

- an indication of practical solutions in planning, keeping records, and reporting on the process of disbursing funds and incurring costs.

### **References:**

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*Anetta ZIELIŃSKA*

Wroclaw University of Economics, Poland

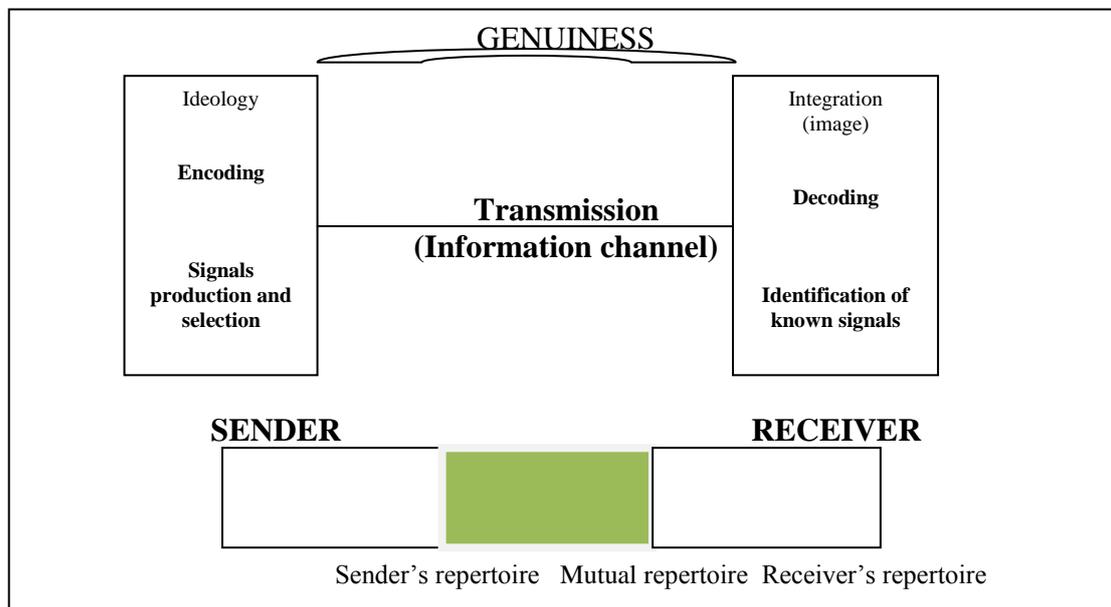
## **INFORMATION VERSUS COMMUNICATION**

Contemporary research concerning the process of informing and communicating exposes the issue of information transmission and the purpose of such transmission. The process of informing means acquiring and transmitting orderly data, while communicating means the exchange of information which is directed to change awareness and attitudes. Communicating is a superior term in relation to informing, more important due to decision making and building social relations.

The communicating process model presented below attracts attention to a few interesting and essential problems. Communicating is a process of creating common information space where there are two parties involved – the sender and receiver of news. The sender realizing the elements of this process is focused on the idealization, which is important for proper news preparation. The more precisely the idealization allows to describe the object of communicating; the better it will be, from the communicating point of view. Prepared news is further encoded by the means of a given and useful (known) language (encoding system) to the receiver. Then the sender produces and selects signals which will be further transmitted through the information channel. In the whole process, the sender creates in this way the so called «sender's repertoire» [1, p. 14].

The sender, in his communicating space, focuses his attention on the process of integration, thus imagining the object of communicating. The process of integration embraces not only the essence of communication itself but also the surroundings of this process in which one can notice proper attitude (atmosphere) towards communication or the elements of information empathy. Signals sent by the sender are further decoded. The efficiency of this process determines, to a great extent, the utility of the sent information in a form of its proper understanding and, as a final result, the whole communicating process. Decoded information has to be additionally

subject to identifying of recognized signals. In this way the receiver creates the «receiver's repertoire». Whether the communicating process is going to be efficient depends on the information space, which is called a «mutual repertoire» (green area on the above diagram). The more extended it is, and embracing a greater part of the sender's repertoire and the receiver's repertoire, the more efficient the communicating process is.



**Diagram 1. Communication model according to A. Moles**

Source: own work based on the literature, in particular: [2, p. 117].

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**Magdalena ZUG**  
Wrocław University of Economics, Poland

## KANBAN AS A TOOL TO REGULATE THE FLOW OF MATERIALS BETWEEN PROCESSES

Kanban is one of the essential and fundamental tools to manage and ensure the just-in-time production system, which is the first pillar of Toyota Production System (TPS) – the system which covers the characteristics of production processes and organizational issues with respect to operation, perfectly adapted to the requirements and needs of the modern market.