

*sukcesie firmy na podstawie analizy działalności przedsiębiorstwa Optimus SA (The role of cross-cultural management in successful companies as exemplified by Optimus SA)* and research study 03/E/0001/04 (WSE, 2004) *Rola zarządzania międzykulturowego w przedsiębiorstwach kanadyjskich w Polsce (The role of cross-cultural management in Canadian enterprises in Poland)* (positions 9 and 8, Attachment 7, respectively).

From 2006, I had been planning my habilitation dissertation. The six research projects which I completed in the period 2006-2011 (positions 1 and 3-7, Attachment 7, respectively) covered the subject of migration of physicians from Poland. The result of the five research studies financed by the Warsaw School of Economics (positions 3-7, Attachment 7) and a research grant N N112 106436 from the Polish Ministry of Science and Higher Education *Szanse i zagrożenia wynikające z międzynarodowej mobilności zawodowej na przykładzie emigracji z Polski osób wykonujących zawody medyczne (Costs and benefits of international mobility on the example of emigration from Poland of medical professionals)* (position 1, Attachment 7) was a habilitation monograph *Emigracja lekarzy z Polski (Emigration of physicians from Poland)*, Oficyna Wydawnicza SGH, 2011, Monografie i Opracowania SGH, no 577, pp. 384 (position 6, Attachment 3). It was reviewed by Professor Elżbieta Maczyńska and Professor Andrzej Cieślak. The book includes the description and analysis of the background, reasons and implications of the recent Brain Drain afflicting Polish physicians. After Poland's accession to the European Union in 2004, having automatically gained the right of free movement within the EU due to the Directive 2004/38/EC of the European Parliament and of the Council of the European Union of April 29, 2004, and – in the case of Polish physicians as well as other professionals – the right to undertake employment in EU countries due to Directive 93/16 of the EEC of April 5, 1993, Polish citizens, among them Polish doctors, have been emigrating from Poland in large numbers. Both the “pull” and “push” reasons for the medics' decisions to emigrate have been presented and discussed. The book includes my estimates of how many Polish doctors had emigrated from Poland through 2011. The research was based on combined methodological strategies: on a primary resource search (*inter alia* the feedback from Medical Councils from several European Union countries); quantitative methods used to estimate the expected return on investment into training doctors in Poland and in Western countries; and an analysis of Polish émigré doctors blogs and discussion platforms and social media. In the monograph, I concluded that the volume of the physician outflow from Poland and the costs as well as long-term implications of the phenomenon give rise to serious policy questions in the area of public health in Poland.

Based on the monograph and the other accomplishments as well as other necessary conditions I submitted a request to commence the habilitation procedure to the Dean of Collegium of Economic Analysis of the Warsaw School of Economics in June 2011. My request was rejected; I appealed against the decision, whereupon my request was again rejected. On January 12, 2012, I submitted an appeal against the decision of the Academic Council of the Collegium of Economic Analysis of the Warsaw School of Economics to the Central Committee on Academic Degrees and Titles. The appeal was rejected (No BCK-II-O-RW-309/12).

In 2012, I published a chapter in a monograph which came as a result of the research study *Rozwój gospodarczy a wartości wspólnotowe (Economic development versus community values)* (position 2, Attachment 7). That same year, I took part in a competition for an essay on *Europejski ład gospodarczy in 2020 (Economy in Europe in 2020)* held by the think tank Instytut Sobieskiego (*The Sobieski Institute*). My paper won an award (see Attachment 8). It was published as a chapter in a monograph *Europejski ład gospodarczy w 2020 r.* (position 4, Attachment 3).



In 2013, I published an article *Wejście Polski do strefy euro a długoterminowe cele rozwoju kraju (Poland's entry into the Eurozone versus her long-term development objectives)* (position 3, Attachment 3).

In April 2015, I published a monograph *Polska i Niemcy w strefie euro (Poland and Germany in the Euro zone)* (position 2, Attachment 3). It was reviewed by Professor Val Samonis.

It is on the basis of this monograph as well as the other accomplishments and achievements that I would like to request the Central Committee to commence the habilitation procedure.

In the period 1996-2013, as a member of the Academy of International Business I had participated in several of its annual conferences: in Banff, Canada, 1996, as a guest of the University of Calgary; in Vienna, 1998 (as a guest); in Indianapolis in 2007 with an accepted paper; and in Washington, 2012 with an accepted paper. At the conferences I chaired panels, I presented my own papers and reviewed papers in the process of blind review (Attachment 13). During the same period I also reviewed articles for "The Baltic Journal of Business" and the Warsaw School of Economics (Attachment 13).

I have been a member of the Academy of International Business Since 2004 until the present (self-financed).

## **2.2 Report on research and publications which meet the criteria decreed in Art. 16 § 1 and 2 of the Act on Academic Degrees and the Title and Academic Degrees and the Title in the Arts**

The monograph *Polska i Niemcy w strefie euro (Poland and Germany in the Euro zone)* has been the latest and most comprehensive addition to the publications which reflect my long term interests and studies into the conditions that could enable Poland become a modern nation with a thriving, sustainable and competitive economy while overcoming the obstacles caused by several inefficient post-communist remnants and centrally governed economy legacies. In my previous monograph *Emigracja lekarzy z Polski (Emigration of physicians from Poland)*, I had attempted to point out the set of conditions and the context which pushes abroad millions of Poles, including young qualified professionals.

The present book discusses the risks involved with Poland's entry into the Eurozone. In the worst case scenario, e.g., a possible next economic (global) shock, it could lead to prolonged recession and growing debt.

Competing with advanced Western European economies, while largely depending on German production and trade, is not an optimal option for Poland. Based on the theoretical background of the Theory of Optimal Currency Areas and the literature published primarily by Polish economists on the topic of Poland's entry into the single currency area, I attempted to prove that Poland is not in a position which could safeguard her future optimal functioning in the Eurozone. Grounding my hypothesis in the Varieties of Capitalism theory I pointed out that the post-communist variety of capitalism which is prevalent in Poland is not in the position to be able to compete with the so-called Rhine capitalism (social market economy), practiced in Germany, especially under the regime of the single currency. I also compared the economic doctrines in Poland and Germany. The current long-term growth vision for Poland is based on her eventual entry into the Euro zone, as specified in the *Długookresowa Strategia Rozwoju Kraju (Long-Term Growth Strategy for Poland)*, edited by Michał Boni and published in 2013. I compared it with Germany's economic principles, as exemplified by the



“magic quadrangle” economic model of growth as well as the most important laws and policies which have enabled the free market in Germany to thrive since the late 40s of the XXth century. On the basis of a comparative analysis of the legal documentation as well as economic practices I inferred that Poland does not indeed possess a coherent economic doctrine comparable to the German one.

The analytical section of the book focuses on contrasting the long-term policies on the labour market in Poland and Germany respectively. The conclusion is that the present educational and labour market systems are not conducive to establishing a possible future competitive advantage in Poland, i.e., a modern, well qualified and flexible labour force, capable to respond to the demands of the contemporary labour market. The profile of the Polish educational system does not correspond to the so-called Jobs of the Future, while Poland, in contrast to Germany, is not involved in responding to the modern demographic challenges. An analysis of the competitiveness rankings of both countries allowed me to establish that there is a considerable (and not diminishing) gap in legal, as well as administrative practices, business and trade activities so that the desired convergence between the two countries is not likely to occur (at least not till 2022).

Based on the fact that the present vision for Poland’s development relies on fulfilling the convergence criteria and on her future membership in the Eurozone, I pointed out the weakness of this strategy. As there is no economic doctrine grounded in solid economic theory and practice I concluded that merely entering the single currency area is not an optimal option for Poland, especially in view of the stagnant convergence or rather divergence from Germany, Poland’s most important trade partner. The third Greek crisis (in the Summer of 2015) and the deepening austerity measures implemented in that country indicate the possible outcome for countries with an unclear economic doctrine and inconsistent strategies and policies as well as the lack of stringent procedures in the public finance area.

The monograph’s objective is to fill a gap and contribute to the discussion in Poland on the pros and cons of its currency integration with the Eurozone. My voice in the discussion adds to the arguments that introducing the euro in Poland is very risky. I conclude by stating that Poland’s economic and social weaknesses will not be resolved even if the country were to come closer to fulfilling the convergence criteria. My recommendation is that Poland needs a better vision as well as an economically viable long-term policy plan for its growth and development rather than relying solely on the future entry into the Eurozone.

### 3. Teaching

I have been active as a teacher since 1986. Since October 1993, I have been a university teacher. At the Warsaw School of Economics, I have designed the syllabi for and I have taught the following courses (in a descending chronological order):

At present:

236511-0386 Creativity in Advertising, Master’s Course, in English.

The course’s primary aim is to analyze selected topics in modern creative advertising. The specific objectives of the course are: to present and offer a platform for discussion on modern creative advertising; to identify new trends in advertising and to provide an opportunity to apply marketing theory into practice through creative team work. The components of the course are: lectures, self-study (tutor guided) and student projects.



The course participants are heterogeneous nationally and culturally, as most of the enrolled individuals are international exchange students, students on their Erasmus assignment or foreign students taking their Master's in English at the university in question. The Polish graduate students comprise around 20% of the course enrolment figures.

Since the participants come from various cultural and educational backgrounds, the course offers an opportunity to work in cross-cultural teams and provides a platform for discussion and learning experience in a culturally diversified environment.

The course requirements include a student team project which is worth 60% of the final grade, while the remaining 40% comes from a final written exam, which consists of Part A - the quiz section, and Part B - a mini-academic essay section. Following the library online tour, I explain the rudiments of the academic peer review system and the various academic writing ranking methods, including Impact Factor. I then ask the students to start seeking suitable articles for their presentations. Their choice of topics corresponds to the syllabus and their special interests. In their search, they should consider both the IF criterion, the journal's rank/position, the author(s)'s individual rank as well as the date of the publication and/or the paper's groundbreaking value in the case of the older papers. The students are given a grid/a plan to be followed as they start designing their Power Point presentations and a Bibliometric Assessment Tool (in the form of an Excel spreadsheet), created for the benefit of my courses.

The students are encouraged to consult me via e-mail while they are seeking suitable and interesting (to them) papers, as well as in the phase of planning the presentation and designing it. I provide feedback at every stage, also after presentation in class, so that the others can improve their presentations and not repeat the same errors. It is recommended that papers should be also be selected on the basis of the methodology that has been used in the researched papers. This is also to provide the students with the opportunity to develop their particular strengths, be it quantitative (e.g., their statistical skills) or qualitative, e.g., in-depth interviews analysis. After the presentation, each team receives a written detailed evaluation, in which both "Strengths" and "Points to consider" are listed, as well as the overall mark.

PowerPoint student presentations are sent via e-mail to all the participants of the course in the evening prior to the lecture day.

236521-0386 Cross-Cultural Management, a Master's Course, in English

The aim of the course is to become acquainted with the latest trends and developments in cross-cultural management as well as to analyze the congruence and diversity of the culture models proposed in the XXth century. It discusses the attempts to operationalize culture and gives an overview of the most grounded quantitative culture models. The course offers a platform to introduce and discuss the applicability of cross-cultural studies in the modern IB research and practice. It uses the case study method and submits for discussion case studies both from the North American and European case study practice. Since (similarly to the Creativity in Advertising Course) it attracts primarily students from foreign exchange programs who are completing their exchange programs at the Warsaw School of Economics it creates an ideal platform for observing cultural differences in practice as well as during the lecture discussion sessions.

In this course the student projects are worth 50% of the final grade. They consist of a mid-term paper, written in a form of an academic essay.



236721-0386 Lifestyles and New Product Development, a Master's Course in English.

The course is a series of 15 lectures which cover the ways of identifying, tracing and exploring new lifestyles and new products. It is enhanced with a review of the latest literature on the topic presented via student projects. The course provides an overview of the global producer and the global consumer. It presents and analyzes the methodology of lifestyle research. It explores the role of the media. It helps identify opportunities for new goods, services and ideas.

The Lifestyles and New Product Development Course complements my Creativity in Advertising Course (236511). It enhances the content of the latter course by adding a review and analysis of the latest trends in lifestyles, which inspire new product development. Those new products are then marketed and advertised. The two courses provide a comprehensive analysis of the product/lifestyles/promotion in the globalized world.

The assessment method is identical to the one applied in the Creativity in Advertising Course.

221370-0386 Kulturowe uwarunkowania biznesu międzynarodowego (*Cultural Aspects in International Business*), in Polish.

It is a standardized, obligatory course for those students who take the MSG (International Business Relations) specialization at the Warsaw School of Economics. I have not taught it yet.

**Future lectures commissioned by the Warsaw School of Economics:**

*Diversity Management - the Management in Different Cultures* – lecture

*Your experience in cooperation with different cultures* - workshop.

A series of lectures and a workshop for students from the Beijing Normal University (BNU) to be run in the period of July 20-24, 2015.

**Courses run in the past:**

In 1999-2010 I taught a course on Cross-cultural Management at the Podyplomowe Studium Zarządzania Zasobami Ludzkimi w Organizacji, (*Post-graduate Course in Human Resource Management*) at the Warsaw School of Economics, [http://www.sgh.waw.pl/ksztalcenie/podyplomowe/spis/zarzadzania\\_zasobami\\_ludzkimi\\_w\\_organizacji/](http://www.sgh.waw.pl/ksztalcenie/podyplomowe/spis/zarzadzania_zasobami_ludzkimi_w_organizacji/).

In 1996-1998 I taught at the Podyplomowe Studium Public Relations, (*Post-graduate Course in Public Relations*) at the Warsaw School of Economics (now discontinued). Prior to the Course inauguration I had participated in designing the entire Course's syllabus (on a pro bono basis), for which I later received Dean's acknowledgement and award (see Attachment 9).

In the period October 11-November 17, 1996 I taught a Business Communication Course ID POEN 789.06 for the Canadian E-MBA students attending the Canadian Consortium of Management Schools (CCMS) Master of Business Administration Program at the Warsaw School of Economics.



In the past I also designed and ran the following courses:

140541-0386 Economics of Migration, BA Course, in English (discontinued).  
7350-01 Cross-Cultural Management in Human Resources, Master's Course in English (discontinued), both at the Warsaw School of Economics.

Marketing and Promotion, a Master's course in Polish at the Prywatna Wyższa Szkoła Businessu i Administracji (now: Prywatna Wyższa Szkoła Nauk Społecznych, Komputerowych i Medycznych) in Warsaw – 1999-2000.

I have supervised several MA and BA dissertation (Attachment 14).

#### 4. Organizational activity and contribution towards knowledge dissemination

In the years 1996-1999, I was elected and served as a Member of the Academic Senate of the Warsaw School of Economics as a Representative of the Faculty without attainment of habilitation.

In the years 2004-2009, I supervised the Students Scientific Association of Cross-Cultural Management (<http://akson.sgh.waw.pl/~jh28460/index2.html>) (ID 0101, Attachment 10).

Under my supervision, the members of the Association organized two international conferences:

**New Opportunities for Cross-Cultural Enterprises in Poland** on May 9, 2005, Hotel InterContinental, Warsaw, (<http://akson.sgh.waw.pl/~jh28460/index2.html>). The partners and sponsors of the conference were: Hotel InterContinental Warsaw, American Chamber of Commerce in Poland, Polish Canadian Chamber of Commerce, The World Bank, PriceWaterhouse Coopers, Motorola and The Warsaw Voice. The conference was conducted in English and presented three sessions: an academic panel, an expert panel and a student panel (Attachment 11 and 12).

**The Costs and Benefits of International Mobility** on October 18, 2006, Aula II, Warsaw School of Economics (see *New Opportunities for Cross-Cultural Enterprises in Poland*, "American Investor", XV (07) 2005, p. 9-10, position |14| Attachment 3, as well Attachments 11 and 12 respectively).

The Association also organized several international seminars and helped to organize others.

On April 28, 2004, the Association members held a presentation *Investment Opportunities in Poland* for a group of MBA students from the Wilfried Laurier University (Attachment 11).

On October 5, 2004, Małgorzata Boska and Jacek Hutyra – both members of the Association – ran a presentation *Investment Opportunities for North Americans in Poland* at the Canadian Embassy in Warsaw. The presentation was prepared under my supervision for Mr. Michael Ward, The First Economic Attaché, and his Department.

On October 28-30, 2004 Małgorzata Boska and Jacek Hutyra – both members of the Association – as well as I, took part in the Sixth International Congress of the Young SIETAR (Young Society for Intercultural Education, Training and Research), *The Electronic Age of Intercultural Communication/Relations* in Karlsruhe, Germany.



In the Fall 2005, The Association's members helped to organize a charity project for the Canadian Embassy and the Polish Canadian Chamber of Commerce in Warsaw (Terry Fox Run, October 16, 2005).

On December 14, 2005, The Association organized an open lecture for the students of the Warsaw School of Economics. The talk on *Human Rights – Global or Local?* was given by Mr. Michael Miasek, the President of the Polish Canadian Chamber of Commerce.

In 2006, the Association designed and conducted a Project "Electronic equipment" the objective of which was to identify institutions and/or individuals which could donate and/or buy electronic equipment for the Association in order to facilitate future scientific projects (multimedia presentations, in-depth interviews, etc.). The project was deemed successful when the necessary electronic equipment had been acquired (Attachment 11).

In 2006, the Association designed and conducted, under my supervision, a research project ID 173/2006 (FRS) Warsaw School of Economics *Culture shock – the impact on the quality of tertiary education*. The conclusions from the study were presented at the student panel at the conference *The Costs and Benefits of International Mobility*, October 18, 2006.

During its activity, the Association ran a cyclical Project *Honorary Members of the Students Scientific Association of Cross-cultural Management*. In recognition of the support given by the Association's friends several individuals had been appreciated with the honorary title, among others: Mr. Michael Ward, The First Economic Attaché at the Canadian Embassy in Warsaw, Mr. Oussamah Tamim, The Third Economic Attaché at the Canadian Embassy in Warsaw, Ms Ewa Piwowar from the Bank BPH in Warsaw and others.

Jacek Hutyla and Małgorzata Boska, both members of the Association, published several popular science articles in a student magazine „Magiel”:

*Uniwersalizm wg Wayne'a (Universalism according to Wayne)* (with graphics by Magdalena Molak, also a member of the Association), Decemebr 2005, 3 (85) p. 28.

*Kryptonim SZOK, cz I, (Under the nickname: shock, part I)* March 2006, 5 (87), p. 31.

*Kryptonim SZOK, cz. II, (Under the nickname: shock, part II)* April 2006, 6 (88), p. 16.

During its activity, the Association gained funds from sponsors and bought as well as organized a „Cross-cultural library” which is located at the Department of International Comparative Studies.

Date:

July 15, 2015.

The candidate's signature:



