influencers to augment the feedback-looping step in the purchase decision model.

Keywords: marketing; public relations; purchase decision-making; influencers; social media

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Natalja Verina. THE NEW TRENDS IN THE HUMAN RESOURCE MANAGEMENT

Abstract. In conjunction with worldwide changes, with changes in technologies, in political and economical dimensions, in social and work conceptions, the human resource (further – HR) management tendencies changed too. Analyzing HR services specialists about the HR trends and actualities in 2018, it is possible to conclude that many authorities' opinions about tendencies are the same, with minor differences. One of the actual mainstreams in human resource is the digitalization of the workplace. This concept

contains many different factors - from the artificial intelligence and machine learning tools and it influence on the human resource selection, the costs reduction, until various mobile apps using in the smartphones and another gadgets. Another modern trend in HR - shift from Employee Engagement to Employee Experience. One more tendencies, which directly will influence the HR management work – the changes in employer’s structure and their proportion. It will prognoses the growing number of workers shifting to freelance and contract modes of employment. HR managers will be essential to help workers maintain connections across borders, managers lead their teams and drive collaboration (Cariss, 2017.) In order to growing up the organization efficiency, get over the changes and challenges in the worldwide, the HR managers need to be ready to react very fast and effective, to work in the new conductions and according the new rules. The aim of the paper – based on literature review to find out the HR worldwide actual trends. The research based on the critical analysis of literature, practical specialists opinions, questioning HR managers in Latvia.

Keywords: human resources (HR); employers; HR management; digitalization.

JEL Classification: M12

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Indre Razbadauskaite-Venske, Viktoriia Rabcheniuk, Jurgita Martinkiene, Remigijus Dailide. IMPLEMENTATION OF NEURO-MARKETING TOOLS INTO TRADITIONAL MARKETING RESEARCH METHODS: PACKAGING DESIGN AS A COMPETITIVE ADVANTAGE IN CUSTOMER DECISION-MAKING PROCESS

Abstract: Application of neuro-science and neuro-marketing tools into marketing research methods are already highly debated and perform an increasing interest every year. This article aims to analyze existing neuro-marketing research literature and focus on the study which analyzes the influence of goods packaging, which is one of the marketing stimuli in decision making process. White (2014) claims that packaging has a proven significant influence on the consumer buying behavior because approximately 60-70% of all buying decisions which are made in retail store are caused by packaging design. In addition, attractive packaging triggers positive emotions and feelings, which subconsciously leads consumers to buy a product. The research which is a key contribution to this article used eye-tracker as a primary data collection method and analyzed different bottled water packaging designs including 5 attributes: graphics, color, shape, product information and technology issues. This article is a valuable tool for marketers, academics, scientists and conscious customers to fully understand benefits of neuro-marketing research tools and focus on packaging design including its most relevant attributes as critical drivers in the consumer purchasing behavior.

Keywords: neuro-marketing; packaging; consumer behaviour; decision making process; eye tracker

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Sergejs Paramonovs, Ksenija Ijevleva. ANALYSIS OF PESSNGERS' PERCEPTION OF CUSTOMER SERVICE AT BALTIC AIRPORTS

Abstract. Airports in the Baltic States compete at different levels. Hence, measurement of airports' performance related to its operational efficiency and productivity given top priority by researchers on aviation industry. As customer service leading to customer satisfaction, it also resulting in airports' performance surge. Furthermore, measuring passengers' perception of level of service at airports may deliver significant insight to airports top-managers. The aim of the present study is to investigate travellers' satisfaction with customer service provided by Riga, Vilnius and Tallinn international airports. The authors used different methods to collect data. Theoretical evidence examined and then survey of 497 passengers carried out to identify main factors affecting their satisfaction with customer service at airports. Random sampling used choosing respondents, and then structured and semi-structured questionnaires administered to them. As a result of empirical analysis, the authors have found that the chief contribution to travellers' satisfaction with customer service at Baltic States airports have the following factors: (1) clear and easy to find "way finding signs," (2) courtesy of staff, (3) availability of staff, (4) availability of telecommunications, and (5) cleanliness of restrooms. The later one is surprisingly as important as other factors. Airport managers to better use available resources and win competitive advantage against rivals in the region can use the results of the study.

Keywords: airport customer service; customer satisfaction; airport passengers' perception; KPI

JEL Classification: M16; M39; Z32

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***Aneta Szymanska.* COMPLIANCE IN THE PRACTICE OF CORPORATE RESPONSIBLE BUSINESS: THE INFLUENCE ON THE ORGANIZATION'S BRAND IMAGE MANAGEMENT IN ITS MARKETING ENVIRONMENT**

Abstract. In today's hyper-connected world, company values, social responsibility, as well as corporate compliance are playing more and more important role, as companies can no longer easily control and manage their reputations. Transparency and public trust have never been more important, but also more difficult to secure. However, companies can gain public trust by credibly demonstrating transparency and incorporating ethical considerations into business strategy. Here comes compliance – ensuring conformity with legal regulations, standards or sets of recommendations. The purpose of the compliance system within the organization is to ensure compliance with the law, as well as with other voluntary standards of conduct, to prevent financial or reputational loss. Enforcing compliance in corporate policy helps companies prevent and detect violations of rules, which can save organizations from fines and lawsuits. Corporate compliance also lays out expectations for employee behaviour, helps the staff stay focused on the organization's broader goals, and helps operations run smoothly. The paper aims to examine the perception of employees regarding compliance and CSR activities carried out by their companies. In particular the author wants to evaluate the awareness of compliance, its significance and implementation, in order to find out how it can be used to create corporate image of the company in its marketing environment. For this purpose, a diagnostic survey among 145 employees representing different companies operating in Poland was undertaken. The study will aid discussions between a range of academics and practitioners by bridging the gap between theory and practice.

Keywords: compliance; company policies; corporate social responsibility; brand image management; marketing environment.

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EMERGING TRENDS IN INTERNATIONAL BUSINESS RELATIONS AND LEGISLATION

***Karina Palkova.* OVERVIEW AND ANALYSIS OF LEGAL REGULATIONS IN MEDICAL PRACTITIONERS PRACTICE**

Abstract. Medical practitioners play huge role in medical treatment process from the quality of medical treatment point of view and from the legal liability point of view. Medical practitioners as professionals are able to exercise their own rights, as well patient's rights in healthcare. Therefore is important to research and understand what kind of legal regulations affect medical practitioners. In order to ensure the realization of patients' rights, the legislator has provided several obligations to medical practitioners. From the particular legal regulations arise duties and responsibilities of medical practitioners in healthcare that has described in the paper. The aim of the paper is to provide some insight into regulations that define a medical practitioner's rights and duties in Latvia. The number of applications in healthcare cases for the court is growing. It shows that patients are not satisfied with the policy regarding health care system and with medical practitioner's work. The paper has described most important legal regulations in medical practitioner's sphere of activity. As well define a problems and provide potential solutions. The results of the paper shows that Latvian legal regulations that affect medical practitioner's professional activities must be improved.

Keywords: medical practitioners; rights and duties.

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***Jolanta Dinsberga.* JUST AND CAREFUL USE OF ROAD EASEMENT**

Abstract. Alongside with the establishment of a road easement, the owners of the affected property have to recon with restrictions on their rights of use in the favour of an individual or a land plot. It means that the owner of the serving land plot has to grant the user of the easement the possibility to use his/her right in full. The user of the road easement, on its turn, is bound by the obligation set in the Civil Law to use the road easement right justly and to preserve the property rights of others to the extent possible. However, the Civil Law does not provide any content of the terms "justly" and "carefully" and does not set the possible borders and the principles of the limitations imposed to the property rights. This study is based on the descriptive, inductive and deductive research methods and it is of theoretical and practical importance. The analysis of legal literature and case law allows conclude that the current broad interpretation of the given concepts brings about the necessity for more specific definition thereof. Moreover the setting of limits to the restrictions on the property rights should be based upon uniform principles what, most likely, would facilitate practical application of these norms and would also reduce the number of servitude cases brought before the court.

Keywords: road easement; right of use; restriction of property right

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Jolanta Dinsberga. ROAD EASEMENT POSSESSION

Abstract. Possession is a complex, but at the same time irreplaceable legal institute under the Civil Law of Latvia, which exists alongside with the institute of property rights. A road easement established in the favour of an individual or real estate may be possessed through the actual use thereof. Unfortunately, practical application of this legal instrument causes problems that concern acquisition of the possession right, the use and termination of it. Particular attention should be drawn to the issues associated with hindered use of an easement or deprivation of such right. The hindrances can be eliminated and the possession may be restored through court, this, however, is a time consuming and costly process and in most cases the user may not exercise the right during a pending lawsuit. The Civil Law does not specify cases in which the user would be entitled to eliminate the hindrance or restore the right of use to the road easement with immediate effect and without involvement of the court. The objective of the study is to analyse the specifics and the problems associated with road easement possession right based upon the applicable legal norms, legal literature and case law, draw conclusions and come up with the possible solutions for the identified problems. The study is based on the descriptive, analytical, inductive and deductive research methods.

Keywords: road easement; right of use; possession

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Marina Kamenecka-Usova. MEDIATION PROCESS: IDENTIFYING MEDIATION STAGES

Abstract. The paper shall be devoted to the description and analysis of the mediation process, where the goal of mediation is for the parties to reach a voluntary settlement which is then reduced to writing and becomes a contract. The research is based mainly on the successful practice of American practicing mediators. The aim of the paper is to analyze and distinguish the possible steps/phases of mediation that lead parties to consensus. As the process of mediation is informal, it is not fixed in legislative acts and is build up according to the skills and experience of a mediator (an intermediary that assist parties in the mediation), author predicts that such a research shall be of a high importance and relevance for practicing mediators as well as scholars interested in alternative dispute resolution methods. The following sections shall be presented:

introduction; mediation types, mediation stages; results; conclusion. The research is based on empirical-analytical group of the research methodology.

Keywords: mediation; alternative dispute resolution; mediation stages; mediation process.

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Jelena Alfejeva. HEALTH INSURANCE IN LATVIA - PUBLIC SERVICES AND PRIVATE UNDERTAKINGS

Abstract. The provisions of Latvian law related to health care are not on basis on competition law, offering it as public services only. On the other hand health insurance of private undertakings covers significant part of health care services and mostly used by state entities and municipalities. At the same time, the EU regime for the non-life insurance including health insurance limits the ability of Member States to intervene in insurance conditions, except for schemes of social security. This reflects necessity of compliance between compulsory insurance coverage and bringing of the risk to private undertakings that characterises the increasing importance of health insurance as part of the policy mix that Latvia can apply to problems of funding and guaranteeing the provision of health care.

Keywords: health insurance, competition law; state aid

JEL Classification: I1; I18; K23.

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***Una Skrastina.* PROTECTION OF TRADE SECRETS IN PUBLIC PROCUREMENT**

Abstract. The contracting authority may not disclose information provided by the tenderers which they have designated as confidential and which includes technical or commercial secrets and confidential matters. The relevance and novelty of the study is justified by the provisions of Directive (EU) 2016/943 of the European Parliament and of the Council of 8 June 2016 on the protection of undisclosed know-how and business information (trade secrets) against their unlawful acquisition, use and disclosure. It should be implemented by the Member States by 9 June 2018. This directive has led to extensive discussions on how to ensure effective protection of business secrets and in the same time align it with the public's right to information in public procurements. The purpose of the study is to analyze how this directive will affect public procurements and potential problems and challenges to be expected after the transposition of this Directive into national legislation. Research methods: historical, comparative, descriptive, dogmatic and analytical. As a result of the study, readers will be able to gain more insight into the impact of the above directive on public procurement.

Keywords: public procurement; trade secrets; confidentiality

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***Atis Bickovskis.* PRECIOUS METAL ALLOY AS A TOOL FOR VALUE ADDED TAX FRAUD**

Abstract. Amendments to the Value Added Tax Law entered into force on 1 January 2017, whereby a special tax application mode, or reverse VAT payment procedure, was introduced for deliveries of raw precious metals, precious metal alloys and clay precious metals. The above amendments substantially encumbered VAT fraud in transactions in precious metal alloys. The purpose of the work is to analyse court practice in Latvia regarding the involvement of merchants in fraudulent activities to benefit from transactions related to precious metal alloys. A descriptive method will be used in the work to clarify the institute of administrative law, and a dogmatic method to understand the administrative provisions and the will of the legislator. Before the introduction of the reverse VAT payment procedure for precious metal alloys the tax administration performed tax audits of merchants that declared transactions in precious metal alloys. If the tax administration establishes that a merchant, who carries out economic activity related to precious metals, precious stones and their products, has not registered the place of carrying out economic activity with the Latvian hallmark institution pursuant to Part Four of Section 2 of the law On Supervision of the State Hallmark as well as is not aware that such action is mandatory, then, in conjunction with other evidence obtained during the tax audit, it deprives them of the right to deduct pretax. Upon researching court practices, it was established that the courts are sometimes erroneously evaluating evidence in the case, which results in making erroneous conclusions. For example, if transaction source documents of the merchant feature reports from the testing

laboratory of SLLC Latvijas proves birojs, the delivery-acceptance deeds signed in the premises of the Bureau, the courts sometimes consider that the transaction may have in fact taken place. Although SLLC Latvijas proves birojs does not confirm the actual existence of transactions rather than provides its services - hallmarking of precious metal products and their parts, and it is also not controlling private transactions of merchants. Thus, merchants involved in the transaction chain are using SLLC Latvijas proves birojs to create the appearance of a transaction characteristic for the commercial environment and to gain financial advantages. Considering the above, the author analysed case law with respect to the events of value added tax fraud involving precious metal alloys.

Keywords: value added tax; tax fraud; precious metal alloy

JEL Classification: K34

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Inga Eglite. PECULIARITIES OF NATURAL PERSON'S INSOLVENCY PROCESS IN LATVIA AND CERTAIN EU COUNTRIES

Abstract. The purpose of studies is to explore the exact legal peculiarities and problems of insolvency process in Latvia and in certain EU countries as well as how they affect the process of insolvency, its functionality in order to put forward proposals for the improvement of legal framework. Furthermore, this could develop extensive scientific material about natural person's insolvency process peculiarities also their potential privileges in different countries. In case of publication of all these previously mentioned matters for the Latvian residents it could lead to a better understanding and comprehension of this process content and consequence. As the matter of fact this insight could also be appropriate for the Latvian citizens which do not reside permanently in the country as they could choose in which country is advantageous for a certain natural person to declare his insolvency if there is such a need and circumstances suggest to do so. The research tasks involve gain of in-depth understanding of evolution of insolvency process and how legislative authority has influenced for creation of such institute; identify the main stumbling blocks; to carry out in-depth analysis of limitations of natural person's insolvency proceedings. The methodology of studies are as follows: source data mining, interview, questionnaires, negotiations; analyzing the current and predicted situation; error graphing method, differences in methods of analysis between different countries by looking at the peculiarities of procedural actions; to study and compare the insolvency process in different countries by acquiring lessons of the experience building in the cognitive process; to create material for the development of experience based on cyclical research activities, including practical and qualitative research methods (precisely, document collection and analysis, questionnaires, structured and unstructured interviews, case studies and qualitative data processing program); to substantiate qualitative research approach in evaluating cognitive

experience; comparative analysis of empirical data using a data statistical processing and analysis package; theoretical analysis of legal and psychological literature. As to conclude this study could serve as a basis for further development of legislative norms and corresponding regulations related to insolvency proceedings in Latvia.

Keywords: insolvency process; Latvia; peculiarities; legal framework

JEL Classification: K35

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***Ineta Lilinfelde.* BASIS FOR ESTABLISHMENT OF SEPARATE CUSTODY**

Abstract. As laid down in Section 177 of the Civil Law of the Republic of Latvia: Custody is the rights and duties of parents to care for the child and his or her property and to represent the child in his or her personal and property relations. Thus, the right of custody is the aggregation of rights and duties of parents. In Latvia, pursuant to Sections 178 and 178¹ of the Civil Law, custody is classified as: (1) joint custody; or (2) separate custody. *Joint custody* - parents living together exercise custody jointly, and joint custody continues also, if parents are living separately, i.e. this means that the lawmaker believes that joint custody is in the interests of children. Separate custody – pursuant to Section 178¹ of the Civil Law, separate custody exercised by one parent is possible in the cases as follows: (1) parents agreed on separate custody; (2) court has established separate custody of one parent. Section 200 of the Civil Law sets out the cases when custody rights of parents are terminated, but the Civil Law does not specify the cases when separate custody is established, therefore presently in the judicial practice there are various reasons for establishing separate custody. *A priori* joint custody is in the interests of a child, and separate custody should be established in critical situations, therefore the Civil Law should be supplemented. It should set out specific cases when separate custody is established, it may not be left within the competence of courts to decide on it.

Keywords: custody; separate; parents; establishment; termination

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Marta Strykowska, Michal Maciazek. E-VOTING: THREAT OR DEVELOPMENT OPPORTUNITY?

Abstract. Nowadays we live in a time of a so-called information and communication technologies revolution. This revolution also manifests itself in digitalization of social life. One of many aspects of this phenomenon is a call for the adoption of different methods of e-voting. There are two methods of e-voting: electronic machine voting and electronic distance voting. Using the Internet for voting in elections and referendums (l-voting) is an electronic distance voting which happens to occur in an increasing number of countries. Electronic voting as it is related to economic sphere of the state, is at the most importance while considering its influence on state's financial situation and finding solutions that would decrease costs of conducting elections. However, digital voting system is about to threat transparency of voting and will question historical solutions developed over the years of strengthening democracy. The main aim of this paper will be to a synthesis of l-voting pros and cons. Its purpose is also to discuss the adoption of modern technologies in elections. This paper is an attempt to prove that the democracy crisis is not the right time to adopt such measures and that implementing e-voting would possibly challenge fundamental principles of free elections. In addition, mental and technical barriers have not been overcome yet. Research methods applied were method of description and method of evaluation as well as the methods in regard to comparative legal research i.e. structure, analytical and law-in-context method.

Keywords: e-voting; democracy; digitalization; technology; Internet.

JEL classification: K16; K19; O10; O014.

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EMERGING TRENDS IN EDUCATION AND PEDAGOGY

Simona Bieliune. CULTURE AS A TOOL FOR SCHOOL IMPROVEMENT: THE CASE OF CHILDREN SOCIALIZATION CENTERS

Abstract. The concern for delinquent children’s social, emotional development in closed institutions is a significant topic in educational research. This shows the need to improve the existing re-socialization practice. Despite the fact that school effectiveness and school improvement researches theoretically have different general purposes and value bases, Educational Effectiveness and Improvement paradigm involves both trends which are combined by the same aspects: scientific approach and empirical data based on educational settings; knowledge how to improve the school practice; use of this knowledge for social purposes. In this context the concept of the school culture is one of the main variables that allows us to answer how to address the needs of all children and improve their academic or social outcomes. The aim of this paper is to illustrate the cultural characteristics of children socialization centers as specific schools and to identify the guidelines for improving their performance. The mission of children socialization centers is to re-socialize delinquent behaviour children and help them to integrate into the society. Quantitative data for measuring the school culture is obtained from the survey that was conducted using the School Culture Inventory (Maslowski, 2001). This instrument is based on the Competing Values Framework (Cameron and Quinn, 2011) consisting of four dimensions which are labeled by human relations, open systems, rational goal and internal process orientation. The theoretical value of the survey is the analysis of school culture in terms of successful re-socialization. The cultural profiles of these schools showed the priorities which require practical changes.

Keywords: school; performance; culture; improvement; re-socialization

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Ricardas Butenas, Irena Klimaviciene. DEVELOPMENT OF SOCIO- ECONOMIC PERCEPTION IN THE STUDY PROCESS

Abstract. The training of the next generation of professionals is one of the greatest challenges of the fourth industrial revolution: “The evidence of dramatic change is all around us and it’s happening at exponential speed.” (Klaus Schwab. The Fourth Industrial Revolution, 2017). Global change is changing the meaning and perception of the economy, emphasizing the social economic mission - helping to eradicate extreme poverty and hunger in the world and ensure sustainable economic and social development (Transforming Our World: the 2030 Agenda for Sustainable Development, A/RES/70/1). In order to make young people aware of these complex issues, the article analyzes the essence of a socially responsible economics, but also draws attention to the negative phenomena - shadow economy and its negative impact on the state, society, business and the individual. The main idea of the study: interrelation of economics to social values and issues of the shadow economy; economics teaching / learning methods applicable in higher education. The aim of the paper: to convey the perception of the

social economics in the study process. Research methods applied: analysis of documents and scientific publications, research analysis and synthesis, teaching / learning methods. Predicted value of the research: The study results can be applied in the learning process – in order to develop methodological material for theoretical knowledge and practical classes of economic training. By using information technology, the modeling method allows creating various situations that help students to better understand economic and social issues. The studies contribute to the improvement of the economic Education and teaching of economics in the light of ongoing changes in order to train future accounting and finance professionals.

Keywords: social economics; shadow economy; teaching of economics; higher education; studying methods.

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Sandra Valantiejienė. THEORETICAL ASSUMPTIONS OF THE IMPLEMENTATION OF PREVENTIVE ACTIVITY IN GENERAL EDUCATION SCHOOLS AND THE POSSIBILITIES OF THEIR APPLICATION IN THE REPUBLIC OF LITHUANIA

Abstract. Today's education system is being challenged by economic changes, the rapid development of communicational technologies and other factors. To enable children to catch up to a rapidly changing world, it is necessary to develop their personal and social competences, to shape their skills in making decisions, controlling their behaviour, etc. The provisions of the legal acts of the United Nations, the European Union and individual EU Member States (inter alia the Republic of Lithuania) emphasize that the school is the most important environment for the implementation of universal prevention of social risk factors and such universal prevention should be directed at all children. Various studies show that the implementation of systematic preventive activities in general education schools reduces the probability of aggressive behaviour the use of psychoactive substances, improves children's mental health, their academic achievements, microclimate in the classroom and develops behaviour which is acceptable for the society. This article analyses theoretical models of preventive activity in general education schools. The aim of the article is to reveal the concept, type, levels of preventive activities and their opportunities. Based on the theoretical aspects of preventive activities, a model for the improvement of preventive activities in general education schools is presented, considering the practices followed in the Republic of Lithuania.

Keywords: preventive activity; general education school; theoretical models.

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***Jadwiga Daszykowska, Mirosław Rewera.* CONTEMPORARY TRENDS IN EDUCATION – AN ATTEMPT TO APPLY IN POLISH CONDITIONS**

Abstract. Education is an area of life that accompanies most individuals and societies on their way to development. Referring to Heraclitus from Ephesus, it can be said that as everything flows (from the Greek *panta rhei*), education also flows. Education is included in this trend of changes at every stage of civilization development of countries and the world – in the era of globalization it seems to be a legitimate statement. Nowadays, the most important causes of changes taking place in education are the following: financial and demographic factors, labor market demand, development of new technologies and personal educational preferences. Poland is gradually making changes in education – from the elementary level – to its higher level. The proof of this is the latest education reform – in force since September 1, 2017 at the level of primary school and a project of profound changes at the level of higher education, included in the Draft law on higher education and science, called as Act 2.0 or the Constitution for Science. Every change brings both fears and hopes. Hence it has its opponents and supporters. However, changes in education are inevitable, because they are generated by a constantly changing reality. Polish education aspires to be a 21st century education, however, a question arises: does this ambitious plan feasible in Poland? The authors, in their paper will present the possibilities and limitations in the application of contemporary trends in education in Polish conditions.

Keywords: changes in education, causes of changes, changes in the Polish law, application, Polish conditions

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Agnieszka Pawluk-Skrzypek. STUDENTS WITH SPECIAL EDUCATIONAL NEEDS IN THE OPINION OF THEIR PEERS

Abstract. The aim of the research was to recognize the opinions of peers on the subject of students with special educational needs. The main research problem was included in the question: How are students with special educational needs perceived by their peers perceived? In addition, specific questions were asked: Do students see the difficulties faced by their peers with special educational needs? How and in what way do the lecturers adapt the forms of conducting classes to the special needs of students? The method that has been used for research purposes is the method of a diagnostic survey that uses a survey technique. The research was carried out using the self-help questionnaire. The participants of the study were students of the Warsaw University of Life Sciences. For the needs of the research, a random selection of the sample was made. In total, 95 students participated in the study. The practical value of research is to find practical solutions based on them to help students with special educational needs. To increase the sensitivity of peers and lecturers to the needs of such students, they should be made aware of how individual deficits manifest themselves and what the consequences are. It is also worth informing what forms of help are available to students with special educational needs within the university and what rights they have. In addition, lecturers should be informed how they could adapt the form of classes and materials so that their use by students with special educational needs would be as effective as possible.

Keywords: special educational needs; students; opinion of peers.

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Monika Jurewicz. THE DIVERSE CASES OF INDIVIDUALITY IN SCHOOL EXPERIENCE OF PEDAGOGY STUDENTS

Abstract. The individuality of a human being, although it is not a discovery of the 20th or 21st century, in recent years has been one of the most frequently cited matters. Reflections on the subject of individuality are based on philosophy, anthropology, psychology, sociology, politics, economics and pedagogy. Individuality belongs to those specific categories that not only integrate knowledge about humans but also serve to construct a new reality. The autonomous creative unit, in the opinion of J. Kaufmann, constituting the basis of the new democracy of everyday life nowadays, is the key to understanding the changes in the world (J. C. Kaufmann, 2004, s. 92). It is not just about overexposing the "I" category and ongoing discussions about individualism vs. collectivism. The reference to the "I" and the state of "I", as pointed out by J. Bruner, requires much more than just a lexicon of self-reference. Much more than the conformity of the pronouns such as: I am me when I speak; I am you when you speak. "I" is defined through contextual speech through its location in the discourse but also through its role

in the world of active participants of social life (J. Bruner, 2010, p. 155). The main objective of my study was insight to the school life of the surveyed students in the context of experiencing their own individuality. In my work, I used qualitative research method embedded in an interpretive paradigm. During the research, I've managed to collect over 270 students' written statements about school memories. For the purpose of this text, I used 50 randomly chosen statements. I conducted the research from May 2016 until December 2017.

Keywords: individuality; school experience; students.

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Rasa Grigolienė, Raimonda Tamoševičienė. FACTORS INFLUENCING STUDENT CHOICE IN HIGHER EDUCATION

Abstract. Motives of human behaviour energy and direct it to a certain direction. Needs, preferences, and interests are by far the strongest reasons for choosing the path of further learning. This article seeks to answer how motivation influences young people choosing a profession and what factors are the most important in this choosing. On the one hand, motivation is explained under structural point of view as a factor or set of reasons. On the other hand, motivation is interpreted as a dynamic phenomenon, process, and mechanism. Development of industrial psychology and especially behaviourism made very big influence on the development of psychological motivation theories since 1990. The field investigation of this psychology is the subject of human behaviour in the choosing of the studies. One or another treatment is depending on environmental conditions. A survey reveals that in order to motivate a person, it is necessary to enable him (her) to meet his (her) basic needs in such a way that helps achieving the objectives of all institution. The article also presents the most important criteria influencing the choice and their relative weight. The results of the research carried out by the authors are compared with the results of similar investigations by other authors. There are focused on the main factors encouraging choosing particular higher education institution and studies at it.

Keywords: higher education; criteria of choice; motivation.

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Jelena Jermolajeva, Tatiana Bogdanova, Svetlana Silchenkova.
**PROFESSIONAL ENGAGEMENT BEHAVIORS IN THE STRUCTURE OF
SCHOOLTEACHER PROFESSIONAL IDENTITY IN LATVIAN AND
RUSSIAN SAMPLES**

Abstract. The article presents the results of the international study of the professional identity (PI) of schoolteachers of Russia and Latvia. The six component model of the content of the PI is used in the study. According to this model, the questionnaire “School Teacher Professional Identity” was created and international survey organized in 2017, in which 433 schoolteachers from Latvia and the Smolensk region of Russia participated. The aim of this article is to analyze the data of two national samples for the last of the six components of the schoolteacher PI: Professional Engagement Behaviors (PEB). PEB is not connected with the implementation of direct professional duties, but corresponds to the philosophy of the profession: support and implementation of the mission of education, participation in the formulation and solution of social problems containing pedagogical aspects, unselfish professional help to those who need it. Statistical methods were used for data processing. On the whole, the items of PEB component received high rates from the teachers of both countries. At the same time, certain differences in the data of Latvian and Russian teachers are observed, analyzed and interpreted. Some problems of the schoolteacher PI are identified that require attention of teachers, school administrators and education officials.

Keywords: Latvian and Russian schoolteachers; professional engagement behaviors; professional identity (PI); structural model of the contents of PI.

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Carmen Alexandrache. COLLABORATIVE LEARNING AS A DIDACTICAL MODALITY TO REDUCE THE DISCRIMINATION IN THE HIGHER EDUCATION

Abstract. In the context of the development of the scientific research, technique and technological process, the people mobility has increased. In this respect, it must be resolved some different problem referring to intercultural dialogue, communication with people who proved by the different cultural spaces, integration in a social, professional in cultural in an interethnic space, what relationship principles have to be respect in this situation. Our paper is a small empirical research. It presents the problems liked by the intercultural competences of the students, to use the education strategies which encouraging the collaboration with the other, principles, attitudes and values that must be respect in all activities of working in an inhomogeneous space. Our study starts from the premise that the students can learning better in an collaborative education context. Our paper is based on the observations which made during the activities with students and the analyse of the results of literature of education and social and human sciences, also. The paper proposes some methodological aspects for develop the social and intercultural competences of students, attitudes and values by the collaboration learning. Some examples of activities and strategies which can be use by the students and teachers in the training and teaching activities in the higher education process.

Keywords: education; intercultural; social competences; higher education

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Ann Saurbier. DETERMINING QUALITY IN HIGHER EDUCATION: APPLICATION OF THE STAKEHOLDER PERSPECTIVE TO ADVANCE QUALITY IN THE U.S. HIGHER EDUCATION ACCREDITATION PROCESS

Abstract. For more than a century, the strategic emphasis of the accreditation process in American higher education has adapted to the changing external conditions. Emphasizing quality identification, improvement, assurance, and finally assessment and accountability in turn across time, accreditation today attempts to execute of all of these functions simultaneously. As a quality control process, the goal to assist American higher education institutions as they pursue their mission-specific quality objectives may be aided by the application of business models, the stakeholder theory in particular. A deeper and more complete application of the theory therefore has the ability to both enhance the sustainability of higher education as a public good, and to assist institutions in balancing the wide and varied perspectives of their multiple constituencies. This paper employs secondary research to explore the benefits and drawbacks associated with the application of the stakeholder theory to the higher education accreditation process. It also aims to advance a more comprehensive and stakeholder-inclusive framework against which quality in higher education can be determined, assessed, reported, and advanced.

Keywords: higher education; accreditation; quality; stakeholder theory

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Jelena Titko, Edgars Čerkovskis, Jekaterina Bierne. DEVELOPMENT OF STUDENTS' ENTREPRENEURIAL COMPETENCIES: RESULTS FROM THE WORKSHOP WITHIN HE FRAMEWORK OF SPIDE PROJECT

Since January 2017 the University of Economics and Culture participates in the international project *Strategic Partnership for Innovation and Development of Entrepreneurship* (SPIDE) within the framework of Erasmus+ programme. One of the main components of the project is International Career Centre for Entrepreneurship (ICCE). Contributing to the component development, partner institutions organized two-days ICCE workshops for students. The overall aim of the workshop was to provide students with the opportunity to gain personal experience of how a business works, to understand the role it plays in providing employment and creating prosperity, and to be inspired to improve their own prospects. During the autumn semester EKA 1st year and 2nd year students participated in the workshop within the framework of the study course "Organisation of the company's business". In total 29 students were engaged in the workshop activities. First day of the workshop was devoted to business idea generation and marketing research activities. During the second day students presented their business ideas and business plan. The result of the current research was the analysis of the students' answers, filing up the authors' developed questionnaire. The goal of the survey was to evaluate students' self-perception regarding their competencies development during the workshop. Most of students highly evaluated the workshop usefulness, as well as the main idea of the event.

Keywords: students' entrepreneurial competencies, advanced teaching methods, SPIDE project, Latvia.

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EMERGING TRENDS IN APPLIED LINGUISTICS AND TRANSLATION

Aija Poikane-Daumke. AFRO-GERMAN IDENTITY: THEODO WONJA MICHAEL'S LIFE UNDER NATIONAL SOCIALISM

Abstract. In his autobiography *Deutsch Sein und Schwarz Dazu* (2013), Afro-German actor and journalist Theodor Michael describes what it feels like to be German and Black at the same time. Born in 1925, to a white German mother and a Cameroonian father, Michael is constantly reminded of his “exotic” complexion by many of his White German compatriots. As a young child, he senses that there is something “wrong” about him. When Hitler seizes power in 1933, Michael realizes that he is in danger because of his “non-Aryan” looks. About 400 Afro-German children are sterilized; others are forced to work in labor camps or are deported to concentration camps. Through close reading of Michael’s narrative, I trace the development of his identity. I argue that he attempts to connect his German and Black identities in a meaningful way. Yet the diverse forms of racism that he is forced to confront lead him to a powerful identity conflict. Under the National Socialism, Michael resorts to a strategy of “invisibility”, which, to my mind, serves here as a means of survival. At the same time, I question how this “deliberate” choice of “invisibility” affects the development of his identity. Does it urge him to deny his African heritage? Has he internalized negative stereotypes about Africans and begins to view himself as “inferior” to his White German compatriots? I demonstrate that despite the hardships that Michael has been forced to face, he sees his dual cultural heritage as a means of self-empowerment.

Keywords: Afro-German; National Socialism; persecution; identity.

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Neila Nasiri, Zane Veidenberga. INTERPRETING IN RELIGIOUS SETTINGS: INTERPRETER AS A CO-PREACHER

Abstract. Interpreting in religious settings differs in its manner from interpreting that is provided during conferences, business meetings or similar events, which can be referred to as more traditional interpreting settings. Church interpreters are often non-professionals and act as co-preachers using a vast array of nonverbal communication elements, thus becoming more visible than interpreters in traditional interpreting settings. Nonverbal communication in interpreting, especially in religious settings, is not so widely studied topic, therefore, the aim of the present research is to identify the role of nonverbal communication in interpreting evangelical speeches. The present paper offers an insight into the analysis of the specifics of church interpreting, nonverbal communication in interpreting and non-professional interpreting. The case study method has been used to analyse a church sermon (video recording) that took place in August, 2013, at Christian centre *Labā Vēsts* (Riga, Latvia). The preacher is Nathan Moriss and his interpreter – pastor Agris Ozolinkēvičs. The empirical data have been collected by observing the nonverbal communication of the interpreter and transcribing

the source speech and its translation. The retrieved data have been processed qualitatively by analysing the use of nonverbal communication elements by the interpreter in the context of the uttered spoken message. Though the present research has used data from only one case, thus the obtained findings cannot be generalised, still the results show that the role of nonverbal communication plays a substantial and integral part of interpreting in order to convey the full message to the listener.

Keywords: consecutive interpreting; church interpreter; nonverbal communication; non-professional interpreting; religious settings.

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***Akvile Šimeniene.* FEMINIST PHENOMENOLOGY IN LITERARY CRITICISM**

This presentation examines feminist phenomenology, a paradigm within critical philosophy and literary studies that has evolved over the last several decades; the research explores the main circumstances of its development, including the historical contexts and texts that led to its emergence and conceptualisation. The origins of this syncretic approach are associated with the works of Edith Stein, Simone de Beauvoir, Maurice Merleau-Ponty, and Hannah Arendt. The author discusses feminist phenomenology’s broad, interdisciplinary streams – feminist musicology, theology, philosophy of science, and ethics – and how they use research tools offered by phenomenology. Feminist phenomenology is seen as an approach that challenges disciplinary hermeticism, which holds human experience as the most important object of any analysis. The presentation surveys the works of the main authors who were actively involved in the process of introducing feminist phenomenology: Sara Heinämaa, Lanei Rodemeyer, Mikko Keskinen, Linda Fisher, María C. López Sáenz, Eva-Maria Simms, Beata Stawarska, Lester Embree, Christina Schües, Dorothea E. Olkowski, Helen A. Fielding, and Anne van Leeuwen. The general research strategies and classifications are presented at the intersection of feminism and phenomenology, most importantly: embodied experience, a critical view of patriarchal structures of power and knowledge, qualitatively new experience, a focus on synaesthesia and a particular emphasis on different types of women’s/female experience.

Keywords: feminist phenomenology; woman’s experience; gender; identity; first person narrative; literary criticism.

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Gemma Navickiene. THE IMPORTANCE OF GRAMMAR FOR TRANSLATOR TRAINING

Abstract. For the translation to be reliable and fluent, of vital importance are the knowledge of, and the facility with, the grammar patterns of the source and target languages. The aim of the paper is to discuss the aspects of rendering the linguistic meaning while translating from Lithuanian into English and vice versa and the importance of the systematic approach towards developing the linguistic awareness of the would-be translators. The library research method was used to discuss the strategies of rendering the linguistic meaning while translating, and the comparative/contrastive method was used to highlight the differences of the usage of some grammatical categories in the English and Lithuanian languages. The research is supposed to be relevant to both the lecturers training translators and the students determined to learn translation strategies.

Keywords: linguistic meaning; grammatical categories; translation strategies.

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Larissa Turusheva. CHALLENGES OF POLITICAL TRANSLATION

Abstract. Political text is the most widespread form of delivering political information and political communication, which main purpose is to exert influence over public opinion regarding political processes, distribution of political forces, political matters, events and images, first investigated by Harold Lasswell, an American sociologist and political scientist. Types of political text include political ads, slogans, fliers, political speeches, articles, publications, information articles, programmes, news, etc. Every political text is unique, but a number of common techniques used to create persuasive texts can be distinguished. The aim of the study is to find out a number of restrictions, which are still active in English newspapers, as well as political correctness in the practice of introducing a language and translation policy while influencing the consciousness of its native speakers. The research method is the analysis of publicist texts and their translation into Latvian and Russian. Two important features of newspaper clichés are often used: nationally and culturally specific so a translator should look for adequate means of compensation in order to prevent any misunderstanding and cultural shock; newspaper lexis is highly sensitive to changes in



all spheres of life dealing with neologisms.. The material can be useful for translators, linguists, philologists and students.

Keywords: political texts; newspaper clichés; neologisms.

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EMERGING TRENDS IN CULTURE, CREATIVE INDUSTRIES AND HUMANITIES

Ewelina Wejbert-Wąsiewicz, Emilia Zimnica-Kuzioła. POLISH SOCIOLOGY OF ART (THEATER AND FILM). TRADITION AND TRENDS

Abstract. The aim of this article is a presentation of Polish heritage and trends in sociology of art, which is a humanistic discipline (based on the sociology of film and sociology of theater). The authors describe the main research and theoretical approaches in subdisciplines mentioned above, using content analysis of the Polish publications and their own experience in this matter. Emilia Zimnica-Kuzioła's studies are devoted to the social world of theater. Ewelina Wejbert-Wąsiewicz observes the cinema as a social institution (touring cinema and its audience) and she analyzes film as a social phenomenon of culture (especially social and cultural taboos, eg. senility, abortion and death). Sociology of art in Poland was initially treated as a subdiscipline of sociology of culture and did not gather a numerous research environment. These experimental researches mainly used a phenomenological Ingarden's concept of concretization of the work of art-scheme and the hermeneutics of Hans-Georg Gadamer. Among different studies of Polish sociologists of arts are sociological studies of painting, studies of artistic and feature film, studies of photography and studies of theater. Sociology of film was the best developed field of a sociology of culture in the 60s and 70s. Since 90s there has been a gradual disappearance of research activity in the field of film. Sociologists of film turned to new media, audiovisual culture neglecting traditional - sociological reflection on cinema. Contemporary Polish sociologists of art examine artistic communities and the effects of their creative activities, which primarily reflect the changes that have taken place in Poland since 1989.

Keywords: Polish sociology of fine arts; sociology of film; sociology of theatre;

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Aleksandra Laucuka. COMMUNICATIVE FUNCTIONS OF HASHTAGS

Abstract. Despite the initial function of hashtags as tools for sorting and aggregating information according to topics, the social media currently witness a diversity of uses diverging from the initial purpose. The aim of this article is to investigate the communicative functions of hashtags through a combined approach of literature review, field study and case study. Different uses of hashtags were subjected to semantic analysis in order to disclose generalizable trends. As a result, ten communicative functions were identified: topic-marking, aggregation, socializing, excuse, irony, providing metadata, expressing attitudes, initiating movements, propaganda and brand marketing. These findings would help to better understand modern online discourse and to prove that

hashtags are to be considered as a meaningful part of the message. A limitation of this study is its restricted volume.

Keywords: hashtags; social networks; pragmatics; communicative functions.

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***Cyntia Valocikova.* HUNLYWOOD – COMPARISON OF EU CINEMATOGRAPHY FOCUSING ON HUNGARIAN AND LATVIAN FILM INDUSTRY**

Abstract: Film-making is considered as an art and a whole industry at the same time. A national movie is a cultural relic which can represent a whole nation. Filmmaking is one of the most important art forms, also a tool for entertainment and a great way to educate. Since its inception, European Union has been supporting the film sector. Film industry is a social and economic value what can make national heritage and as a dynamically growing field it is quite important for a nation. The study is screening and mapping of some EU film market and getting acquainted with some factors what can influence the industry for a sustainable growth. The study also compares the Hungarian and Latvian film industry, as well as mapping their biggest challenges. For the film industry, the audience's perception is an indispensable aspect and going in to the cinema is a particularly preferred cultural activity. Therefore, study shows an international focus group research what can be helpful in mapping the challenges, and it is also a basis for creating a questionnaire research.

Keywords: EU cinematography, challenges, film sector

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***Klaudia Muca.* ENGAGED HUMANITIES. NEW PERSPECTIVES OF EXPERIENCE-ORIENTED HUMANITIES**

Abstract. In the recent two decades some of Polish academic narrations on the field of cultural production focused on the issue of engagement. The term engagement was used mainly in two significant contexts: in literary criticism in terms of poetry and its possibility to show social inequalities, and in critical cultural studies as a term that name

an attitude of scholars, and a feature of cultural and scientific texts, that are based on the experience of an individuality or a group of people. In the conference presentation I am analysing the second context of a phenomenon of engagement on the basis of disability studies. I recognize disability studies as a new model of experience-oriented discipline. What is particularly interesting is a possibility to re-label experiences of the disabled as a significant report on the status of modern democratic narration, that should include different minority bodies. The main aim of disability studies is to present a project of engaged attitudes towards social sustainability that is not based on exclusions of any social groups of people. Promoting engagement in many areas of culture and social life seems to be a way of introducing more open politics towards difference, and social sphere of life that is equally accessible for everyone.

Keywords: disability studies; engagement; experience-oriented humanities; social sustainability

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Karina Zalcmane. THE SUBCULTURE OF FOOTBALL FANS AND ITS PLACE IN THE DELINQUENT SUBCULTURE

Abstract. The article looks at the peculiarities of the subculture of football fans and on the basis of the analysis of the phenomenon studied and the available monographs, scientific articles, research projects etc., it was concluded that the subculture of football fans occupies a strong place in the delinquent subculture. The elements of the mentioned above subculture described in the article allow to formulate the concept of this phenomenon - the football fans subculture is a kind of rules for the behaviour of football fans based on established and current norms of behaviour that mediate joint group activities, practices of illegal activities during or in connection with football matches, a specific language of communication and external attributes. The subculture of football fans occupies an independent place in the culture of society, but has an antisocial nature, since its emergence and existence are directly connected with illegal activity, which inevitably puts it on a par with other objects that require in-depth study and analysis.

Keywords: football fans; delinquent subculture; antisocial behaviour; violence.

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Anita Kolnhofer Derecskei. RISK ALL AROUND THE WORLD

Abstract. Risk is a relevant part of business life and also our society. The main purpose of this research was to examine whether systematic cross-national differences exist in risk preferences. For this, I used the validated DOSPERT Scale, measuring foreign students' risk perceptions and risk preferences (n=180). The used survey contains different risk attitudes, depending on decision making involving the following criteria: Ethical, Financial, Health or Safety, Recreational, and Social risks. According to DOSPERT Scale, I tried to find differences between Risk-Taking', 'Risk-Perceptions', and 'Expected Benefits', as well. Because everybody will have different risk attitudes when making decisions involving the measured risks. At the same time, thanks to the worldwide sample, I focused on cultural differences and I observed the impact of different cultural backgrounds on risk taking. Comparing personal traits with Hofstede's cultural UAI (Uncertainty Avoidance Index) helps us to understand deeper cultural influences. I hope that this work will inspire further research to better determine the cross-national differences in risk preferences. At the same time, I also hope that my findings will help decision makers and negotiators in practical applications. Furthermore, our results indicate how we can use this validated psychometric scale for our population in the future.

Keywords: risk; management; cultural differences; DOSPERT survey.

JEL Classification: C83; I30; O57; Z1.

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Imants Lavins. PRAGMATIC NATURE VERSUS ETHICAL ACTION IN CONSUMPTION PROCESSES

Abstract. Ethical consumption is a recent phenomenon in the field of consumer research. Therefore there is a challenge to establish and formulate its definition in the best possible way. This subject is being discussed very widely; and everybody, be it researchers or not so academically grounded individuals are interested in it and express their own arguments and viewpoints. This is absolutely normal if we take into account the more or less subjective nature of the concept of ethicality. What is moral – the answer to this question is determined by personal principles, values of each separate individual, and at the same time, by the world we live in. The concept of ethical consumption in our post-soviet society lacks elaborate theoretical and research basis. The link between ethics and consumer behaviour has not yet been studied in detail, it still lingers on the outskirts of business ethics. First of all, we must clarify this – what do we understand by saying *ethical consumption*? Who are the *ethical consumers*? Even in the Western countries, despite market research findings which assert that up to 90% of all consumers believe that ethical issues are an important consideration when

purchasing products, estimates of the number of people consuming ethically with any regularity remain at around 1%. It is evident that consumers' needs and values have gradually changed and the process will continue. Buying behaviour is formed by needs which have originated from attitudes. Due to the fact that part of people in the developed countries become wealthier, brings about also other significant criteria – not only basic product characteristics. What kind of criteria do people use when selecting goods and services? The presentation gives an overview of the trends and aspects of ethical consumerism in Baltic States and in particular Latvia. It discusses differences and similarities between Baltic countries, and in particular Latvia, and Western Europe.

Keywords: consumers; ethical action; consumption; ethical consumers; Latvia

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Kaspars Steinbergs, Kristīne Freiberga. LABOUR MARKET AND EDUCATION CHALLENGES IN THE FIELD OF LATVIAN EVENT MANAGEMENT: INVENT PROJECT OUTCOMES

Abstract. Globally, event management faces many challenges that are related to the use of new technologies, digitalisation, event audiences and their expectations, wide variety of events, and other factors. Similar situation can be observed in Latvia with the emergence of new generation of event managers and production companies, the use of new technologies and online environment, as well as audience expectations. On the other hand, such development of the event industry requires new skills, knowledge and competencies, but there is no study programme in Latvia with a specific focus on event management, apart from few event management study courses in programmes that are related to culture, entertainment, tourism, and sports. The aim of the paper is to evaluate the current situation of event management in Latvia, focusing on labour market needs, industry development trends and education. The current research was conducted within the framework of the Erasmus+ KA203 project "Partnership to develop VET educators in event management with learner-centred approach" (*acronym – InVent*). For assessment, research methods such as document analysis and structured interviews were used. Interviews were carried out with ten event managers: coming from both public and private sectors, of different generations, organising different types of events, working in Riga at the capital city and regions. The research shows that there are different viewpoints on the situation in the event management industry among managers of publicly funded events and private events. At the same time, there is a clear agreement on pressing problems and future challenges of the industry that are related to artistic and production standards, education, future skills, and competencies.

Keywords: event management; skills; event management education; event industry

JEL Classification: I21; J24; J44; L82

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Jelena Budanceva. CULTURE CONSUMPTION IN LATVIAN REGIONS

Abstract. Accessibility and consumption of cultural goods and services has become an important topic of sociological research in last 60-80 years. Nowadays culture and creative industries are important sector of economics. Many researchers are studying habitus and circumstances of cultural consumption believing that the social and economic impact on it is important for not only state welfare, but also for building national identity, personal wellbeing and increasing of life quality. In according to some surveys taken in Latvia (Ķilis, 2007), inhabitants living outside of Riga, are less satisfied with offer on cultural events, their quality, accessibility and prices. Author will introduce the survey made at the University college of Economics and Culture in autumn 2018. The survey was held with the aim to find out habits of consuming cultural products and services at the place of residence outside of Riga, capital of Latvia. 238 respondents from different regions of Latvia participated in the survey. Author used own developed research instrument containing 15 questions. At the survey participated 68,9% woman and 31,1% man; average age of respondents is 47 years. More the 25% are doing physical work. 40,3% of inhabitants of Latvian regions are visiting cultural events at least once a half of year, 29 % at least once a month, and 16,4% just once a year. Residents of the regions are mostly unsatisfied with the price (21%), frequency (17,6) and variety (14,7%) of cultural events offered at their residence place. Most satisfied they are with the distance to the location (57,1%). The most important obstacle to visit cultural events at their residence place is lack of time (46,9%), no interest at them (24,2%) and lack of money (18,4%). The distance to the cultural event is not significant for visiting it – 67,6% of respondents are visiting interesting events in spite of distance and only 12,2% noted that usually they can't visit events which are too far from their residence place.

Keywords: culture consumption; regions; accessibility; culture services

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EMERGING TRENDS IN ICT SOLUTIONS FOR BUSINESS, MANAGEMENT AND EDUCATION

Rinat Minyazev, Dmitrijs Finaskins. DEVELOPMENT OF DATA COMPRESSION MODULE FOR GRAPHICAL PROCESSOR UNITS

Abstract. Presented algorithm of operation of the data compression module, which is necessary for accelerating the data transmission on the PCI-Express bus when processing requests in a parallel DBMS operating on a platform of a computational cluster with graphic accelerators. This compression is needed, because of the speed of PCI-E bus, which is much lower than processing speed of multi-core graphic processor units. In this paper it is shown how using some compression algorithm it is possible to reduce the total amount of data which should be transmitted via PCI-E bus and by this increase performance of database management system. In this paper we give an overview of compression algorithms, then it is proposed how such compression algorithm could be implemented, the results of computational experiments are given.

Keywords: graphical processor unit; data compression; information system; program modules; computation algorithm

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Yulia Efimova. USER IMAGE ANALYSIS IN CONTEMPORARY IT TECHNOLOGY

Abstract. The use of biometric technologies in contemporary IT research and technology is rapidly growing, offering the market the possibility to ensure the security of physical objects and virtual systems, including single computers, networks, smart phones etc. Due to the limitations imposed by the security insurance goal, the key criteria for evaluation of image processing systems are accuracy of determining the user; cost-effectiveness; the possibility of subsequent monitoring of the information system. The mechanism of the user image dynamic analysis is based on complexity of the problem of human motion. About 120 muscles of the hands can be involved in keyboarding, and this implements the uniqueness of the user's keyboard handwriting and the feasibility of its application in practical estimation of the one who is keyboarding. The proposed approach to the user identification problem allows primary testing of the personality that is used in security control. The use of neural networks makes it possible to simplify the mathematical model used for data processing and hence reduce the likelihood of errors of the second kind - a positive identification result for unregistered users. As a result, it is possible to significantly increase the reliability and stability of the user identification systems.

Keywords: user image; IT-technology; keyboarding; analysis

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Artem Gavrilov. INTER-VEHICLE COOPERATIVE PERCEPTION SYSTEM

Abstract. The development of intelligent vehicles is currently focused on two issues: the level of automation and the level of cooperative perception. Cooperative perception algorithms are developed that enhance situational awareness for intelligent vehicles by means of combining sensor's and cameras' data with other cars' data. Such systems require development of adaptive software for smart cars communication network – and this one can be created with the use of simulators and road tests. For such systems to be implemented one has to develop a simulator for testing the algorithms in different scenarios with and without cooperative software systems; one of the challenges in development of this cooperative software is combining the data between a few cars in the neighborhood due to their relative localization. The challenge is derived from the fact that these cars have to position themselves in relation to each other as quick as possible. The other important issue is positioning of the other road-related objects, including pedestrians, and these objects are not reporting their coordinates to the system and have to be estimated. This task is even more difficult because the data needs to be processed in real time, as cars are moving. The purpose of this paper is to describe the addressed above algorithm.

Keywords: cooperative systems; vehicles; cooperative perception; algorithm

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Marcis Pinnis. TOWARDS A POLITICAL TWEET SENTIMENT ANALYSER FOR LATVIAN

Abstract. Social networks are used by many Internet users (over 71% according to Statista, a leading provider of market and consumer data). This large Internet user presence in social networks drives companies to keep their own social network accounts and to analyse the sentiment of the crowd about their and their competitors' products and services. For this, companies may use various sentiment analysis solutions. These solutions may also be used to track the change of public sentiment over longer timespans and to identify events that are responsible for improvement or degradation of public sentiment. Companies are not the only entities keeping track of public sentiment. It is also important for various organisations, including political organisations. In this paper, we provide details on the semi-automatic development of a sentiment-annotated political tweet corpus for Latvian and the first experiments on developing political tweet

sentiment analysers for Latvian. In our experiments, we compare different neural network architectures for sentiment analysis, for instance, simpler architectures based on an averaged perceptron implementation, and more complex architectures that utilise pre-trained word embeddings (e.g., skipgram models) and/or recurrent neural network architectures. We show that the simpler perceptron-based implementation can outperform the newer and more complex neural network architectures.

Keywords: sentiment analysis; social network analytics; corpus collection

JEL Classification: L86

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Celina Sołek-Borowska, Maja Brzuchalska. INTERNET BASED TECHNOLOGIES USED IN THE SELECTION AND RECRUITMENT PROCESSES

Abstract. Well-conducted recruitment and selection process is extremely important for the organization, permitting in-depth and objective verification of candidates in terms of meeting employer's expectations and leads to their employment. The following work aims to answer the question whether the inclusion of Internet based technologies in recruitment and selection processes is a forecast of the future of human resource development? or is it a temporary fashion trend that will soon pass away? The hypothesis authors want to confirm sounds as follows: Recruitment and selection processes require using new Internet based technologies. The paper considers the possibilities of including modern technologies in the recruitment and selection strategies of the organization based on two case studies. The first case study describes the project of cooperation of the Work Service personnel consultancy with the international organization ItutorGroup. Its selection and recruitment strategy was based on video-recruitment. The second case study describes the cooperation between a personnel consulting agency and a luxury commercial chain network with the purpose of increasing the employment of salespersons in Poland by introducing Big Data activities in social media and scouting. Although the recruitment and selection strategy based on modern technologies requires an experienced and competent team, it permits primarily

to avoid the two most important threats: unnecessary length of the process in time and the related increase in costs. The presented two case studies, have proven that new technologies can be used up to a different level of advancement dependent on the company strategy.

Keywords: recruitment; selection process; internet based technologies

JEL Classification: M12; M15

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Antje Dietrich, Uwe Busbach-Richard. A FRAMEWORK FOR MULTIDISCIPLINARY BUSINESS SIMULATIONS

Abstract. Within this paper the design and introduction of a multidisciplinary business simulation approach at Kehl University of Applied Sciences will be presented. The objective is to integrate realistic and practical simulations of sub-disciplinary scenarios into the study program of public administration at Kehl University. Various study subjects like organization, law, human resources, computer sciences, finance, psychology and economics are supported interdisciplinary. Both technical skills as well as soft skills such as teamwork, project management and coordination will be further developed by using interdisciplinary scenarios. Scenarios have been purposefully developed which cover these very different subjects in the best possible way so that the students can conduct simulations that are as realistic as possible during their studies. The scenarios come from a wide variety of public administration tasks. Examples of currently conceived scenarios include the introduction of document management, e-invoicing, school education and e-recruitment systems. The comprehensive application of knowledge learnt in different subjects motivates students to work on these scenarios. In order to create realistic simulations; the scenarios were developed together with practitioners from municipalities and local agencies. Thus, the actual complexity of the future working environment of students is addressed. Further, two different difficulty scenario types were designed. A short scenario type for undergraduate studies intends to check the ongoing learning success. A long-term scenario type aims for giving students feedback concerning their skills learnt during their studies just before they start their careers. This eases the burden of finding an adequate first job.

Keywords: Simulation software; multidisciplinary lectures; public administration

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***Tatjana Tambovceva.* ERP SYSTEMS IN THE LATVIAN CONSTRUCTION COMPANIES**

Abstract. In today's dynamic and unpredictable business environment, companies face the tremendous challenge of expanding markets and rising customer expectations. Effective work requires integrated systems that can share access to a common data set. ERP systems have the potential to integrate seamlessly organizational processes using common shared information and data flows. Integrated workplace organizations in the construction company are requiring ERP-type systems that, in turn, tie together all relevant logistic, facilities, human resource, financial, and project data into a single, shared database. Unfortunately, many ERP systems make things more complex for construction business. The purpose of the research is to identify, investigate, analyze and systematize the factors that can influence creation and functioning of the ERP system in a company and to investigate ERP system implementation process in the construction companies in Latvia. ERP system modules for construction enterprise were evaluated, benefits and risks of ERP system were summarized. This study argues that ERP systems are important source of organizational change with major implications for the organization and management of work. The reality is that few ERP systems are vertically integrated for use in construction, and most of them are very complicate and ultimately difficult to implement. In addition, suppliers of ERP systems, for example iScala, SAP, Oracle and etc., must work with consultants and integrators to provide normal systems job after implementation.

Keywords: ERP; information systems; construction

JEL Classification: L86; L74; O33

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