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The 2nd International Scientific Conference on Positive Management and Leadership in Socially Responsible Organisations

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The 2nd International Scientific Conference on Positive Management and Leadership in Socially Responsible Organisations was held on 14 September 2017 in Toruń, Poland. The conference was organised by the Department of Business Excellence, the Faculty of Economic Sciences and Management (FESM), Nicolaus Copernicus University (NCU) in cooperation with the Scientific Association of PhD Students at FESM NCU, the Centre for Leadership and Corporate Social Responsibility and the Institute of Effective Asset Management Foundation. The honorary patronage and support was provided by the Mayor of Toruń.

Topics included into the agenda of the conference were deeply embedded into the idea of Positive Organisational Scholarship and Positive Management cultivated by the research community of the Department of Business Excellence at FESM NCU (cf. Stankiewicz (Ed.), 2010; Stankiewicz (Ed.), 2013). Similarly to the first edition (cf. Lis, 2016), the aim of the conference was to present, analyse and discuss the issues related to:

- “positive management including: interpersonal relationships, intra-organisational communications, trust, organisational citizenship behaviours;
- leadership including: contemporary concepts of leadership, roles played by top, middle and first line managers, challenges (both external and intra-organisational) faced by leaders in business organisations, the public sector, and non-profit organisations;
- corporate responsibility to employees and other stakeholders, organisations in business environment, society and the natural environment”.

The first paper session, chaired by Prof. UMK dr hab. Agata Sudolska and Dr hab. Monika Chodorek (both Nicolaus Copernicus University, Toruń), combined the issues of CSR, leadership and HRM under the umbrella of positivity. Dr Ewa Głuszek (Wrocław University of Economics) discussed the maturity models describing the levels of organisational capabilities in corporate social responsibility (Głuszek, 2017). Such models enable managers to assess the status of CSR in their organisations and choose the most appropriate level of CSR maturity relevant to organisational needs and situation. Referring to earlier works in the field (Marrewijk and Were, 2003; Zadek, 2004; Mirvis and Googins, 2006; Maon, Lindgreen and Swaen, 2010), Głuszek developed her own model of CSR maturity. What is worth mentioning Dr Głuszek is a researcher experienced in designing maturity models (Głuszek, 2014; Głuszek and Kacała, 2015). Her model of CSR maturity is based on three dimensions i.e. the type of stakeholder culture, the type of CSR activities and the sphere of influence. Dr Agata Rudnicka (the University of Łódź) discussed interface between CSR and sharing/collaborative economy and pointed out numerous similarities between these two ideas (Rudnicka, 2017). First of all, as she observed, both models are based on honest, fair and ethical decisions and behaviours. Secondly, the social and environmental aspects are visible in missions of both CSR and collaborative economy. Thirdly, the shared value creation is an idea observed in both concepts discussed in the paper. Finally, philanthropy orientation is typical of both CSR and collaborative economy. Dr Rudnicka illustrated her presentation with case studies of firms posprzatajmi.pl and polakpotrafi.pl which are the examples of inclusive ventures characterized by a high level of trust. Dr Andrzej Lis (Nicolaus Copernicus University) presented the findings from the topic research profiling of the research productivity on the interface between

leadership and corporate social responsibility. The paper co-authored by Dr Barbara Czerniachowicz and Dr Anna Wieczorek-Szymańska (both the University of Szczecin) included the aspects of general topic profiling, journal-topic profiling, author-topic profiling, subject area-topic profiling and core references – topic profiling. The study continues earlier research conducted by the community associated with the *Journal of Corporate Responsibility and Leadership* (cf. Karaszewski and Lis, 2014a, 2014b; Lis and Cegliński, 2017). Dr Jolanta Maj (Opole University of Technology) analysed diversity management instruments applied in Polish organisations (Maj, 2017c). The paper presented at the conference was a continuation of her earlier works (Maj, 2015, 2016a, 2016b, 2017a, 2017b; Maj and Walkowiak, 2015). She presented findings from 20 telephone-depth-interviews (TDIs) conducted to identify the toolbox of diversity management instruments and study the issue of diversity reporting and budgeting.

The second paper session chaired by Prof. dr hab. Robert Karaszewski (Nicolaus Copernicus University) was focused on the issues of corporate social responsibility in various contexts. Considering the important role played by business ethics in contemporary management (Hernik and Gembarowski, 2011), Dr Joanna Hernik (West Pomeranian University of Technology) discussed the infringements of fair competition principles. She studied illegal behaviours of entrepreneurs operating in Poland and presented the quantity analysis of cases of competition infringements. Her study encompassed the cases of the abuse of entrepreneur's dominant position and agreements restricting competition (Hernik, 2017). The speech by Katarzyna Turoń (Silesian University of Technology) was devoted to the issue of socially responsible urban mobility. She analysed the challenges of urban transportation associated with increasing congestion and the aspects of urban mobility. In response to identified problems she recommended three categories of remedial actions including: rationalization of transportation needs, using sustainable means of transportation and increasing efficiency of transportation streams. She concluded her presentation with practical examples of the implementation of the ideas of bike-sharing and walkability explored thoroughly in her earlier publications (Czech, Turoń and Sierpiński, 2017; Turoń, Czech and Juzek, 2017). Kajetan Suchecki (the University of Economics in Katowice) analysed academic sport as a manifestation of social responsibility in higher education institutions. He illustrated presented ideas with the cases study of his own *alma*

mater. Joanna Michalak and Patrycja Gulak-Lipka (both Nicolaus Copernicus University) studied opportunities and threats of using social media to communicate CSR activities. First, they identified audiences and tools for communicating CSR activities and measuring their effects. Secondly, they discussed the flow of information in social media focusing their attention on crisis communication. Thirdly, they analysed the case of CSR communication efforts undertaken by Walt Disney Co. and pointed out recommendations for improvement. They concluded the speech with providing best practices for using social media in communicating CSR activity to the firm stakeholders.

The third paper session chaired by Dr Katarzyna Kazojć (the University of Szczecin) related to the issues of leadership and leader development. The paper by Janusz Reichel (the University of Łódź) was aimed at understanding succession processes in non-governmental organisations. His study applying the multiple case study methodology fills the gap of triangulation of organisation types in research on leadership succession. Reichel identified three types of succession in NGOs: talks and consultations, *coup d'état* and creating climate for succession and compared and contrasted them with succession types in business organisations. Magdalena Wolska representing the School of Economics, Law and Medical Services (WSPEiNM) in Kielce made an attempt to answer the question whether being a great leader is a natural inborn talent or a result of hardworking. Referring to Simerson and Venn (2010), she identified and discussed the characteristics of protecting, trusting and trustworthy, breeding and working leaders. She illustrated her opinions with the examples of Steve Jobs and leadership in Apple company. Łukasz Kośmicki (UTP University of Sciences and Technology) and Anna Zajdel (Nicolaus Copernicus University) analysed post-graduate managerial education in the field of corporate social responsibility. First of all, the authors reviewed CSR post-graduate studies offered by higher education institutions in Poland. Secondly, they identified key success factors and challenges for the conduct of such forms of education. Thirdly, they assessed whether Polish HEIs included key areas of corporate social responsibility (in accordance with ISO 26,000) into curricula of their CSR post-graduate studies. Finally, they presented the outcomes of the in-depth qualitative interview with Prof. Bolesław Rok from Koźmiński University considered to be one of the most effective institutions educating post-graduate students in CSR.

The fourth paper session chaired by Dr Joanna Hernik (West Pomeranian University of Technology) covered the aspects related to positive organisational potential. Dr Anna Wieczorek-Szymańska (the University of Szczecin) investigated the issue of organisational maturity in diversity management (Wieczorek-Szymańska, 2017). First, she presented the development of diversity management practices and studies in the United States. Secondly, she compared and contrasted affirmative action and diversity management and presented the approaches to diversity management in organisations. Finally, she presented her own model of organisational maturity in diversity management. The model includes two dimensions: attitude towards diversity (from neutral to positive) and the character of diversity policy (from compliance with law to strategic involvement). Marzena Wójcik (Cracow University of Economics) explored the role of a manager in the process of exchanging knowledge in organisations. She identified barriers and challenges in sharing knowledge and provided practical recommendations for managers to mitigate negative effects of such forces. Ewa Pietrzyk (WSPEiNM in Kielce) asked the questions about the relationships between private life harmony and business success.

The fifth paper session chaired by Dr Andrzej Lis (Nicolaus Copernicus University) grouped the papers related to challenges in contemporary management. Dr Katarzyna Kazojć (the University of Szczecin) discussed the issues of change management in the sector of medical services. She presented her lessons from restructuring Dent Mar/Centrum Medyczne Słowik. Sebastian Kania and Bożena Błaszczyk (both the University of Economics in Katowice) presented two papers. The first paper studied the case of a housing cooperative to illustrate the cooperative social system approach as a management theory. In the second paper, the authors used the case of R&D projects in order to discuss coexistence of management theories. Finally, Monika Żywuszkó representing the University of Warmia and Mazury in Olsztyn attempted to analyse the issue of project management in socially responsible organisations focusing on the PRINCE-2 methodology.

In order to disseminate the research findings and ideas presented at the conference, the submitted and positively reviewed papers will be published in *Journal of Corporate Responsibility and Leadership*.

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