

market. A standard promotion – mix set is made up of advertisement, public relations and publicity, sales promotion (additional sales) and personal sales [Kotler, Armstrong, Saunders, Wong 1999, p. 772].

City promotion strategy evaluation, constituting the next discussed factor, should be of permanent nature and be performed with due diligence by the team for promotion strategy implementation. In relation to town self-governments functioning it may be assumed that a single, multifaceted, standardized evaluation system for promotion strategy evaluation does not exist. The occurring diversity, in this matter, results from versatile approaches, goals and organizational preferences. Strategy monitoring, as part of evaluation process, allows to control its efficiency, effectiveness and benefits resulting from its implementation and also facilities, in grounded cases, taking decisions about redefining the directions of promotional and developmental activities or introducing update, if necessary.

The final factor discussed in the implementation stage is represented by the alternative action plans eliminating potential risks. In every strategic project, including city promotion strategy, unexpected occurrences, problems, random situations may occur. In order to avoid them and as the manifestation of professional approach influencing effective implementation, alternative action plans and preventive methods eliminating the effectors of unforeseen events should be prepared in advance.

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WHY CERTAIN LOCAL AUTHORITIES ARE NOT INTERESTED IN LOCAL DEVELOPMENT STRATEGIC MANAGEMENT? POLISH EXPERIENCES

Local development strategic management is a complex process of obtaining, processing and generating information by local authorities (commune, district) the final effect of which are their own decisions and the decisions of entities they cover, resulting in the development of a local system characteristic for them (commune, district) in a long time perspective. It can be also described as complex process of obtaining, processing and generating information by supra-local authorities (regional, state, international) the final effect of which are their own decisions, as well as the decisions of entities they cover, resulting in common application of local development processes in the due administrative area. In the further part we'll focus on first way of this category perceiving.

Numerous publications, devoted to these problems, were also issued, both abroad and in Poland. Therefore, it may be expected that in view of local and supra-local high rank results of communal self-government activities and the availability of widely recognized recommendations, strategic management – in the full understanding of this concept – will spread and become common practice for them with its quality presenting high standards. Unfortunately, the Author's knowledge and experience gained as the

result of scientific-research work and academic teaching practice, in the process of constructing and implementing development strategies for several dozens of communes, districts and regions, while conducting many trainings and workshops about territorial development planning for self-government authorities, as well as in the process of performing the function of a self-government legislative body member, altogether provide a multitude of arguments confirming that a real life practice is different. Why local authorities are not interested in local development strategic management? The Author focuses his attention on this particular problem in Polish local self-government environment. The hereby text aims at the presentation of initial identification results. It was performed by means a research method application consisting in the processing of collected data (e.g. about properties of communes authorities, management processes applied in these communes) by means of cause-result analysis and logical reduction methods. The representative sample included 100 communes and data referring to them were collected in the period of 1995-2012. The identified reasons are as follows.

- lack of proper knowledge. Many representatives of local authorities do not represent the adequate knowledge about strategic management of local development, which refers not only to management processes, but also to potential advantages that could result from them, both for economy, local community, communal environment, and for themselves.
- absence of trust for all long-term plans. The aversion of local authorities to making plans in long time perspective frequently stems from their bad experiences associated with long-term planning which they were a part of in the previous social and economic system.
- aversion towards the risk of management processes negative evaluation in the future. Accepting and making development strategy available for the public, especially at the beginning of the new self-government term of office, is observed as equal to specifying distinctive criteria which may be commonly applied to later, multidimensional local authorities verification.
- aversion towards risking negative evaluation of management processes, but in this case it is these processes which occurred in the past, or take place currently. The process of local development strategy construction requires social consultancy to be carried out. In many cases it means an automatic involvement of opposition groups, as well as local scene actors representing only themselves, who are at the same time dissatisfied with the currently functioning authorities.
- low inclination to delegate decision competencies in cases of strategic importance. One of the key properties of the participation type of strategic planning, considered by science as the optimal one, is the involvement of social, economic and political partners in the decision making process regarding directions for future local economy development.
- weak inclination of local authorities to carry out optional tasks and take responsibility for them.
- inclination of local authorities towards conflicts of political nature.
- treating strategy of local development as an instrument in an election campaign.

The significance of presented above barriers is crucial. If local authorities are not motivated to take advantage of local development strategic management in executing their powers, then mixed negative consequences will occur. Therefore it is important to undertake research focused on the presented problems and their sources, and also the effects of their occurrence. Information obtained in this way will allow for searching such methods which could eliminate them effectively and this is extremely important for taking full advantage of the majority of opportunities brought about by the idea of local development, democracy, decentralization and territorial self-government.

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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