

- Increasing regional prices, export of money flow to abroad and social and ecological problems;
- Deviation from the social behavior standards (alcoholism, prostitution, family “erosion”)
- Confrontation between population and tourists

The positive and negative influence of tourism on local population is revealed differently – on national, local and individual level). the large number of negative aspects might be avoided by complex planning and modern management of these processes, especially by determining of effective directions criteria.

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WYKORZYSTANIE KONCEPCJI KOSZTÓW TRANSAKCYJNYCH DO  
OCENY SKUTKÓW NIEDOSKONAŁOŚCI PROCESU KOMUNIKOWANIA SIĘ  
I WYKORZYSTANIA INFORMACJI EKOLOGICZNEJ

W artykule przedstawiono możliwości wykorzystania koncepcji kosztów transakcyjnych do oceny skutków (kosztów) niedoskonałości procesu komunikowania się i wykorzystania informacji ekologicznej. Kategoria kosztów transakcyjnych posiada swoją historię w rozwoju myśli ekonomicznej i interesujące próby zastosowania. Należą do nich między innymi koncepcje W.Baumola, J.Tobina, D.Northa, R.Coase czy O.Williamsona. Autorka dokonała analizy procesu komunikowania się oraz identyfikacji jego zakłóceń i zniekształceń, a następnie oceniła koszty szumu informacyjnego i takich deformacji komunikacyjnych. Wykorzystała w tym celu kategorię kosztów transakcyjnych. Same koszty transakcyjne wywołują wiele wyzwań natury pojęciowej oraz obrachunkowej. Podobne problemy pojawiają się przy szumie informacyjnym, niedoskonałościach

komunikowania się czy wykorzystaniu informacji ekologicznej. Autorka skupiła się na tych wybranych aspektach w kontekście funkcjonowania społeczeństwa informacyjnego.

Cała analiza dotyczy wykorzystania informacji ekologicznej i komunikowania się w oparciu o taką informację. Ta sfera komunikacji interpersonalnej odgrywa we współczesnym społeczeństwie informacyjnym szczególnie ważną rolę. Jest ona dodatkowo wzmocniona, jeżeli społeczeństwo takie opiera swój przyszły rozwój na strategii zrównoważonego i trwałego rozwoju. Informacje ekologiczne stanowią podstawę takiej strategii, na wszystkich etapach jej przygotowania i realizacji. Nie ma żadnych możliwości podejmowania skutecznych działań w ramach strategii zrównoważonego i trwałego rozwoju bez posiadania odpowiednich informacji ekologicznych. Cały proces przygotowania (znajdowania i pozyskania) oraz gromadzenia i wykorzystania takich informacji z jej podstawowych źródeł (monitoring środowiska, ogólnokrajowa sprawozdawczość statystyczna, sprawozdawczość podmiotów gospodarczych, informacja urzędowa samorządu wszystkich szczebli, informacja urzędowa agend rządowych, wyniki badań naukowych, banki informacji regionalnej, oraz informacja nieoficjalna gromadzona przez ruchy społeczne i obywateli) jest kosztowny. Wypracowanie właściwych sposobów identyfikacji i kwantyfikacji oraz waloryzacji kosztów informacji ekologicznej staje się ważnym wyzwaniem analizy kosztów. Przedstawiony artykuł podejmuje to wyzwanie.

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FORESIGHT AS AN INSTRUMENT TO ADJUSTMENT  
TO UNPREDICTABLE ENVIRONMENT

The aim of the article is to present how organizations are using foresight to overcome problems associated with the volatility and unpredictability of the environment in which it operates.

Any organization creating an open system is part of the environment, which falls in between the feedback. Given the diversity of environmental factors and their variability surrounding the organization has a certain level of uncertainty about the future states. The level of uncertainty is the result of the level of complexity and the level of dynamics.

The level of diversity of the environment is influenced by many factors, new developments occurring in the environment, relationships and mutual influences on each other belonging to both the micro-and macro-environment. However, due to the dynamics of the environment: the emergence of new frequencies and negative factors that create changes, the speed of evaluation of these factors [1]. Uncertainty means that the ability of managers to predict future states, requires the use of new instruments and methods. Turbulent, unpredictable environment force changes in the approach to management. Rapid speed of change will be a challenge to traditional methods of planning and managing the future of the organization. Most organizations are not prepared to deal with problems in the turbulent environment [2].

Thus, the predictability of the environment which is a function of uncertainty, depends on the one hand from the environment: its complexity and dynamics and the skills and the tools and methods of prediction. The choice of methods, tools for forecasting should be adapted to the uncertainty and complexity and dynamics of environment. It is worth noting that between the concepts of uncertainty and unpredictability there feedback. On the one hand, a high level of uncertainty resulting from the complexity and dynamics of the processes occurring in the environment causes low predictability, on the other hand, low predictability resulting from improper methods and tools results in a high level of uncertainty about the future states.

Uncertainty which is the central theme of strategic management is a key factor for managing organizations, determining the company's competitive position in a long time. Research carried out in the 70-ies and 80-ies of the last century have confirmed that almost half of U.S. companies in the Fortune 1000 in the process of strategic planning techniques applied scenarios. A similar pattern applied European

companies [3]. The level of uncertainty increases when managers do not feel confident about the changes taking place in their organization and when they can not predict anything accurately [4]. Research in strategic management related to the concept of uncertainty is carried out in the context of two basic theoretical assumptions. According to the planning school in the face of increasing uncertainty organizations that are working to know the future will be in a better position than those that do not. In contrast, adaptive school aims to avoid predictions, to identify, respond to events that occur. This approach emphasizes continuous experimentation and rapid adaptation to changes in the environment (when they appear) [5]. School-based planning assumptions have been developed as a tool to study the foresight to anticipate and inform decision-makers under uncertainty [6]. Theoretical and practical application of foresight studies also provide the use of grasp opportunities by identifying so-called weak signals and the wild cards and thus closer to the organization nimble organization. Term foresight means active image building of the future [7]. According to Keenan and Miles foresight is a systematic, participatory process of building a medium and long-term vision aimed at today's decisions and mobilizing joint actions [8]. The most important characteristics of foresight which allows to adapt to changing environment are:

- foresight extends the time perspective;
- foresight integrates multiple methods;
- foresight contributes to the ongoing implementation of the innovation;
- foresight provides a multi-stakeholder participation;
- scenario method analyzes, communication, education organizations and stakeholders both in terms of opportunities and ways of thinking;
- strategic foresight analyzes future as a multi-dimensional reality, which means that you can not think about the future in a linear fashion
- strategic foresight ensures that the organization is more aware of your surroundings and the strategic decision-making process is more resistant to future changes by taking into account such as the wild card (wild cards).

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### LEADERSHIP AND GENDER EQUALITY

Leadership – this is possess the knowledge and the right over a group of people to achieve goals. Leader, first of all is a person with social role and their appropriate status. Leadership is a social status, which is based on the personal characteristics given by the group members to him who is able to achieve a certain goal and influence other members of the group. If someone asks me for a description of the general characteristics of the leader I will enumerate the features / signs, such as: brain, enthusiasm, strength, resolve, honesty, trust their own Force, etc. But the

phenomenon is not only a leader personality, but it is individual product status (leader TV, leader Enterprise ...)

During the discussion of leadership it is important to emphasize of gender-specific and leader phenomenon. If something has changed in the last fifty years, this is primarily condition of women. It can be said that the transformation is one of the greatest reform in the history of mankind. Just now, most of the richest countries' citizen believes that gender equality issues have been solved, or at least does not think it is particularly problematic.

As more women take leading positions, the more often we hear such questions: how women lead differently from men or women leaders are more effective leaders than man? media often argue that there is a gender differences between leadership styles. women's leadership in modern society, really are more effective. Gender with leadership style and effectiveness is associated with a slightly or not at all.

Inequalities in leadership is a Global event, women, compared to men, are disproportionately concentrated in low-level positions in the authority of the leader. There are several reasons why it is necessary to destroy the barriers and the promotion of women to high leader positions. First of all, this is a long-standing promise to make a reality of equal opportunities, creates an environment where everyone will be promoted to the position of leader.

Recently, more and more women leaders appeared in high positions, according of the changes with the implementation in organizations. Women are given more opportunities, family responsibilities are more equally divided among them, women's negotiating power has increased, especially when it comes to balancing work and family concerns. Increasing the number of women-owned business firms and their efficiency is appreciably. In addition, reduced gap between the leader and women's roles. Taking all this into account, presumably, will we see more women in leading positions.

The more woman will be able to take high position the more representative become public institutions, business and government environments. Except this, more diverse group of members associated with productivity. Researches shows on