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**Campa Antonio**  
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## **COMPARATIVE ANALYSIS OF SMALL AND MEDIUM-SIZED BUSINESS CRITERIA IN RUSSIA AND OTHER COUNTRIES**

### **KOMPARATÍVNA ANALÝZA KRITÉRIÍ MALÝCH A STREDNÝCH PODNIKOV V RUSKU A INÝCH KRAJINÁCH**

***Abstract:** This essay will studies different concepts and definition of small businesses in different countries. It will examine Europe, Russia and its post-soviet neighbors, north America and Japan. Aim of this study is to understand why there are differences between states and what they mean in economy. Differences are not casual but create by a different conception of small business and its role in economy. It will be clear to reader, that different definitions are result of different kinds of economical and social system. In the end this essay underlines that when are compared statistics about small businesses of different countries, sometime conclusions cannot be totally true simply because parameters are not the same in all nations.*

***Key words:** Russia, SMEs, European Union, definition of SME, USA*

***Kľúčové slová:** Rusko, malé a stredné podniky, Európska únia, definícia malých a stredných podnikov, USA*

**JEL:** K22, K23, K33, M10, M21, M40

#### **Methodology**

Information were taken in order to have a legislative overview about small business's definition. For some nations, writer was of the opinion that was better to shows also data about small business, because it will shows that even if some countries have a similar economical structure, definition of small business is different. All definitions are taken by institutional website, and where was possible essay wanted to give also an overview about how regulation of small business changed into some countries. Essay analyzed definitions of small business; then it underlined most important peculiarities of every definition, in the end it tried to explain reasons of these peculiarity, understanding at first economical system of nation. In all cases essay doesn't take a position about the validity of a definition respect of another, but it has the aim to compare different systems, and how history, culture, economy and legislative system can change a concept that apparently should be the same. All exchanges about foreign values are based with actual change of 09/05/2017. In particular :

EUR	RUB	63.34
EUR	USD	1.08
EUR	YEN	123.93
EUR	SEK	9.67
RUB	USD	58.21

## Introduction

Even if big businesses generate wealthy as small businesses, and generally volume of income is bigger in big companies than in small, role of small business is important for a community, because they redistribute wealthy into society. A big company with more than 500 workers, can give a stable salary to its workers, but the bigger part of incomes remain into pockets of few people. Vice versa 100 small businesses within 5 workers for each company, permit a better differentiation of items, generate more competitiveness which will decrease price of goods and increase their quality, and in the end, in case of failure, the social impact is bigger if there is only one big company in confront of one small. About Russia statistics show that small businesses didn't receive wide development, but it is also true that comparison of percentages of small businesses in Europe and Russia create a distorted idea of Russian economy; indeed if in Russia there are less small businesses than in EU, is also because Russian law provide different and more restrictive parameters to can be considered a small business, so is sure that if in Russia may be applied European law about small businesses, will results that in Russia there are more small businesses and less big companies.

## Russia and Euroasiatic space

### *Russia*

In Russia concept of balance sheet total doesn't exist, is considered only turnover (in European Union these two parameters are the same and can be consider or one or the other) and number of workers. In details for medium company maximum turnover is 1 billion RUB (15,78 million EUR), for small is 400 million RUB (5631 million EUR) and for microenterprises is 60 million RUB (0,947 million EUR). In Russia as in Europe is present also difference between micro and small business. Maximum number of workers is different in relation of kind of activity, as in U.S.A. and Japan; generally this level is higher than in European Union. For small business maximum number of worker is: into industrial sector is 100 workers, wholesale 50 workers, in trade and services consumer retail 30 people ,in other areas, and the implementation of other activities 50 workers. (Federal Law 88-FZ of 1995, Russian Federation, 1995). A company is considered micro business if generally has less than 15 workers, and medium if this number is between 100 and 250 workers. This vale were fixed by Government into 2013 and they may be review on 2018. Another important peculiarity is about who control a micro, small or medium business. There are two steps to observe in order to be considered a small or medium business. First: total share of the Russian Federation, subjects of the Russian Federation, municipalities, foreign legal entities, foreign citizens, public and religious organizations (associations), charitable and other funds does not exceed 25% of the



authorized (share) capital (mutual fund) of legal entities. Exceptions are assets of joint-stock investment funds and closed-end mutual funds. Second: share in the capital of one or more legal persons who are not subjects of small and medium enterprises, should not exceed 25%. Difference made by European code of economy, in independent, partners and associates in Russia doesn't exist; for this reason when someone try to compare number of small businesses in nations, he must takes in consideration also the fact that hat can be a small businesses in Europe, in some cases is not in Russia, and vice versa what can be small business in U.S.A. is medium or big company in EU. Conclusion is that definition of business in Russia is one cause because of lower number of small business in this country in confront of EU, it probably the first case in which the definition influenced vision of a national economy (but not the real situation of it).

### ***Belorussia***

Belorussian definition of small business is in part similar to Russian. In fact there are micro, small and medium business, divided by number of employees; from 0 to 15 workers for micro businesses, from 16 to 100 for small business and in the end from 101 to 250 for medium businesses (Milyuchenko & Kudruk, 2015). Differences with Russia are at first that number of workers is the only parameter used by Belorussian Government, then they operate also a subdivision, distinguishing the different categories for the maximum number of workers. Therefore, if is considered advertising agencies, consulting companies, maximum number of workers for small businesses is 15, for medium businesses 50; for touristic companies is respectively 25 and 75; for editions of print media is 35 and 100; for retail 50 and 250, for furniture sector 150 500 until automobile production sector in which maximum number of workers is 10 000 for small businesses and 40 000 for medium (Delo Business Journal, 2013). A specific macro division, that consider all sectors in base of actual national situation. Said it is interesting to underline that level of micro and small businesses in Belorussia is higher than in Russia, in fact 77,5% of all companies are micro businesses, then the 13,7% are small businesses.

### ***Ukraine***

Into last 10 years Ukrainian Government started a process to conform its definition of businesses to the European definition; this process was complete on 2012, applying law number 4 618 of 2012, in which Ukraine decided to apply the same criteria that is used in almost all European Union, so similar that parameter of turnover are expressed in EUR even if national currency of Ukraine is UAH (Ukrainian Hryvnia), then this definition lacks of the definition of medium businesses, even if it can be deduced (Chmielewski, 2012). So Ukrainian Government established that all companies that have less than 10 workers and 2 mill EUR of turnover are micro businesses, if they have from 10 to 50 workers and less than 10 million EUR they are considered small businesses, then big companies are such company that has more than 250 employees and more than 50 million EUR of turnover (Law of Ukraine № 4618-VI, 2012).

## ***Kazakhstan***

Kazakhstan as an unique feature about his definition of small business. Taking at example Russian definition, they put a maximum level of turnover for every category, valid since 2013 until the 2018, year in which Russian Government can change this parameters if necessary. In Kazakhstan this problem( that is the same for all nation that used turnover or level of income or balance sheet as parameters for division of small businesses) was resolved by the creation of MCI (monthly calculation index, it is a coefficient that is constantly modify by authorities, during 2015 it corresponds to 1982 KZT (Kazakh Tenge) (Sizintsev,2010). Art. 6 of law on private companies of Republic of Kazakhstan declare that, are considered small businesses all companies that have less than 50 workers value of assets for the year is not more than 60 000-fold MCI; another particular feature of Kazak definition of business, is that there are some activities that, independently of number of workers and value of assets, must be made only by medium or big companies, these activities are : production and (or) wholesale of excisable products; activities for storage of grain in the grain-points; lottery; activity in the gambling and show business; activities for mining, processing and sale of petroleum, petroleum products, gas, electricity and thermal energy; activities related to trafficking in radioactive materials; banking activities (or certain types of banking operations) and activities in the insurance market (excluding insurance agent); auditing; professional activity in the securities market; credit bureau; security activity (Sizintsev, 2013). Are considered medium-size companies all individual entrepreneurs with average number of employees over 50 people; legal entities with an annual average number of employees over 50, but not more than 250 people, and the average value of assets for the year of up to 325 000-fold MCI. In the end are considered big companies legal entities with an annual average number of employees more than 250 people, or a total value of assets for the year in excess of 325,000 times the MCI (Sizintsev, 2013).

## **Europe**

### ***European Union***

Even if European Union, as precursor of European Economical Community, was born in 1957, a common definition of small business was operative only in 2003. Actually in European Union are small businesses all company with less than 50 workers and 10 millions euro of turnover, instead micro businesses have maximum 10 people and 2 millions euro of turnover. Are considered SME all companies with less than 250 workers and 50 millions euro of turnover (European Union, 2003). Before in Italy maximum number of workers was also 250, but for example in Belgium was 100 and in Germany 500. With a first recommendation of 1996 and then another into 2003, since 1<sup>st</sup> of January of 2005 all states of European Union adopted the same definition into their code of law.

The second part of this directive, is dedicated to concept of independent, partners or associates small companies. This difference is important to calculate the real status of a small business, in this mode a lot of franchising for example, even if they have structure of small business, they will consider medium or big; it means that

a controlled or a partner company can be considered in some cases small business, in other no. European Union is also clear about quotes held by state or public authorities: if one or more public authorities or if State control directly or not more than 25% of a company, it cannot be considered small business; only public investors, Universities, local authorities and public company of participation can be considered autonomy companies even if quote of control by State or public authorities is more than 25% (European Union, b, 2008). It is important to evidence that criteria to individuate small businesses are two, number of workers and turnover. Then it must be analyzed why European Union doesn't consider small business that company which is controlled for more than 25% of quote by State or public authorities; this decision was taken in deference of principle of market's independence, a public entities can help a company even if economically there's not the necessity, then help represent by State cannot be considered as instrument of free markets and liberal economy. A new definition, equal for all European Union was made to uniform market at first, then to renew financial parameters in mode to give pair possibility to all small business to can access to public European funding; in the end to assist research and develop permitting to University to have a participation into SME.

### ***Sweden***

Even if European Union made the directive that was analyzed before, there are some countries that continuing to maintain their definition. One case is represented by Sweden, a state who has a commercial balance in active and a industrial sector based on telecommunication and electronic components. Anders Borg, minister of economy of Sweden and member of moderate party, was considered in the end of 2011 the best European minister of economy in Europe by Financial Time, because of his fiscal policy and how he modify bank system in these years. Peculiarity of this nation that is not present a definition of medium business, in Sweden a company or is big or is small; in details a company which has less than 50 workers, turnover of 50 millions SEK (5,17 millions euro), and balance sheet total of 25 million SEK (2,585 millions euro) (European Union, 2011). This definition is son of an economical system that has a lot of small business that work into services and new technologies, then few multinational that are knew in all world. Someone can think that the absence of medium companies into Swedish definition, is because of his geographical conformation and the absence of cities with more than 1 million of citizens, only three cities have more than 200 thousand people. But consideration of small business in Norway, neighbor of Sweden, is different.

### ***Norway***

A peculiarity of Norway that distinguishes this nation from all Europe, is that division in small, medium and big companies doesn't take care of turnover or balance sheet total. Is considered small business a company which has from 1 to 19 workers, medium from 20 to 99 and big a company which has more than 100 workers (Invernes, 2003). Another important data that characterized this country is the facility to open a business by foreigners. According to the publication Ease of Doing Business 2015 from the IFC and World Bank, Norway ranks 6th among the 189 countries listed (Invest in Norway, 2015). Is interesting also to underline that is

not required a maximum turnover or balance sheet, probably because there's not the necessity to do it, or maybe because for Norwegian government these parameters are not important in this division, in every case in this nation all society in franchising are considered small businesses, but the same is not in Europe.

### ***Poland***

In Poland there's not a definition of microenterprises, reason for what a company is a small business if has less than 7 or 5 million euro of turnover and less than 49 workers; medium if turnover is less than 27 or 40 million euro and workers are from 50 to 249; in the end a company is considered big if it has more than 249 workers. Another parameter that must be satisfy to can be considered small or medium company, is that other funds cannot have more than 25% of quotes of company (Kozel, 2009). Probably motivation that moved Polish government to have a different definition of business is because of level of turnover; in fact, comparing with definition of European Union, level of turnover is less, probably because general level of turnover into Polish economy is not so high as in Europe, so to can preserve the difference between small and medium they operate in this way. Another time differences about the definition of small, medium and big company springs not because of a decisional system, but because of economical system, geographical and social conformation, because of lifestyle and social wealthy level (the last is also a reason because of Norway doesn't have a parameter about turnover or balance sheet).

### **North America**

#### ***Canada***

In Canada, during 2009, 86% of all exports were made by small businesses (CBC, 2011). As for Norway this country operate a division only by number of workers, without to consider turnover or balance sheet. Peculiarity is that there is not a real division by marker sector, simply legislator opted for small business that operate into production sectors and in service sectors, so two macro areas that put Canadian definition between states as Russia or Japan and European Union about this speech. In details, in Canada is considered micro business a company that has less than 5 workers, maximum number of workers for small businesses into production sector is from 5 to 100 workers, into service sector is from 5 to 50 workers, is consider medium business a company that has less than 500 workers and big if they are more than 500 (Industry Canada, 2012). These parameters are higher than Europe and Japan, but very lower than U. S. A..

#### ***United States***

United States of America, another unique case for a lot of reasons. "In this country 13-employee Instagram being purchased for \$1 billion by Facebook. While the purchase price is huge, I don't think anyone would accuse Instagram, at the time, of being anything other than a small business." (Cooper, 2012). In United States small business's size standards are divided into almost 1160 subsectors (even if some of them are the same); so from 2 of Canada (Production and Service) to 3 of United

States only for Fishing and Hunting sector. There are sectors, as for example for petrol's production, in which maximum number of workers is 1500, but in wholesale merchant this level is only 100, for direct selling maximum 50 workers. The second parameter is the annual receipts, that is again very heterogeneous; in fact for crop production of grain or rice, as for hog and pig farming maximum level is 0,75 million USD, for chicken egg production is 15 million USD, 20 times more than pig farming; for commercial banking and credit union maximum is 550 million USD in assets; for family clothing store and radio stations maximum 38 million USD of annual receipts (Small Business Administration of United States of America, 2015). For convention, generally is considered small business in U.S.A. a company that has less than 500 workers, probably a too high level if it considered that last figure of SBA shows that 73,2 percent of small businesses are sole proprietors and 52 percent are home-based businesses (Cooper, 2012). Is surreal to can compare a self-made shop of coffee into a little of U.S.A. and Instagram as two small American businesses. In every case American it is actual American parameters to individuate small business, that are 99,7% of all companies in America, but after these parameters is opinion of writer that there are not conditions to can compare these data with Europe or Russia. Said it is true that is very useful to understand the American concept of small business, in order to understand also their new economy.

### **Australia**

In this country situation is a bit strange, because even if there is a formal law which discipline differences between small medium and big companies, in a lot of cases is preferred division made by Australian Statistic Bureau, then reader must considered that in some cases and parameters regional governments decide to apply another definition. Anyway in principle for ASIC (Australian security & investments commission), is a small business a company which has a revenue less than 25 million AUD, less than 50 workers and a consolidate gross assets less than 12,5 million AUD (ASIC, 2015). For the "Fair Work Australia" a small business must have less than 15 employers. For ABS (Australian Bureau of Statistics), a small business must have less than 20 workers, independent ownership and mode of operate and a close control by owners; then a medium business has from 20 to 200 workers and big companies more than 200 workers (ABS, 2002). In every case these definition, that in some cases one is preferred to other and vice versa, underline a small business endowed by an high level of revenue but a reduced number of workers, that are 2 or 3 times less than in Europe. Even if Australia present a density of population similar as Canada and Russia, its definition of small business is a quite different, at first because economy is different; in fact Australia, unlike Russia for example, is not an important producer of raw materials, but rather bases its economy on service and agriculture.

### **Japan**

The first specific feature of Japan is that small and medium enterprises are generally considered SME, reason for what there are not differences between these two kind of companies. So in Japan there are micro, SME and big companies; it is not so strange if is considered Japanese enterprise system, characterized by a share

company system in which there are not a lot investors as into Anglo-Saxon system (typical of United Kingdom and United States of America), but by few big investors as public funds, national or privates banks and guarantee corporation. In Japan there are two definitions, both are used but depend of context, one was made into SME basic Act, the second into Corporation Tax Act. For the SME basic Act divide businesses considering number of workers and stated capital (a peculiarity of Japan); for this law is consider small business a company that has less than 300 workers and 300 million YEN if it works into manufacturing market, maximum 100 workers and 100 million YEN into wholesale market, 100 workers but 50 million YEN into retail market and 50 workers and maximum 100 million YEN into services market (Economist Intelligence Unit, 2010). For micro businesses level of stated capital is the same for SME, but is decreased number of workers; in fact for manufacturing sector maximum number of workers is 20, for all other sectors is 5. For the Corporation Tax Act, are defined SME and micro businesses all companies that have less than 100 million YEN of stated capital, regardless of the type of market in which it operates (Japanese Minister of Economy, trade and industry, 2013). Is interesting to underline that Japan use two definitions, that are really different one each other, at same time, depend only by contest. Definition of small business inside the Corporation Tax Act was used for example during 2011, when Japanese government made the “FY2011 Tax Reform”; with this act, in Japan all SME, (considered as all companies with a stated capital up to 100 million YEN) that have a portion of annual revenue over 8 million YEN, they will have a tax rate of 15%, if revenue is up to 8 tax rate is 19%, in the end for all large corporation tax rate is 25,5% (Japanese Minister of Economy, trade and industry, 2013). In the end Japanese government create a web portal “Mirasapo”, that has the aim to give an expert counseling and to form a community of managers and experts in economy. The most important peculiarity of Japanese definition SME is the use of stated capital as parameters, without to consider turnover or balance sheet; so it means that in Japan size of a business doesn’t depend of its result, but from level of investment. In Europe as in Russia or Australia, a small business may become medium or big, because of increasing of turnover for example; at same time a medium company, because of crisis, will fire workers and its level of turnover will decrease, reason for what it will be considered a small businesses. Japan doesn’t have this dynamism, because a company changes level of stated capital only if new owners will enter into society, or after an acquisition of another company, or after a campaign of reinvestment in company; at same time to can move from a large corporation to a SME, a company must reduce its stated capital, and it can happen only in presence of debts that were not covered at all by results of gesture, extraordinary reserves and legal reserves.

## **Nigeria**

A project of UNESCO, in according with Government of Nigeria, showed that in this country there are more than 50 definitions of small business (UNESCO, 2010). Is important to examine Nigeria’s case, because it shows that definition of small business is son also by bureaucratic system and political stability. On 28<sup>th</sup> of March 2015, in this country there were political elections, and for the first time since 1960,

a party of opposition won elections, and a new president began to administrate this country without coups or assassinations, as into a “normal” democratic state (Republica, 2015). An important results for Nigeria, but it shows also an intrinsic fragility; the richest and most populated nation of Africa is not able to guarantee basilar principles of democracy. For this reason 50 different definitions of small business are simply a consequence of this instability, social and political. For Federal Ministry of Industry is considered a small business a company that has less than 50 workers, Central bank of Nigeria gave another definition based not on number of workers but of level of turnover, for this public authority is considered small business a company that has less than 10 million NAR, the same parameter is used also by the Federal Government of Industrial Policy, but in this case level of turnover is maximum 2 million NAR (UNESCO, 2010).

## Conclusion

Country	Criteria	for micro business	for small business	for medium-sized business	for big business
RUSSIA	Turnover	≤ 60 mil. RUB (0,787 mil. EUR)	≤ 400 mil RUB (5,25 mil. EUR)	≤ 1 bill RUB ( 13,12 mil EUR)	≥1 bill RUB ( 13,12 mil EUR)
	Number of workers	≤ 15	≤ 50 Note: Industrial Sector ≤ 100; Whole Sale ≤ 50; Trade and services ≤ 30	50≤x≤250	≥250
BELORUSSIA	Number of workers	≤ 15	16≤x≤100 Note: Advertising ≤15; Tourism ≤25; Print Media ≤35; Retail ≤50; Automobile ≤ 10000	100≤x≤250 Note: Advertising 50; Tourism ≤75; Print Media ≤100; Retail ≤250; Automobile ≤ 40000	≥250
UKRAINE	Turnover	≤ 2 mil EUR	≤ 10 Mil EUR	=*There is not a definition of medium-size businesses (Chmielewski, 2012)	≤ 50 mil EUR
	Number of workers	≤10	10≤x≤50		≥250
KAZAKHSTAN		(*) CANNOT BE : production and (or) wholesale of excisable products; activities for storage of grain in the grain-points; lottery; activity in the gambling and show business; activities for mining, processing and sale of petroleum, petroleum products, gas, electricity and thermal energy; activities			



		related to trafficking in radioactive materials; banking activities (or certain types of banking operations) and activities in the insurance market			
	Number of workers		$\leq 50$	$\geq 50$ for entrepreneurs $50 \leq x \leq 250$ for legal entities	$\geq 50$ for entrepreneurs $\geq 250$ for legal entities
	MIC (monthly index cost, 1MCI = 1982 KZT)		$\leq 60000$ MCI	$\leq 325000$ MCI	$\geq 325000$ MCI
<b>EUROPEAN UNION</b>	Turnover	$\leq 2$ mil EUR	$2 \leq x \leq 10$ mil EUR	$10 \leq x \leq 50$ mil EUR	$\geq 50$ mil EUR
	Number of workers	$\leq 10$	$10 \leq x \leq 50$	$50 \leq x \leq 250$	$\geq 250$
<b>SWEDEN</b>	Turnover	$\leq 50$ mil SEK (5,31 mil EUR)			$\geq 50$ mil SEK (5,31 mil EUR)
	Number of workers	$\leq 50$			$\geq 50$
	Balance sheet	$\leq 25$ mil SEK (2,625 mil EUR)			$\geq 25$ mil SEK (2,625 mil EUR)
<b>NORWAY</b>	Number of workers		$1 \leq x \leq 19$	$20 \leq x \leq 99$	$\geq 100$
<b>POLAND</b>	Turnover		$\leq 7$ or $\leq 5$ mil EUR	$\leq 27$ or $\leq 40$ mil EUR	
	Number of workers		$\leq 49$	$50 \leq x \leq 249$	$\geq 250$
<b>CANADA</b>	Number of workers	$\leq 5$	$5 \leq x \leq 50$	$\leq 500$	$\geq 500$
<b>AUSTRALIA</b> (Australian Bureau of Statistics)	Number of workers		$\leq 20$	$20 \leq x \leq 200$	$\geq 200$
<b>JAPAN</b>	Number of workers	$\leq 20$ for manufacturing $\leq$ for others	$\leq 300$ Note : $\leq 100$ manufacturing $\leq 50$ service market; $\leq 100$ retail market		$\geq 300$
	Stated capital	$\leq 100$ mil YEN (0,751 mil EUR)	$\leq 300$ mil YEN (2,25 mil EUR) Note : $\leq 100$ mil YEN (0,751 mil EUR) manufacturing $\leq 50$ mil YEN (0,375 mil EUR) retail market; $\leq 100$ mil YEN (0,751 mil EUR) service market		$\geq 300$ mil YEN (2,25 mil EUR)



<b>U.S.A.</b> (*originally there are more than 1000 of subcategories, here there are few data)	Number of workers	Generally $\leq 500$ Note: Petrol's production 1550 Wholesale 100 Direct Selling 50			$\geq 500$
	Annual receipts	(*) Grain production 0,75 mil USD (0,67 mil EUR) ; Eggs and Chicken production 15 mil USD (13,39 mil EUR) ; Banks and Credit union 550 mil USD (491 mil EUR) in assets; Clothing Store 38 mil USD (34 mil EUR)			

Official criteria used to make definition and division of companies are few, generally turnover, number of worker, level of capital assets and balance sheet total. But in practice, this heterogeneous range of definitions is son of a lot and so different parameters that influenced generally economy. Parameter as too much to can find a total correlation with nations; past economical history and process of development of it, level of bureaucratic system, political stability, level of average size of the economy, geographical and social conformation of all nations, these are all factors that influenced definition of small business as generally economy. Maximum level of 25% of quotes controlled by State or public authorities in European Union, is not a casual choose, but it is the evidence of wish by EU to increase level of liberalization of European market, then it is the desire to conform law in Europe starting from economy with the hope to arrive to create the Federal States of Europe. In Russia the same decision is a bit different, because subjects imputed are different, catch the eye foreigners citizens and companies, or religious and public funds, but again chose about foreigners citizens and companies is natural consequence of a policy that defend national market with protectionism, but at same time doesn't help the entrance in Russia of foreign investments. Is true that joke that say "in America all is bigger!", and parameters on the division of enterprises are no exception, is a bit difficult for an European to image that a casino that make less than 32,5 million USD of annual receipts shall be consider a small business. In the end Nigeria, face of an Africa that can growth up, that has all that economy require to have stability and wealthy, problem are social riots and tension, that overshadow with corruption all good economical elements that there are in this country ( at first petrol and diamonds); problems as religious differences, that in other countries as

Russia were resolved time and time ago, giving in this mode more political stability and then an economical prospective of growth. In the end, this work must be taken in consideration when people analyzed, but at first confront, statistics about businesses between different countries, because all those percentages are also a consequence of a different division of business in micro, small, medium and big.

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## **COMPARISON OF THE POTENTIAL TO WORK WITH CUSTOMER IN THE CONTEXT OF SELECTED SOCIO-DEMOGRAPHIC INDICATORS**

### **POROVNANIE POTENCIÁLU PRE PRÁCU SO ZÁKAZNÍKOM V KONTEXTE VYBRANÝCH SOCIO-DEMOGRAFICKÝCH CHARAKTERISTÍK**

**Abstract:** *The contribution analyzes potential to work with customer and selected socio-demographic indicators (nation, gender and place of residence). The research sample consists of managers, head officers and students with average age = 34,74 and standard deviation = 5,76. The research sample consisted of 122 participants, 42 women and 80 men. The aim of the study was to compare the level of potential to work with customer between women and men, Slovak and Ukrainian respondents and between respondents living in city and respondents living in countryside. The research data were collected by SKAKUS scale (Scale of potential to work with customer developed by H. G. Sonnenberg, translated by T. Kováč (2006). Based on the confirmed aspects we came to the conclusion that Slovak and Ukrainian respondents were differ in the level of empathy. We found statistically significant gender difference in the level of motivation to help. We did not find statistically significant differences in the level of the potential to work with customer between respondents, who are living in city and respondents, who are living in countryside.*

**Keywords:** *potential to work with customer, socio-demographical indicators, businessmen*

**Kľúčové slová:** *potenciál pre prácu so zákazníkom, socio-demografické charakteristiky, obchodníci*

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#### **Introduction**

We know that people are the most precious resource of the organization that is known for many years however this view was often suppressed. Organizations are beginning to realize that their future depends on people and not on the size of buildings, equipment and land. Intellectual capital of organizations is covered through particular employees. Employees of organization are different personalities who have many different qualities and influences the same factors.

We focused are attention on potential to work with customer in the context of personalities of the tradesmen, who apart from their professional abilities, also have

certain qualities that are necessary for doing good business work and communicating with other people.

People differ from each other by individual characteristics that are called as personality traits. These personality traits affect the effective performance of business and their professional activities. The personality of trader is define through his own working model, which determines how to use time and organize his own work. Every trader should try to know the characteristics of his personality as a basis for further development and focus on eliminating the negative features of a personality that greatly affects his or her professional and business life (Pauknerová 2006).

Competitiveness and organizational development requirements are reflected in the requirements of organizational units and employees. Claims for businessmen call business competencies. The basis for the emergence of these competences is the personal potential of the trader. Its development leads to the fulfillment of the requirements for successful performance of the business position. Every trader should try to assess his own level of competence and realize the needs of his development (Šuleř 2002).

According to Pauknerová (2006) trader's personality profile must be judged in relation to the circumstances and situations in which the activity is taking place. Their consideration is important in assessing the significance of these attributes for success in the performance of business functions. An employee with a certain set of personality functions may in some cases be unsuccessful as a trader, but in another situation he can achieve significant and meaningful results. Therefore, it is not possible to take into account a generally valid model of ownership that each employee should have in order to successfull performance (Schiffman, Kanuk, 2004).

Distinctive features of the personality and the trader's characteristics can be understood as a set of features that a trader characterizes in terms of his business activities. It is an organized and valuable complex of his mental life that affects his behavior. The modern businessman is characterized by high responsibility, personal discipline, flexibility, high adaptability and business. Must be a mature person, character and honorable person. The trader's character is an integrated structure of his or her business, expresses its relationship with goals and values, and is the subject of its business activity. This is a set of features that specify the trader's individuality (Mikulášťik, 2007).

Traders spend lots of their working time interacting and communicating with other people, merchants, customers and partners. According to this fact, we can say that the employee or businessman is suitable for the business function and business activity. Personal potential is the ability to perform a certain job or function in the future. Potential of a trader is a prerequisite for achieving business competencies (Valica – Harkabus 1996).

According to Bělohlávek (2003) is knowing that the potential for a trader is important because it allows him to focus on the area of activity in which he has a chance to stand out, he can be sure that he can achieve the goal in a certain activity, discourage him from activities where he would hardly achieve the expected results, which are related to the transition to a commercial function. The assessment of

potential is a way of assessing the possibilities of the employee, considering the potential that the employee.

Personality development of a trader can be perceived as the ability to cope with the negative characteristics that cause a certain failure. According to Tum (2008), it is most often about negative aspects, lacking business skills, avoidance of responsibility, alibism, conservatism, irresponsibility, market underestimation, low level of strategic thinking, communication mistakes.

We can characterize a customer as a person, household or organization who, in a certain form, pays for goods or services to acquire an expected benefit from their ownership or consumption. The customer is for each organization the most important person. The customer is an individual, who basically "nourishes" the business. Organizations are dependent on it, of course the exception is an enterprise that acts as a monopoly. Nevertheless, many organizations do not allow to happen this kind of case. When an organization wants to survive in a business environment, it has to regularly focus on researching customer behavior and motivating them to buy. A satisfied customer is especially important for the future of the organization. Nowadays, there is no other business approach that would better fit to environmental conditions such as psychology and marketing (Jakubíková 2008; Undrehill, 2002).

According to Kotler (2000) customer value represents the unique ability of an organization to build a quality combination of services, pricing and quality that is customized to the customer. Customer value can be understood as an important benefit that a customer receives when buying and using the product. Any value that is given to a customer can affect his or her attitude towards the business. It can be motivating and the customer repeatedly returns to the business to buy the product, or the customer may be deterred from the business by not returning there. It also influences his attitude, perception and references (Dudinska et al., 2006).

Customer relationship management and post-trading enable customers to provide timely customer service by effectively utilizing all the necessary customer information. As a result, businessmen know what they need and can adapt their market offer, services, programs, and media strategy to their customers. Customer relationship management is therefore important and the main factor of the company's profitability is the total value of the company's customer base (Kotler – Keller, 2007).

Relationship marketing therefore aims to improve relationships with customers. According to Berry (1996) marketing of relationships is attracting, maintaining and strengthening customer relationship in organizations providing total services. From the point of view of business thinking, it is about attracting new customers, what is the first step of the marketing and therefore the business process. The business success of each organization depends on the relationship with its customers. This relationship will often be effective or ineffective, depending on what information the customer organization has. Trusted customer information allows the organization to offer the customer the right product or service at the right time and in the right place (Kotler – Keller, 2007; Šalgovičová, 2006).



## Materials and methods

The main goal of the research is to analyze potential to work with customers (social recognition, dominance, empathy, motivation to help, self-observation, achievement motivation, frustration tolerance and extraversion) and selected socio-demographical indicators (nation, gender and place of residence) through the comparison of two independent selections.

## Research hypotheses

*Hypothesis 1:* We assume the existence of significant differences in the level of potential to work with customers (social recognition, dominance, empathy, motivation to help, self-observation, achievement motivation, frustration tolerance and extraversion) between Slovak and Ukraine respondents.

*Hypothesis 2:* We assume the existence of significant differences in the level of potential to work with customers (social recognition, dominance, empathy, motivation to help, self-observation, achievement motivation, frustration tolerance and extraversion) between women and men.

*Hypothesis 3:* We assume the existence of significant differences in the level of potential to work with customers (social recognition, dominance, empathy, motivation to help, self-observation, achievement motivation, frustration tolerance and extraversion) in the context of the place of residence.

## Research sample

Research sample consisted of 122 participants aged from 24 to 51 years (average age was 34,74 with standard deviation 5,76). The proportionality of gender was uneven- the sample contains 42 women and 80 men. The research sample consisted of 62 Slovak and 60 Ukrainian respondents living in city (70 respondents) and countryside (52 respondents). The research sample is composed of head officers, managers and students, who are studying management.

## Research methods

We used standardized questionnaire which is called **Scale of potential to work with customer (SKASUK)** developed by H. G. Sonnenberg, translated by T. Kováč (2006). The SKASUK questionnaire contains 94 statements and it consists of four motivational and four compensatory scales. The individual entries are rated with number 1= agree with statement and number 0= disagree with statement.

Motivational scales consist of four motives:

- social recognition contains social motive,
- motivation to help contains motive to be at the service,
- achievement motivation contains motive of performance,
- dominance contains motive of power.

Compensatory scales consist of four scales:

- extraversion contains the ability to access other people,
- frustration tolerance contains the ability not to be discouraged by failure,
- empathy contains the ability to be able to feel empowered by others,
- self-observation contains the observation and analysis of own behavior.



## Research results and discussion

The objective of the research was to compare selected socio-demographical indicators (nation, gender and place of residence) in the level of potential to work with customer which contains motivational (social recognition, motivation to help, achievement motivation and dominance) and compensatory scales (extraversion, frustration tolerance, empathy and self-observation).

The research results were processed in statistical program IBM Statistics SPSS 20.00 and assessed by parametric statistics, t- test for two independent samples. Table 1 shows research results in the context of nation of respondents.

Table 1 Comparison of potential to work with customer in the context of nation

Potential to work with customer	Nation	N	Mean	Standard deviation	t	Degree of freedom	p
Social recognition	Slovakia	62	6,00	2,03	-1,34	11,84	0,18
	Ukraine	60	6,43	1,49			
Dominance	Slovakia	62	6,97	2,01	-0,79	110,01	0,43
	Ukraine	60	7,23	1,98			
Empathy	Slovakia	62	5,48	1,70	-3,44	120	<b>0,01</b>
	Ukraine	60	6,63	1,66			
Motivation to help	Slovakia	62	5,55	1,82	-1,22	120	0,22
	Ukraine	60	5,93	1,43			
Self-observation	Slovakia	62	5,29	1,59	-1,01	120	0,32
	Ukraine	60	5,57	1,54			
Achievement motivation	Slovakia	62	6,71	1,97	-0,80	120	0,42
	Ukraine	60	6,97	1,11			
Frustration tolerance	Slovakia	62	5,39	1,19	1,86	120	0,07
	Ukraine	60	5,00	1,59			
Extraversion	Slovakia	62	6,77	1,59	0,91	120	0,36
	Ukraine	60	6,50	1,72			

Result analysis of research shows statistically significant difference between Slovak and Ukrainian respondents in the level of empathy ( $t=-3,44$ ,  $p= 0,01$ ). It means that Ukrainian respondents show higher level of empathy than Slovak respondents. In the level of social recognition, dominance, motivation to help, self- observation, achievement motivation, frustration tolerance and extraversion were found no statistically significant differences between Slovak and Ukrainian respondents. Table 2 shows research results in the context of gender of respondents.

Table 2 Comparison of potential to work with customer in the context of gender

Potential to work with customer	Gender	N	Mean	Standard deviation	t	Degree of freedom	p
Social recognition	Women	42	6,43	1,55	0,96	120	0,33
	Men	80	6,10	1,91			
Dominance	Women	42	7,05	2,11	-0,22	120	0,93
	Men	80	7,13	1,72			
Empathy	Women	42	5,71	2,03	-1,39	120	0,16
	Men	80	6,23	1,86			
Motivation to help	Women	42	6,24	1,89	2,34	120	<b>0,02</b>
	Men	80	5,48	1,61			
Self-observation	Women	42	5,29	1,26	1,27	120	0,21
	Men	80	5,67	1,63			
Achievement motivation	Women	42	5,30	1,83	0,53	120	0,60
	Men	80	6,95	1,74			
Frustration tolerance	Women	42	5,14	1,00	-0,37	100,08	0,69
	Men	80	5,23	1,24			
Extraversion	Women	42	6,52	1,52	-0,56	120	0,58
	Men	80	6,70	1,73			

Result analysis of research shows statistically significant gender difference in the level of motivation to help ( $t=2,34$ ,  $p=0,02$ ). It means that women show higher level of motivation to help than men. In the level of social recognition, dominance, empathy, self- observation, achievement motivation, frustration tolerance and extraversion were found no statistically significant differences between women and men. Table 3 presents research results in the context of place of residence of respondents.

Table 3 Comparison of potential to work with customer in the context of residence

Potential to work with customer	Residence	N	Mean	Standard deviation	t	Degree of freedom	p
Social recognition	City	70	6,17	1,81	-0,73	120	0,20
	Countryside	52	6,27	1,78			
Dominance	City	70	6,91	1,69	-1,24	97,67	0,22
	Countryside	52	7,35	2,04			
Empathy	City	70	5,86	1,91	-1,28	120	0,20
	Countryside	52	6,31	1,94			
Motivation to help	City	70	5,51	1,71	-1,65	120	0,10
	Countryside	52	6,04	1,76			
Self-observation	City	70	5,46	1,51	0,26	120	0,79
	Countryside	52	5,38	1,54			
Achievement motivation	City	70	6,83	1,69	-0,05	120	0,96
	Countryside	52	6,85	1,87			
Frustration tolerance	City	70	5,29	1,19	0,98	120	0,32
	Countryside	52	5,08	1,12			
Extraversion	City	70	6,54	1,53	-0,74	120	0,46
	Countryside	52	6,77	1,82			

Result analysis of research didn't show statistically significant differences between respondents, who live in city and respondents, who live in countryside in the level of social recognition, dominance, empathy, motivation to help, self-observation, achievement motivation, frustration tolerance and extraversion.

Research results showed statistically significant difference between Slovak and Ukrainian respondents in the level of empathy. It means that Ukrainian respondents show higher level of empathy than Slovak respondents. It is generally agreed that empathy consists of affective and cognitive components. The components of empathy include affective empathy, meaning feeling concern or compassion for another, emotional contagion, or experiencing identical emotions as another, and perspective-taking, or a basic understanding of another's thoughts and emotions (Johnson, 2012). The difference between Slovak and Ukrainian respondents is probably caused by cultural differences in the pursuit of high performance. Empathy does not have to be an advantage in business environment.

Result analysis of research shows statistically significant gender difference between in the level of motivation to help. It means that women show higher level of motivation to help than men. Gender differences in motivation indexes and in academic self-beliefs are routinely reported (Wigfield, Eccles; Pintrich, 1996), the conditions under which women perform better than men on an empathic accuracy task (inferring the thoughts and feelings of a target person (Klein et al. 2001). Compared with previous research this finding is not surprised, because we expected that women dispose with higher motivation to help, but we also expected gender differences in empathy. In the level of empathy was not find gender difference and this fact can be caused because of competitive business environment.

## Conclusion

Today's modern society creates new experts and professionals focus on requires faster pace of work. The labor market claim flexible workforce. People are constantly compelled to handle more things in shorter time, they have to do as much as possible and do it as quickly as possible. Constantly adapting to new and changing circumstances brings a certain amount of stress. With the development of technology, industry, trade, competition is increasing the interest of traders in employee performance and overall efficiency of management. Overall, our research can contribute to development of the features and skills that helps traders to work effectively with customers and to deal with their work requirements.

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## **ATTRACTIVENESS OF REALLOCATION CAPITAL THROUGH CROSS-BORDER MERGERS AND ACQUISITIONS FROM THE POINT OF VIEW OF M&A MATURITY INDEX IN V4 COUNTRIES**

### **ATRAKTÍVNOSŤ REALOKÁCIE KAPITÁLU PROSTREDNÍCTVOM CEZHRANIČNÝCH FÚZIÍ A AKVIZÍCIÍ Z POHĽADU INDEXU ATRAKTIVITY V KRAJINÁCH V4**

***Abstract:** Cross-border mergers and acquisitions have become the dominant way of growth for businesses looking for a competitive advantage in an increasingly complex global business economy. Mergers and acquisitions from a macroeconomic point of view are an important determinant of shifts and subsequent deployment of production from one country to another. Mergers and Acquisitions are a summary of transactions relating to the purchase and sale of businesses, parts of businesses, shareholdings and business shares. The objective of this academic article is to assess the attractiveness of capital reallocation through cross-border mergers and acquisitions in the V4 countries, based on the attractiveness index.*

***Keywords :** Mergers, Acquisitions, Cross – border mergers and Acquisitions, M&A Maturity Index .*

***Kľúčové slová:** Fúzie, akvizície, cezhraničné fúzie a akvizície, Index atraktivity fúzií a akvizícií.*

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**JEL:** 030

#### **Introduction**

*Acquisition* involves acquiring ownership and management control of one company over another. Through the acquisition, businesses that are legally separate, joined together to form a higher economic entity. We distinguish property acquisitions that result in the acquisition of an enterprise's assets and capital acquisitions where it is the acquisition of a decisive interest in the voting rights of an enterprise.

*Merger* is the aggregate name for individual cases of voluntary merger of two or more independent companies into a single entity [1].

Mergers and acquisitions allow access to the necessary financial resources, the experience of a strategic partner in certain areas of business, the reduction of transaction costs and, last but not least, the synergy effect of mutual cooperation between businesses. Mergers and acquisitions can be categorized in several ways, namely [1]:

- **By sectors concerned by [2, 2008, p. 623]:**

- Horizontal mergers and acquisitions - concern enterprises belonging to the same sectors of competition, selling the same products on different markets or companies selling different products in the same product category. In this type of mergers and acquisitions, this is an external growth of the size of the enterprise, which results in increased efficiency, which then positively affects the profit margins.
- Vertical mergers and acquisitions - represent the joining of businesses at different stages of the production process. This type of merger and acquisition is considered economically viable because the distribution chain is connected. Vertical mergers and acquisitions may be upstream (buyer controlled by the supplier) or downstream (supplier controlling the buyer).
- Conglomerate mergers and acquisitions - relate to businesses with no direct relationship between them. This means that businesses operate in different sectors.
- Congeneric mergers and acquisitions - represent the integration of affiliated companies but do not produce the same product.

- **According to the territorial aspect on [2, 2008, p. 624]:**

- National mergers and acquisitions - concern enterprises operating within a single country.
- Cross-border mergers and acquisitions - concern businesses doing business in different countries.

- **According to the method of realization of the acquisition on [2, 2008, p. 624]:**

- Asset acquisitions in which an enterprise's assets are acquired.
- Capital acquisitions where it is the acquisition of a decisive share of the voting rights of an enterprise.

*Development of foreign direct investment* - Foreign direct investment (FDI) is an integral part of an open and efficient international economic system and a major catalyst for development. Global FDI increased by 38% to \$1.76 trillion in 2015, the highest level since the global economic and financial crisis in 2008-2009. However, it still remains 10% below the peak of 2007. The rise in M&A to \$721 billion from \$432 billion in 2014 was the main driver behind global recovery. These acquisitions were partly managed by corporate restructurings (changes in the legal or ownership structure of multinational corporations, including tax inversions). Reducing these large-scale corporate reorganizations means a moderate increase in global FDI by around 15%. The value of announced green-investment projects<sup>2</sup> remained at a high level, at \$766 billion. The recovery of foreign direct investment was strong in 2015 but did not have a productive effect. Global FDI increased by 38% to \$1.762 billion. Growth in foreign direct investment was somewhat contradictory to the global macroeconomic environment dominated by slowing growth in emerging markets and a sharp fall in commodity prices. A major explanation for this apparent inconsistency was the sharp increase in cross-border mergers and acquisitions, especially in developed economies. Although FDI through cross-border mergers and acquisitions can support productive investment, several contracts concluded in 2015 can be attributed to corporate restructurings, including tax inversions. Such reorganizations often involve large movements in the balance sheet, but only minor changes in actual NNP operations. This trend was particularly evident in the United States and Europe but was also observed in developing countries [3]. Cross-border investment policy is always implemented in the political and economic context at global and regional levels and under the conditions that affect it. In recent years, besides the financial crisis, investment policy has also been affected by global policy factors such as food safety or environmental protection policies. Investment policies are facing persistent global imbalances and new social challenges such as poverty alleviation in the world. Drawing on the benefit of foreign direct investment depends on the policies implemented. *Foreign investors are affected by three broad sets of factors*: the expected profitability of individual projects; the convenience with which the activities of branches in a given country can be integrated into global investor strategies; and the overall quality of the host country environment. Some important parameters that may reduce the expected profitability (for example, the size of the local market and its geographical location) are outside the potential impact of the policy makers. Moreover, the profitability of individual investment projects in developing countries is, in many cases, likely to be at least as good as anywhere else. On the other hand, developed economies have a clear advantage, as far as the second and third factors are concerned, that the representatives of countries with less developed economies might have to take political steps to cope with them. Priority positions have important factors such as, for example, infrastructure of the host economy, its integration into the world trading system and the corresponding capabilities of the nation. The prime prerequisite for cross-border direct investment processes is to be a benefit for both parties [4].



## **Methodology and research sample**

The objective of the academic article is to assess the attractiveness of capital reallocation through cross-border mergers and acquisitions in the V4 countries, based on the attractiveness index. The attractiveness index is based on SLEPT analysis. The M&A Research which was established by the Cass Business School, City University, London, ranks the attractiveness of business environments. The attractiveness index focuses on five indicators, namely regulatory and policy factors, economic and financial factors, technological factors, socio-cultural factors and infrastructure and assets. The Ranking of Attractiveness of the Business Environments rate 175 countries in terms of their attractiveness for domestic and cross-border mergers and acquisitions. The result is the aggregate value of the legislative, political, economic and financial conditions, the technological potential of each country, the socio-cultural factors and the level of infrastructure (23 indicators are evaluated overall). An index of the attractiveness of the business environment is generated by scores for each rated country, whereby countries are placed in the rankings [10].

## **Results**

Trade liberalization and sector deregulation remove the structures of the domestic economy that hinder competition. This process is in line with the objectives of antitrust policy, as the opening of markets for domestic (deregulation) and foreign competitors (liberalization) should strengthen the competitive environment in the market. The existence of a competitive environment can, in combination with an effective antitrust policy, increase the attractiveness of the domestic market for foreign capital. The positive impact of deregulation and market liberalization is a complementary element of a real antitrust policy, which should also promote growth in the number of potential competitors on the market. By expanding the market, the relative size of competitive companies also increases, but their market share can only be reduced relatively, as this process creates room for new mergers and acquisitions [6].

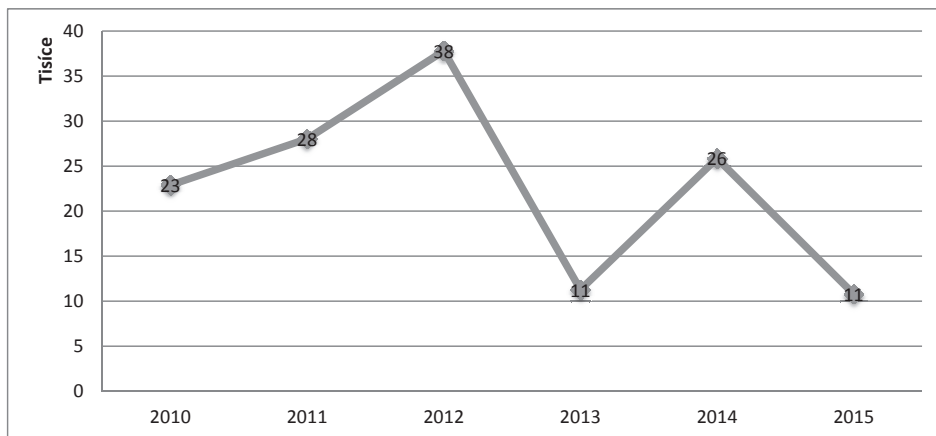
The opening of the transforming economies of the Vyšehrad Fours (Slovakia, the Czech Republic, Poland and Hungary) after 1989 meant the possibility of direct cross-border investments in green-field projects or in the form of mergers and acquisitions for the developed Western European economies. The high growth of the economy in developed Western European countries and a sufficient accumulation of space in the transforming economy of the V4 countries was an impetus for privatization and direct foreign investment into the economic structure of underfunded business entities.

Fig. 1 shows the inflow of foreign direct investment into V4 states. In Slovakia, Poland, Hungary and the Czech Republic, foreign direct investment has risen since 2010 until 2012 when the turnaround occurred and the FDI started falling sharply by 2013. The reason for their decline was the financial crisis and investment uncertainty in the financial markets. At the end of 2013, there was a reversal in the trend and the FDI started to grow again. In the monitored period, the lowest level of FDI in the V4 countries was in the amount of 11.272 billion euros, in 2013. On the other hand, most FDI in the V4 countries was in 2012 in the amount of 37.799



billion euros. By 2015, however, FDI in the V4 countries fell to 10.785 billion euros. This was a consequence of the financial crisis which began to recede after 2015.

Fig. 1: Inflow of foreign direct investment into V4 states



Source: World Investment Report 2016, United Nations Publication, New York and Geneva, self-prepared

According to the attractiveness index of the business environment in 2016, Slovakia was the 35th most attractive country in the world for mergers and acquisitions. Compared to the previous year, 2015, the Slovak Republic improved one bar despite the decline of the overall rating. It has also surpassed other countries such as Turkey (37) and India (38) [7].

As can be seen in table 1, among the countries of the Vyšehrad Group (V4), Slovakia is in the last place and behind the Czech Republic (21), Hungary (29) and Poland (30). The best assessment (73%) was achieved by the Slovak Republic in the area of transportation and corporate infrastructure and technological level. On the other hand, the worst affected sectors include economic, financial, legislative and political factors.

The partial score was mainly due to the growth in Gross Domestic Product (GDP), but the overall results were negatively affected by the underdeveloped capital market. At only 8%, capital markets rated significantly behind the regional averages, as neighboring Hungary and the Czech Republic reached 33-35%, Poland even 50%. From among the legislative and political factors, political stability was the best with 86%. On the contrary, the simplicity of tax administration and the ability to minimize interference in the execution of investment transactions received a rating of only 46% and 48% respectively. Overall, Slovakia achieved a 62% rating in this area. So, in terms of economic and financial terms, Slovakia has yet to catch up with M&A Maturity Index[8].

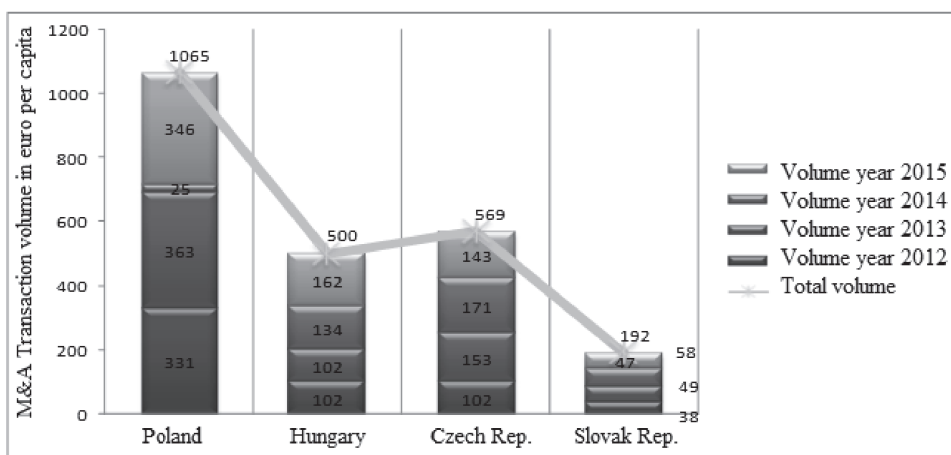
Tab 1: Developing the Index of Attractiveness Index of the V4 Business Environment Index

Index/year	SK 2015	SK 2016	CZ 2015	CZ 2016	PL 2015	PL 2016	HU 2015	HU 2016
<b>Total score of attractiveness index</b>	<b>65%</b>	<b>67%</b>	<b>71%</b>	<b>71%</b>	<b>66%</b>	<b>66%</b>	<b>67%</b>	<b>67%</b>
<b>Regulatory and political factors</b>	<b>62%</b>	<b>62%</b>	<b>54%</b>	<b>57%</b>	<b>46%</b>	<b>48%</b>	<b>67%</b>	<b>68%</b>
State laws	66%	66%	79%	79%	69%	69%	73%	73%
Execution of regulations and laws	53%	48%	47%	44%	31%	29%	97%	96%
Property Registration	79%	76%	45%	66%	8%	7%	79%	76%
Tax Administration	44%	46%	9%	8%	26%	30%	35%	33%
Foreign Trade	57%	55%	57%	55%	57%	55%	63%	60%
Enforceability of laws	46%	46%	36%	37%	17%	18%	80%	80%
Political stability	86%	86%	82%	82%	84%	84%	71%	71%
Foreign debt	72%	73%	74%	76%	64%	67%	54%	53%
Corruption environment	64%	64%	65%	65%	70%	70%	66%	66%
<b>Economic and financial factors</b>	<b>49%</b>	<b>48%</b>	<b>56%</b>	<b>56%</b>	<b>59%</b>	<b>59%</b>	<b>49%</b>	<b>50%</b>
Size of GDP	66%	66%	75%	75%	89%	89%	70%	71%
Growth of GDP	44%	48%	20%	20%	32%	29%	22%	22%
Inflation	74%	67%	91%	91%	66%	68%	50%	54%
Stock market development	8%	8%	35%	35%	50%	50%	33%	33%
Availability of domestic credit	53%	53%	58%	58%	57%	57%	69%	69%
<b>Technological factors</b>	<b>73%</b>	<b>73%</b>	<b>82%</b>	<b>82%</b>	<b>74%</b>	<b>74%</b>	<b>83%</b>	<b>83%</b>
Export high technology	58%	58%	82%	82%	57%	57%	90%	90%
Inovations	71%	71%	82%	82%	86%	86%	79%	79%
Internetisation	91%	91%	83%	83%	79%	79%	81%	81%
<b>Socio-cultural factors</b>	<b>68%</b>	<b>67%</b>	<b>73%</b>	<b>72%</b>	<b>87%</b>	<b>87%</b>	<b>67%</b>	<b>67%</b>
Population size	39%	38%	56%	55%	82%	81%	54%	54%
Population demography	96%	96%	89%	89%	92%	92%	79%	79%
<b>Infrastructure and assets</b>	<b>74%</b>	<b>75%</b>	<b>90%</b>	<b>90%</b>	<b>65%</b>	<b>65%</b>	<b>70%</b>	<b>70%</b>
Assets	83%	84%	89%	90%	91%	91%	87%	87%
Ports	-	-	-	-	18%	18%	-	-
Railway	62%	62%	80%	80%	88%	88%	78%	78%
Roads	78%	78%	100%	100%	64%	64%	44%	44%

Source [13]: BUREAU VAN DIJK: Zephyr Annual M & A Report, self-prepared (2017-03-15)

Fig. 2 shows the development of merger and acquisition volumes in the V4 countries from 2012 to 2015. During the reporting period, the largest investment was in the form of mergers and acquisitions in Poland, 1065 euros per capita. The largest volume of mergers and acquisitions in the Czech Republic was recorded in 2014 in the amount of 363 euros per capita. The Czech Republic fell significantly behind Poland, where it invested 569 euros per capita. Hungary ranked third in the V4 countries, with 500 euros per capita of investment in mergers and acquisitions. Slovakia, ranked fourth with 192 euros per capita, had the lowest amount of investment in the form of mergers and acquisitions. The largest volume of investments in the form of mergers and acquisitions was invested in the Slovak Republic in 2014, amounting to 58 euros per capita.

Fig. 2: Evolution of merger and acquisition volumes in V4 countries (in EUR / inhabitant)



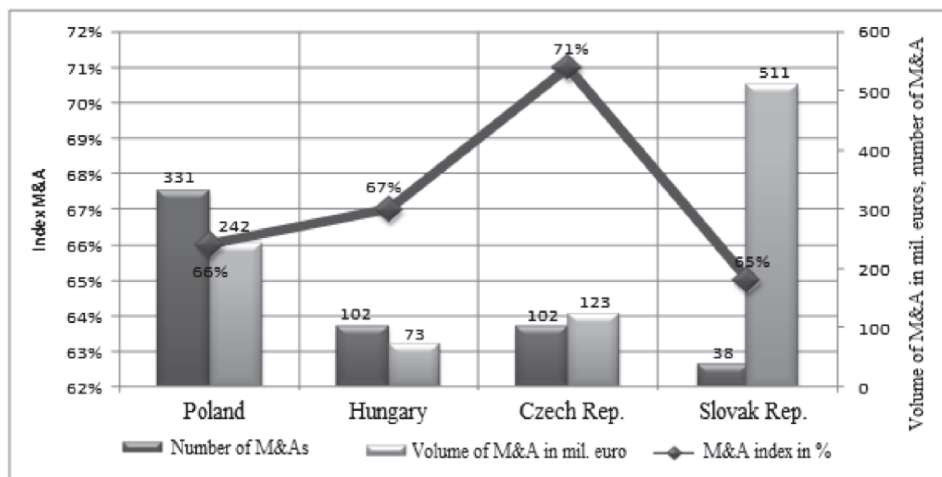
Source [11]: CMS & DealWatch, Emerging Europe M & A Report 2016, self-prepared

According to foreign experts, the Slovak Republic still benefits from traditional values, but has not been able to support this good start in the past twenty years by setting up a regulatory framework in which it would conduct itself well and transparently [9]. Figure 3 shows the relationship between the volume and number of mergers and acquisitions through the Attractiveness Index in the V4 countries in 2016. The attractiveness index of mergers and acquisitions is not seen as a guiding factor that would significantly influence decision-making processes in investment policies in the economies of V4 countries. Although Poland has an attractiveness index of 66%, it has significantly higher investment activities than the Czech Republic, which has a 71% attractiveness index.

In our opinion, the size of the internal market in which the target companies operate is also an important factor. Since the transformation of the financial market and the insurance industry has already taken place in the Slovak Republic and in the Czech Republic. This segment has no absorption capacity despite the fact that it is

reasonably stabilized. Despite the financial crisis, there are no significant reasons for the restructuring of this sector from the point of view of mergers and acquisitions.

Fig. 3 Relation of volume and number of mergers and acquisitions to the M&A Attractiveness Index of V4



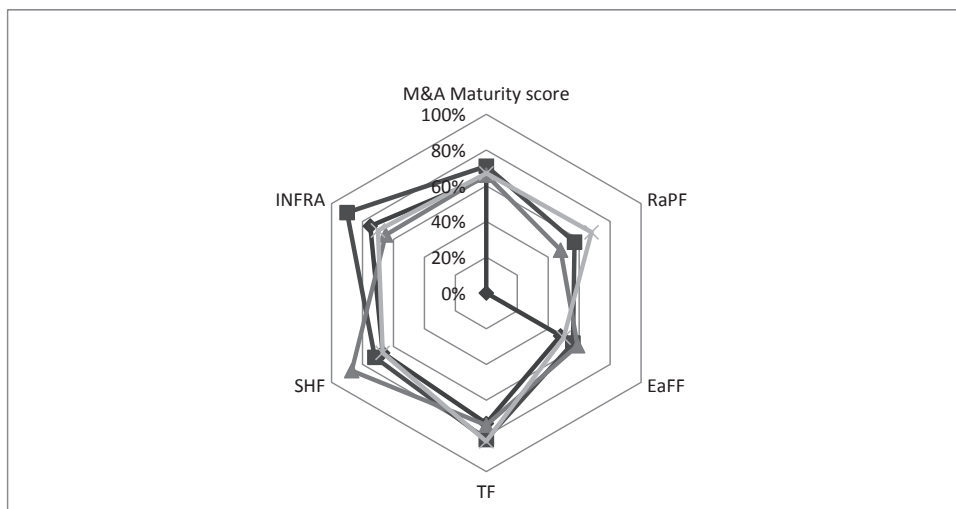
Source [11]: CMS & DealWatch, Emerging Europe M & A Report 2016, self-prepared.

The Slovak Republic is the most open economy among the V4 countries. The Czech Republic and Hungary, which also rank among small economies, are lagging slightly behind the Slovak Republic. Poland's openness, however, is only about half the level compared to the Slovak Republic, which, given the fact that it is the largest economy among the new Member States, is not at all surprising [10, p. 573-574]. In the Slovak Republic, the most interesting sectors in terms of number of transactions were telecoms and real estate, where most of the mergers and acquisitions took place.

If we compare the main indicators of the attractiveness index of the business environment, we will find that both the Slovak Republic and the Czech Republic have a better score in terms of regulatory and legal factors and infrastructure compared with Poland. The Czech Republic is even better in technological factors and the Slovak Republic is approximately at the same level in this area (the difference in favor of Poland is only 1%). Better indicators are reported by Poland in socio-cultural and economic-financial factors, compared to the Czech Republic, only ahead by 3% and by up to 11% compared to the Slovak Republic.

As shown in Fig. 4, it is noteworthy that the lowest level in the Slovak Republic is the area of economic and financial factors, which in 2015 decreased by 1% compared to 2014, reducing to 48%, while in Hungary in 2015 this factor took the opposite direction and compared to the year 2014 saw growth of 1%, increasing to 50%. Also, in socio-cultural factors, we fall behind the surrounding states.

Fig. 4: Comparison of business environment attractiveness indexes according to indicators in V4 countries



Source [10]: CMS & Deal Watch, Emerging Europe M&A Report 2016, self-prepared

Legend: M&A Maturity score: M&A attractiveness score, RaPF; regulatory and political factors, EaFF; economic and financial factors, TF; technological factors, SKF, socio-cultural factors, INFRA; infrastructure and assets.

## Conclusion

In the current economic situation of the national economies, the global trend of ownership concentration can be observed. There are many reasons why business management is in need of implementing some of the forms of property ownership. In the available literature, we are confronted with a number of definitions that can in principle be characterized as the need for a link to other businesses to establish themselves as a global firm, to influence global market shares, to influence the global competitive environment, to dispose of additional financial resources, to ensure economies of scale, securing the growth of a future firm, and so on [11]. Attractive business environment indexes individual countries according to UNCTAD data in the following areas: economic and financial factors; socio-cultural factors; regulatory and political factors; infrastructure and assets; technological factors; attractiveness ranks. In addition, other important factors (such as the size of the country's internal market, uncertainty in the euro area, the discrepancy between the value of the business and the price offered), are taken into account in merger and acquisition investment decision making processes in V4 countries which helps to correct the outcome of the final decision.

There is a consensus in the global market that Poland remains the most interesting markets in our region, followed by the Czech Republic. Poland in 2016 dominated the number and volume of transactions in the region.

Despite the success it achieved in the first decade of the new millennium, the Slovak Republic does not continue to improve the business environment at such a pace as its neighbors Poland, the Czech Republic and Hungary.

## Resume

The objective of this academic article is to assess the attractiveness of capital reallocation through cross-border mergers and acquisitions in the V4 countries, based on the attractiveness index. Utilizing the secondary data drawn from UNCTAD, we performed a descriptive analysis to find out the V4 ranking. From the data obtained, we can say that Poland has the largest volume of mergers and acquisitions per capita in the V4 countries. The Slovak Republic ranks last among V4 according to the Attractiveness Index of the Business Environment.

The current period of cross-border mergers and acquisitions in the Central European region is affected by uncertainty about developments in the euro area, an increase in capital investment expense and a reduction in the growth rate of target economies.

## Súhrn

Cieľom príspevku je na základe indexu atraktivity zhodnotiť atraktivnosť realokácie kapitálu prostredníctvom cezhraničných fúzií a akvizícií v krajinách V4. Na základe sekundárnych údajov čerpaných z UNCTAD sme vykonali popisovú analýzu, pomocou ktorej sme zistili poradie krajín V4. Zo získaných údajov môžeme konštatovať, že Poľsko má najväčší objem fúzií a akvizícií na jedného obyvateľa v krajinách V4. Slovenská republika spomedzi V4 sa umiestnila na poslednom mieste podľa Indexu atraktivity podnikateľského prostredia.

V súčasnom období na cezhraničné fúzie a akvizície v stredoeurópskom priestore vplýva neistota vývoja v eurozóne, nárast nákladovosti investičného kapitálu a zníženie tempa rastu cieľových ekonomík.

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## **GENDER CHARACTERISTICS OF OCCURRENCE OF COGNITIVE DISTORTIONS IN MANAGERIAL WORK**

### **RODOVÁ CHARAKTERISTIKA VÝSKYTU KOGNITÍVNYCH OMYLOV V MANAŽÉRSKEJ PRÁCI**

**Abstract:** *Objective of this study is description of many differences between men and woman in term of assessment of occurrence of selected cognitive distortions. Greater attention is dedicated to this topic also in the field of cognitive psychology, cognitive distortions, management competencies and the characteristics of the most known cognitive mistakes for tracking misstatements in the organization. On the base of Beck's theory of dysfunction schemes, the analytical part is focused on the main research problem and researched hypothesis. The last recommendation part is focused on measures against cognitive misstatements, where the use of various techniques is explained to define them from organization.*

**Key words:** *Cognitive distortions, dissonance, manager, maladaptive, validity*

**Kľúčové slová:** *Kognitívne omyly, disonancia, manažér, maladaptívny, validita*

**JEL:** M19

#### **Introduction**

Gender – proportional characteristics between men and women shall be diversified from different perspectives, whether from the perspective of ordinary employee in the factory, a qualified teacher, psychologist or referee of foreign language. Every person in the world makes your own view of specific man and assesses him in the particular behavior in a given situation, whether goes about a position in working or non – working relationship. Nowadays terms of cognition and cognition distortions become very common but for most people still uninteresting topic, although participants do not realize themselves, how they influence and damage them. We can say that most people do not concede it but cognition, communication and intuition in decision making largely influence us, whereas wrong decisions can lead to the mistake that can pull the entire communication chain to the forefront of top executives. Objective of this study was to describe, explain and specify differences between men and women from the point of assessment occurrence of selected cognitive distortions.

This objective was further supported by the theory and research documents that mainly devoted to the cognitive distortions in connection with knowing, examination, thinking, cerebration, perception and imagination.

On the theoretical basis we have established a research problem and hypothesis by which we keep focused on the analytical part. The starting point of our work was the use of mathematical and statistical program SPSS 20. and subsequent creation of the T-test to compare examined differences, that we have been verified. In the proposal part we focused on drafting a suggestion how to avoid cognitive distortions in communication and total exclusion at work.

### **Cognitive psychology**

Out of psychological stimuli in the form of cognitive psychology was involved mainly neobehaviorism, verbal learning theory and engineering psychology. Outside of the psychological stimuli they were especially information theory, communication and linguistics theory (Sedlakova 2004). According to Ruisel and Ruiselova (1990), after the second world cognitive psychology has been reoriented on the model of progressing information. Following model was based on the idea, described on symbolic logic and cybernetics on one side and wuerzburg and gestalt psychology on the other. The founder of cognitive psychology is considered Goerge Kelly (1905 – 1967). As the basis of his study are considered mental (thought, intellectual, psychic, intellectual), but the most prominent is cognitive recognition. According to Sternberg (2002) cognitive psychology understands human psyche as information processing systems. It examines, how imagination, sensory behavior, thinking, problem solving and decision making in trouble, memory and learning are.

### **Psychological predecessors of cognitive psychology (cognitive distortions)**

Kucera (2013) explains in his book “Modern psychology” definition of the main psychological direction of the 20<sup>th</sup> century, which ontributed to the development of cognitive psychology:

- structuralism,
- functionalism,
- nebehaviorism,
- gestalt psychology,
- phennomenology.

*“Structuralism is direction based on the decomposition of psychic phenomena to the elements, respectively characters (decomposition consiousness through retrospection) – on the specifying mental structure by analyzing elements. Structure (set of two phenomena relations) is considered for essence the phenomenom “ (Kucera, 2013, s. 16). Author continues about functionalism and he specifies that this direction brings inquiry examing the practical problems, generally specific thought process and ability of the organism to adapt to the enviroment. On the formation of functionalism, philosophical pragmatism contributed primarily. Behaviorism is opposition to the introspective method mentalistic definition of psychology – sees consciousness as objectively baseless in research. According to Kucera (2013) gestalt psychology includes units, in which component parts are arranged in a certain way – a whole is defined by parts and the parts can exist only when there is a whole itself.*

Nakonecny (2003) defines phenomenology as a scientific – technical area (describing a partial phenomenon, feelings and sorting. etc.) as a kind of philosophy or psychological direction. Psychologically, this discipline is based on intuition and subjectivism.

Ruisel and Ruiselova (1990) specify a negative distortion as activating state that only occurs if a person has available own contradictory findings (concepts and reasoning). This condition is considered to be in a social society as undesirable, individuals are trying to reduce its information for a good measure or altered on historical data. Rachlinski (2000) notes an existence of cognitive distortions in human subjects as unquestionable. However, we must consider the role of psychology at controlling human behavior for two different situations presenting relationship of cognitive distortions and deduction. According to the author human decisions are based on anticipation of future situations and conditions that can again be liable to deformation and cognitive distortions.

### **Managerial work**

According to Armstrong (2002) work of managers has more dimensions and has exclusively dedicated to their business unlike professionals. Managers must be able to handle a number of organization areas which are often acting to yourself and it is need to respond on the situation. Prokopenko (1990) in his book divides particular requirements to the work of managers as follows:

- **What to do?** – this group of managers representing the lower and middle levels. The main direction of managers is addressing the issue of business (accounting, financial analysis, data analysis, etc.).
- **How to do?** – this group includes process of managers skills (art act, communicate, evaluate, organize your time and attendences).
- **Personal traits and characteristics** – the most common include hard work, consistency, creativity, team work, charisma.
- **Know – how** – this group presents basis knowledge and products, technology, marketing, intimate knowledge of the enviroment and competetion and as a last personal relationships.

### **Methodology for collecting empirical data and methods for mathematical – statistical analysis**

The main objective of this study was to identify and specify the differences in cognitive assessment of the occurrence of distortions between men and women. On this objective, research problem and hypothesis were designed:

- **Problem** – Are there any significant differences between men and women for the assessment of the occurrence of selected cognitive distortions?
- **Hypothesis** – we assume that there are statistically significant differences between men and women for the assessment of the occurrence of selected cognitive distortions.

In the research original methodology of the assessment of the occurrence of cognitive distortions, ideologically based on the Beck's (1979) concept of a dysfunctional cognitive schemes, was used. Mathematical – statistical analysis of data was performed by several methods of descriptive statistics (frequency, arithmetic mean, standard deviation) and methods of inductive statistics T – test for independent samples helped us to the realization of the expected accuracy of the hypotheses which we have formulated (Table 1). Results from statistical data were summarized and implemented in statistical software SPSS 20.

## Research results

Based on the empirical data, cognitive differences of the occurrence of distortions between men and women were analyzed. Results of mathematical – statistical analysis (T – Test for independent samples was used) confirmed existence of several significant gender differences on the studied context. These differences were observed:

- When taking a decision in non – working life, i am not wrong.
- I am convinced about infallibility of my own decisions
- I assume, that distortions in cognition are natural
- Distortions correspond to the person who took the decision
- Distortion is inherent risk in deciding, to be reckoned with
- Every distortion can be corrected

Tab 1: A comparison of the responses between men and women to assess prevalence of cognitive distortions

	Gender	Average	T test	Significance
<b>1. I assume that distortions have a significant impact on my work and subsequently on my work results.</b>	1	4.03	.379	.705
	2	3.93		
<b>2. When taking a decision in work, I am not wrong about my confident opinion.</b>	1	3.59	1.122	.265
	2	3.82		
<b>3 When taking a decision in non – working life, I am not wrong.</b>	1	3.38	2.252	.026
	2	3.87		
<b>4. I am not willing to take criticism as misguided decision.</b>	1	2.95	.017	.986
	2	2.94		
<b>5. Even if I find out that I was wrong, I am not willing to change my opinion.</b>	1	2.49	.404	.687
	2	2.60		
<b>6. I am afraid of possible mistakes in my choices.</b>	1	3.70	.325	.746
	2	3.78		
<b>7. When I find out that I was wrong, I fail to notice it.</b>	1	2.16	1.001	.319
	2	2.41		

<b>8. I experience each mistake very negative.</b>	1	2.73	1.661	.100
	2	3.15		
<b>9. I am convinced about infallibility of my own decisions.</b>	1	3.08	2.574	.011
	2	2.46		
<b>10. I suppose that distortions in cognition are natural.</b>	1	4.57	1.965	.049
	2	4.91		
<b>11. I cannot for distortions in my decisions.</b>	1	3.41	1.639	.104
	2	3.09		
<b>12. My mistakes were always caused by distorted information that I received.</b>	1	3.22	.135	.893
	2	3.19		
<b>13. Distortions correspond to the person who took the decision.</b>	1	4.00	1.971	.043
	2	4.43		
<b>14. I am afraid to make a decision, because I can be wrong.</b>	1	2.92	.146	.884
	2	2.88		
<b>15. Distortion is inherent risk in deciding to be reckoned with.</b>	1	4.62	2.269	.025
	2	5.04		
<b>16. My mistake reduces a value in the eyes of other people.</b>	1	3.05	.165	.870
	2	3.01		
<b>17. I experience distortion as a failure.</b>	1	3.05	1.143	.256
	2	3.37		
<b>18. I am ashamed of a mistake in front of others.</b>	1	3.03	1.489	.140
	2	3.43		
<b>19. When I am deciding, I do not accept a possible mistake.</b>	1	3.57	.450	.654
	2	3.46		
<b>20. Distortions in decisions are easy to solve.</b>	1	2.86	.081	.936
	2	2.88		
<b>21. There are infallible people.</b>	1	1.59	.526	.600
	2	1.50		
<b>22. Every distortion can be corrected.</b>	1	5.08	2.211	.029
	2	4.54		

Source: own calculation, SPSS 20

In our research, we have set the basic problem „Are there any significant differences between men and women for the assessment of the occurrence of selected cognitive distortions“ and the hypothesis „We assume, that there are statistically significant differences between men and women for the assessment of the occurrence of selected cognitive distortions“ . Our problem at the same time builds on the hypothesis, which we described, explained and evaluated through T – test in mathematical – statistical program. Therefore our hypothesis is confirmed and we can say, that there are statistically significant differences between men and women in terms of assessing examination of cognitive distortions (Table 1).

### **Suggestions for improvement**

Knowledge, that were collected and obtained during implementation of the project present study could contribute as a modern „update“ in the field of knowledge in three areas. Benefits should be in the field of emotional reasoning mistakes, methodology of making strategic decision and improve effective interpersonal communication.

### **Improvement of cognitive distortions of emotional reasoning**

The fallacy of emotional reasoning occurs mainly in those organizations, where mistake plays the main role as a confounded reality, set of consecutive sequences taking on the form of a solid judgment. Human is so influenced and overshadowed by their own emotions or the emotions of their own superiors or subordinates, while completely forgets the importance of own deciding on the working environment. In most cases it happens, that this condition can lead to unthinkable decisions that deprive of authority, confidence and firm position on working position. As an improvement, we propose a multiple joint training activities in the field of emotional education or Top workforce. Different situation techniques of behavior under stress and self-regulation could be considered as a basis for these activities, where every person can learn how to control his emotions under pressure.

### **Strategic decision**

A very important role not only for the company but especially for company managers is strategic decision. At the moment, the required level of stress is imposed on the executive officer, what may affect his judgment, intuition, and consequently he may incline to the possibilities that can change his judgment in a wrong one and lead to cognitive distortions. To predict such situations we recommend individual coaching. Coaching is applied wherever the existing methods of strategic decision have not worked so far, while it is very likely that it will become a useful means even management style and philosophy of the organization. It addresses the key management problems through executives in situations where motivation has dropped below normal coping objectives, fulfilling the short-term objectives and defining of cognitive distortions in managerial work, which leads to the correct communication channels and proper transfer of information without distortion.

### **Improvement of effective interpersonal communication**

We must point out, that rapid and efficient transfer of information is the basis of any organization. As the most common causes of misunderstandings at work process we explain oversimplification of all work responsibilities, giving a lower tone to the higher targets, which leads to less motivation in carrying out the work and finally our generalization every single situation that we have either seen or just heard from a co – worker. Communication skills are a certain kind of innate or learned dispositions, since a kind of communication runs in every organization that helps to transfer all the information from the creators to the recipient who have to understand information, process and use your judgment to make a decision. In most cases, the subsequent receipt of information can happen at a high level of importance and an

excessive influx of causes of stress and emotions occurs with large influxes of information, which leads to a distortion of the original objective and cognitive mistake goes throughout the organizational structure, from top worker to the subordinates. Communication training through real simulation is an effective method to prevent the emergence of cognitive distortions, while experience is created under time pressure and reactions of colleagues and other employees. Subsequent development would be held in a plane inverted for communication inside the company, its improvement and eliminate communication barriers and cognitive distortions. By applying a higher form of communication workers achieve personal growth, increase self-confidence, positive attitude, control emotions and loyalty to the top employees.

## **Conclusion**

Nowadays, cognitive mistakes are one of the psychological characteristics indicating information that are incomprehensible for man actually. They have a specific place in cognitive psychology which particularly seeks learning and distortion of information not only within the organization but also in social and inter-community life, and their importance is at the level of the prior examination of the differences between the current news and information after the findings of cognitive distortion. Theory of cognitive dissonance and general cognitive psychology is a relatively young, so has been still developed and constantly updated range of new knowledge in the field. In the practical part we looked at gender differences between men and women in terms of cognitive distortions. Based on the results of questionnaire, we defined the fundamental differences that were depicted in the statistical table by the program SPSS 20 and T - test that was decisive in verifying our hypothesis, either its confirmation or rejection. In the analytical part we oriented on gender issues between men and women in the next social – oriented research on which we focused. Based on the Beck's theory of dysfunctional schemes our work was focused on the specification differences in the incidence and evaluation of cognitive distortions, while according to the theoretical documents we built own beliefs on the confirmation of hypotheses to the sample survey, which we analyzed in the analytical part of our thesis. The benefits of introduction of an appropriate strategy, effective communication and optimal internal coaching should create an appropriate "defense" against cognitive distortions in the organization and thus gives a positive picture of its economy based on appropriate communication and quick solutions of cognitive distortions in managerial work.

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# **THE SCIENTIFIC AND PEDAGOGICAL EMPLOYER AT THE PUBLIC UNIVERSITY AT PRESENT – PROBLEMS AND CHALLENGES**

## **Peer review**

Róbert ŠTEFKO – Miroslav FRANKOVSKÝ (Eds): The scientific and pedagogical employer at the public university at present – problems and challenges. Prešov: Bookman, s. r. o., Prešov, 2016. ISBN 978-80-8165-188-5.

The reviewed conference scientific proceedings entitled „The scientific and pedagogical employer at the public university at present- problems and challenges“ is outcome from scientific committee meeting of University of Prešov in Prešov, Faculty of Management, meeting based on occasions to negotiate current challenges related to higher education in the Slovak Republic.

The aim of Conference of academical pedagogue was to enable to offer theoretical view on the current problems of higher education, pointing to the possibility of linking to current problems in selected areas in the managerial practice.

The reviewed conference scientific journal offers readers, students and pedagogue characteristic problems of business psychology principles in academic environment, pointing to the mission of scientific and pedagogical employers at universities as well as environmental manager in practice. It describes positives and negatives of university pedagogues in the academical field, promotion as tool for advertising faculties in the Slovak republic, significance and meaning of universities existence in today's world and challenges of teacher's profession, educational process linked to practical experiences of specialists.

The submitted per-review conference scientific journal offers readers an extensive series of knowledge about current manager issues that are very valuable for both teachers and students.

The presented text very clearly, in a substantive and comprehensible manner. The language is at excellent level, taking into account the current state and needs in particular area. The proceedings will be appreciated not only by public professionals and students, but also by experts in management, psychology, pedagogy, sociology and other related fields. The conference scientific journal „The scientific and pedagogical employer at the public university at present- problems and challenges“ is an interesting reading and useful help for practice.

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- [3] STEINEROVÁ, J., 2000. Princípy formovania vzdelania v informačnej vede. In: *Pedagogická revue*. Roč. 2, č. 3, s. 8-16. ISSN 1335-1982.

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