



Ekonomická  
fakulta  
Faculty  
of Economics

Jihočeská univerzita  
v Českých Budějovicích  
University of South Bohemia  
in České Budějovice

# Complementary Papers and Book of Abstracts of the 9th International Scientific Conference INPROFORUM 2015





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Common challenges - Different solutions - Mutual dialogue

2015



University of South Bohemia in České Budějovice  
Faculty of Economics

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**Complementary Papers and Book of Abstracts  
of the 9th International Scientific Conference INPROFORUM 2015**

*Common challenges - Different solutions - Mutual dialogue*

November 5 - 6, 2015, České Budějovice

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## *Complementary Papers*

### **Opinion Managers to Ensure the Company's Market Position**

» *Marie Švarcová, Helena Horáková, Hana Romová*

### **List of Conference Participants**



## **The influence cultural dimensions of knowledge economy on selected indicators of small and medium-sized enterprises**

Markéta Adamová, Růžena Krninská

**Abstract:** *A corporate culture is an integral part of management in small and medium-sized enterprises. However it can be often perceived as unimportant by managers. The paper investigates the existence of relationship between corporate culture and business performance.*

*The paper deals with corporate culture, which is expressed through G. Hofstede's cultural dimensions and explores the existence of its influence on selected indicators of the surveyed companies. The aim of the paper is the analysis of relationships between cultural dimensions and selected indicators through statistical methods. Thus finding out a relationship between two groups of variables (cultural dimensions and selected indicators) through canonical correlation analysis. Power distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty avoidance and Short-term vs. Long-term orientation belong to the cultural dimensions of corporate culture. Selected indicators are: Return on Assets, Current Ratio, Debt Ratio, Asset Turnover Ratio.*

*The paper is based on research project of the Grant Agency of the University of South Bohemia „Human Resource management of small and medium-sized enterprises“ [039/2013/S].*

*It can be concluded that desirable cultural dimensions of corporate culture may help enterprises to increase and maintain competitiveness.*

**JEL Classification:** M10 · M12 · M14

**Key words:** cultural dimensions · knowledge economy · small and medium-sized enterprises

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## **State-run Observation after the Release from Preventive Detention and its Legal Issues**

Julia Bartsch

**Abstract:** *In order to comply with rulings of the European Court of Human Rights the German state started to release certain inmates from preventive detention in 2010. Still being considered a danger to the public, mobile preventive custody was put in place by the police, monitoring former inmates around the clock. Following a closer description of the historical background of this re-lease, this paper discusses to which extent such surveillance has a legal basis under German law. Based on these findings and potential alternatives to this measure, a main focus lies on outlining the trade-off between protecting constitutional rights of the offenders and guaranteeing public safety.*

**Key words:** European Court · German law

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## Cooperation and Entry of SMEs into Foreign Markets

Dagmar Bednářová, Jaroslava Pražáková, Petra Kosíková

**Abstract:** *Entry of Czech SMEs to foreign markets and their success there is more difficult compared to Czech markets. It is important to research and analyse the entry condition for foreign markets regardless the form of access and cooperation. The researches include a territorial survey, business-political survey, consumer research, survey the competition etc. Underestimating the preparatory stage may lead to very high risk that is a cause of a crisis that could lead to business disappearance. That's why they preventive measures to identify risk factors are important. Small enterprises tend to vote for a form of cooperation with foreign partners, mostly based on supplier and customer relations. However, it also depends on many factors, mainly on commercial policy conditions. Also, there are barriers to entry into foreign markets, including language barriers, not finding a suitable partner, distribution difficulties and other.*

**Key words:** SME · access barriers · foreign markets

**JEL Classification:** M10 · M11 · M19

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/678>

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## Factors Influencing Customer Repeated Purchase Behavior in the E-commerce Context

Ladislav Beránek, Václav Nýdl, Radim Remeš

**Abstract:** *Predicting customer purchase behavior in the e-commerce activities is an important task. However, this effort requires fulfillment of a lot of problems. Recommendation systems have become a common way how to help people when they have to decide in complex selections. But they are not able to perform predictive tasks in this context satisfactorily. In this paper, we deal with a design of a predictive framework for customer purchase behavior in e-commerce context. The aim is to understand customer behavior for online shopping. It means this research seeks to explain the relationship between Internet shopping and customer's behavior, i.e. to identify the determinants of the relationship between online shopping and business customers based model which includes factors, for example perceived value, satisfaction, and behavior (purchase intent). Experiments performed on a real dataset show that these factors play a key role in the decision-making process.*

**Key words:** E-commerce · Predictive model · Purchase Behavior · Customer Perceived Value

**JEL Classification:** D83

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/708>

## Spatial statistics: Recognition of Spatial Relationships of Companies

Ilona Berková, Tomáš Mrkvička

**Abstract:** *The paper solves the methodology for recognition of spatial relationships of bankruptcy and credibility indicators in Zapadocesky, Jihocesky and Vysocina regions. The main aim of our research is revealing whether companies are spatially dependent (behaviour of indices is same or different) or whether companies are spatially independent. Spatial statistics will be focused on relationships within the sector as well as between sectors. The classification model IN 95 is used in the analysis and it will be modelled by marked point process. The main tool will be the analysis of Ripley's K-function or other second order characteristics. Sectors and company sizes will be used as marks of points and they will be incorporated in the studied characteristics. For introduction of the methodology we applied these methods on a sample of trees location in Redwood.*

**Key words:** IN 95 · spatial statistics · bankruptcy and credibility models · market point proces · Ripley's K-function

**JEL Classification:** C31

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/676>

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## Change of Corporate Culture in Transport Enterprises

Alžbeta Bieliková, Darina Chlebíková

**Abstract:** *The article deals with the corporate culture in transport enterprises. The issue of corporate culture is an actual topic of enterprises as well as in transport enterprises and it is affected by continual confrontation of business activities and also by external environment of the enterprise. For this reason the activities of transport enterprises must be adapted to expectations of customers and their needs. Corporate culture must be adapted to accomplish this goal. The presented contribution deals with the theoretical framework of corporate culture followed by the analysis of current situation of corporate culture in selected transport enterprise. Based on the analysis is proposed the change of corporate culture of this enterprise.*

**Key words:** Corporate culture · Customer · Transport enterprises · Management · Communication

**JEL Classification:** L20 · L91

## **Analysis of Firm Profitability in Terms of Size Structure in the Czech Food and Beverages Industry**

Ivana Blažková

**Abstract:** *The paper deals with the profitability of enterprises in the food and beverages industry of the Czech Republic and analyses the relationship between the level of profitability and the firm size. The development of the average ROA of individual size groups of enterprises is analysed graphically in period 2003-2013 and the correlation between company size and the level of ROA is statistically validated by using parametric ANOVA.*

*Based on the analysis it can be concluded that the level of profitability in the Czech food and beverages industry is relatively low, and moreover, there is a tendency to decrease during the observed period. The highest values of ROA are achieved by the largest companies (expressed by the number of employees) and on the contrary, the ROA values of the smallest companies are often negative and in the whole observed period there are significantly lower than ROA values of other size groups of enterprises. The analysis has shown that the level of profitability is determined by the company size. Significant differences in the size of ROA in different size groups were also statistically verified with the use of ANOVA.*

**Key words:** Profitability · ROA · Firm Size · Food and Beverages Industry

**JEL Classification:** D47 · L11 · L66

URL: <http://inproforum.ef.jcu.cz/INP2015/paper/view /677>

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## **Algebraic Methods used in Banking Practice**

Lenka Činčurová

**Abstract:** *The paper introduces the most common algebraic technics and methods commonly used in banking practice. It shows the major principles of those methods and summarizes their advantages.*

**Key words:** Banking · advantages · Algebraic methods

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## Rural Development and Sustainability in Rural Areas

Jaroslav Čmejrek

**Abstract:** *This paper focuses on the sustainability of rural areas from three points of view. The first is the confrontation between different discourses of rurality. This section of the paper is based on the concept of contesting development in rural areas by Michael Woods. The second perspective focuses on the role of agriculture in rural development. Is rural development possible without farm subsidies? How is the topic of rural development and farm subsidies reflected in the political programmes of Czech parliamentary parties? The low administrative capacity of Czech rural municipalities represents the third face of the sustainability of rural areas. Small rural municipalities have no chance of venturing into major economic projects; they can improve the appearance of municipalities and the level of social services, but the basic issues of the economic development of the locality are beyond their real horizon. Rural municipalities must face a high risk of indebtedness, which can result in a loss of their basic self-governing functions.*

**Key words:** Rural development · Discourses of rurality · Political programmes · Czech rural municipalities

**JEL Classification:** R11

URL: <http://inproforum.ef.jcu.cz/INP2015/paper/view/687>

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## Selected Aspects of Regional Organic Food Market – Price Analysis

Hana Doležalová, Tereza Pinkasová, Monika Riedererová, Monika Veselá, Kamil Pícha, Josef Navrátil

**Abstract:** *The paper deal with problems of price of organic food compared to the price of their conventional equivalents and the price differences between specialty shops and retail chains' stores in the context of the consumers' willingness to pay a premium for organic food and their perception of value for money. Most of the respondents are willing to pay a premium of not more than 10% or 20% for organic food. The average acceptable premium for organic food is about 18 %. The research of prices has been undertaken for seven groups of organic food: Legumes, cereals, dairy products, meat, eggs, beverages, sweet and sweeteners and vegetables. The price of more than 80% of sorts of organic food and of almost 75% of items included in the research exceeded the level that is acceptable for most respondents. Relatively lowest premium was discovered in the groups of milk and dairy products, sugar and alternative sweeteners and cereals. Contrariwise, the highest premium was found in groups of vegetables and meat and eggs.*

**Key words:** Organic food · Price · Pricing · Consumer attitudes

**JEL Classification:** M31 · Q13 · D40

URL: <http://inproforum.ef.jcu.cz/INP2015/paper/view/707>

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## Sustainability Evaluation of the European Union

Magdaléna Drastichová

**Abstract:** *Recent production and consumption activities impose a heavy burden on the earth's capacity also in future. Therefore it is inevitable to deal with the impacts of economic activities on the natural resources which determine our future wellbeing and the survival by itself. In terms of sustainability and sustainable development concepts are used the measures which reflect the impacts of countries / regions on the available resources. The Ecological Footprint, total biocapacity measures, and their components are examined in the European Union (EU) and its countries and the EU region is compared with the other regions of the world. The aim of the Paper is to detect the level of sustainability in the EU and its countries by means of the Ecological Footprint, its comparison with the available resources, as well as its relations to the standard of living and the level of human development. Regarding the investigation of regions the highest Ecological Footprint per capita is typical of North America followed by the EU region. The results of the countries vary according to the varying levels of factors affecting the Ecological Footprint and their different biocapacities. The Northern countries dispose of largest biocapacities and are thus the largest resource creditors. The worst results of the Ecological Footprint – biocapacity relations are typical of Cyprus, Belgium, Netherlands and Italy. In addition to other factors, at least in the sample of the developed countries, the positive relations exist between the Ecological Footprint on the one side and standard of living / state of the human development on the other side.*

**Key words:** Sustainable Development · Sustainability · Ecological Footprint · Biological Capacity · European Union

**JEL Classification:** Q51 · F56

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/714>

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## Generation Y and the most Attractive Benefit

Jiří Duda

**Abstract:** *The article presents the partial results of research on the requirements of students, members of the Generation Y, in providing employee benefits. The research was conducted in the period between 1998-2014 among master students of the Faculty of Agronomy and the Faculty of Business and Economics of Mendel University in Brno. The paper compares the frequency of the most preferred benefits (top ten) for the entire period of research and the last 5 years. The results show that the top ten are benefits are basically the same, with the exception of the flexible working hours, which got to the top 10 in the last 5 years. Another benefit that has been more demanded in the last 5 years, are the sick days (a few extra days off). The most desired benefits regardless of the faculty studied include contribution to corporate catering, additional salary (extra wage), and the possibility to use the office car for private purposes. Throughout the whole research period these three benefits held a top-three place in the popularity of benefits. Compared with the results of the last 16 years, the benefit of an additional week of vacation becomes more frequently demanded in the last 5 years. The paper also compared the resulting requirements of students with the benefits provided by employers presented in the surveys of the company Profesia and company NN.*

**Key words:** Employee benefits · Generation Y · student

**JEL Classification:** J32 · D22

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/681>



## Public Service of Public Transport Connectivity in South Bohemian Regions from the Point of View of Municipalities between the Years 2004-2014

Jiří Dušek

**Abstract:** *Generally speaking, public transport connections between municipalities belong among the most important development criterias of municipalities. In the South Bohemian Region, this factor is even more important since it has a relatively high number of municipalities (623) and a great surface area, which makes it the region with the lowest population density in the whole Czech Republic. This fact, together with economic and political factors is the main reason why, in the South Bohemian Region, no universal integrated public transport system has been introduced, although there were several pilot projects.*

*The contribution focuses on the problem area of public transport connectivity from the point of view of individual South Bohemian municipalities. After the introductory theoretical part, results of questionnaire surveys focused on analyses of selected problem areas of South Bohemian towns and municipalities are presented and discussed. These surveys took place in the years 2004 and 2014 with the intention of comparing and mapping changes in attitude of South Bohemian municipalities in the question of traffic and public transport connectivity. In conclusion, the results are interpreted not only from the point of view of development of opinions of individual municipalities on individual problem areas but also in the context of changes made in the area of traffic in the last 10 years.*

**Key words:** municipality · public transport connectivity · public service · South Bohemian Region · traffic

**JEL Classification:** O18

URL: <http://inproforum.ef.jcu.cz/INP2015/paper/view/660>

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## Shortcomings of Accounting Legislation to the Needs of the Agricultural Sector due to its Specifics

Kristýna Dvořáková

**Abstract:** *Agriculture is a very specific area, whose specifics are reflected in the accounting and in the related economic assessment of companies. Czech accounting legislation in its current form does not provide a necessary perspective on the various fields due to their specificity as in the case of the International Financial Reporting Standards (IFRS) and the GAAP. It is reflected in the financial analysis. The IFRS include one standard dedicated only to agriculture and its specifics, IAS 41 Agriculture.*

*The main problems were found at the level of making calculations, including the animal (to the accounts of fixed assets or inventory), valuation pups or measurement of crop production. This leads to different values in the financial statements of the entities that do not provide a sufficiently fair view of the accounting, and are incomparable both between companies and in time.*

*In this article the specifics of agriculture, generally applicable legislation in the Czech Republic, its confrontation with IAS 41 are discussed. There are used own processed documents and publications especially from The University of Economics, Prague. The aim is partly to handle the change of Czech accounting legislation, which would lead to the unification of the manner of reporting, enhance the comparability and presentation of the financial statements in the financial analysis of various economic entities from agricultural sector. As supplementary material, the Czech accounting legislation will be confronted with the methods used in countries with the accounting system GAAP.*

**Key words:** Agriculture · Specifics · Accounting standard · Biological assets · Financial statement

**JEL Classification:** M41 · Q14 · C35

URL: <http://inproforum.ef.jcu.cz/INP2015/paper/view/673>

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## **Employee Training and Development as a Tool for Improving the Competitiveness of Czech Enterprises**

Dana Egerová

**Abstract:** *Employee training and development is one of the important tools to increase workers' human capital in order to improve the competitiveness of enterprises. This paper gives key findings on training and development activities in enterprises in the Czech Republic. The findings presented in the paper are based on quantitative analysis derived from European enterprise surveys CVTS 2, CVTS 3 and CVTS4 (Continuing Vocational Training Survey). These surveys give an overview of the companies' training and development policies in the European Union including the Czech Republic. The surveys indicate that enterprise size is a key factor influencing the provision of training to their employees. The amount of enterprises that provided training to their employees and participation in training courses increase with the size of the enterprises. Furthermore, small enterprises spent less on training courses than medium-sized enterprises which spend less than large enterprises. The findings also suggest that enterprises generally preferred to provide training through formal external and internal courses rather than the use other form of training. The main reason for enterprises does not provide any form of training to their employees was that the existing skills and competencies correspond to the current needs of the enterprises. The findings raise a number of important issues that should be considered by enterprises in order to develop their employees' competences and to increase the enterprises' competitiveness.*

**Key words:** Employee Training · Small and Medium-Sized Enterprises · Large Enterprises · Continuing Vocational Training · Survey

**JEL Classification:** M12 · M53 · O15

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/669>

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## **Policing across the Border of Germany and Czech Republic – the New German-Czech Police Agreement**

Michael Ertl

**Abstract:** *Delinquency/Criminality in the borderland (randomized economic crime/White-collar crime) – Policing across borders a) Schengen-Area; b) between Germany and Czech Republic (the new Police Agreement). Transnational policy – quo vadis?*

**Key words:** Criminality · Schengen area · border

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## Quest for Sustainable Food Production: Social and Financial Metabolism of a Local Food System

Eva Fraňková

**Abstract:** *The question of how to feed the global population not only sufficiently, but also sustainably has become a significant problem for both academics and activists all around the world. However, there is not any shared methodology how to assess the sustainability of agricultural production. Local food systems (LFS) are often suggested as a more sustainable alternative to the large-scale mechanized mode of agriculture but there are still many gaps in our knowledge of their social, environmental and economic impacts. This paper introduces the concept of social metabolism as a useful tool for assessing the LFS' sustainability; looking at energy and material stocks and flows of a defined system, it enables one to inspect the functioning of a food system in detail, both on global, national and local scale. Applied to three case studies of Czech and Slovak organic farms, the social metabolism study can provide information on energy and material demands per unit of production, on land-use, labour time and the level of self-sufficiency of the farm system. The data on material and energy flows are suggested to be complemented by a local multiplier, an indicator of local monetary flows related to the farms. Although not providing the final verdict about the farms' sustainability, the concept of social metabolism provides a very useful framework to structure such a debate.*

**Key words:** Social metabolism · Local Multiplier · Sustainable Food Production · Organic Agriculture

**JEL Classification:** Q15 · Q18 · Q57 · R11

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/663>

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## Alternative Dispute Resolution before Czech Trade Inspection

Zuzana Frantíková

**Abstract:** *The paper focuses on the changes in the area of alternative dispute resolution in consumer protection brought by the almost approved amendment published under No. 445/0 of Act No. 634/1992 Coll., on consumer protection, as amended. The current regulation despite the commission recommendations 98/257/EC of 30 March 1998 of the European Commission does not show any satisfactorily progress in the area of alternative dispute resolution. Within the Czech Republic some consumer disputes are ruled by administrative offices such as the Czech telecommunication office, the Energy regulatory office or the Financial arbitrator. Proceedings led by these offices are regulated in Act No. 500/2004 Coll., Administrative procedure code except the proceeding before the Financial arbitrator which is regulated by Act No. 229/2002 Coll., on financial arbitrator. In accordance with Art. 36 of the Charter of Basic Human Rights and Freedoms all rulings issued of administrative offices are object of judicial review. The above mentioned amendment of Act on consumer protection establishes Czech trade inspection as the residual entity of ADR, which may sometime result in breaching mandatory professional rules in case of commercial practices provided by some professions.*

**Key words:** Alternative Dispute Resolution · Consumer Disputes · Consumer Protection · Czech Trade Inspection

**JEL Classification:** K1 · K13

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/697>

## Modeling Average Salaries at the District Level

Ludvík Friebel, Jana Friebelová

**Abstract:** *Many articles deal with the life quality in districts of Czech Republic. The main inputs of used models were the average salaries achieved in particular districts. The problem is that the Czech Statistical Office observed the average salaries for particular districts only till 2005. In the following years the input was estimated, based on the year of 2005. Then we used chain indices of the average salary growth for superior regions (NUTS 3). This procedure we used last time for year 2008. For subsequent years, it was necessary to find a different approach. In this contribution we present a different method for estimation of average salaries in districts which is based on Statistics on Income and Living Conditions which is sample survey organized by Czech Statistical Office too.*

**Key words:** average salary · economically active inhabitants · unemployment rate

**JEL Classification:** R11 · R15 · RC44 · C67

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## The penal system in Russia and Romania – visitation rights and right to family life – Art. 8 ECHR EGMR, Koroshenko v Russia, Nr.41418/04, Urt. v. 30. 6.2015/Serce v. Romania, 35049/08

Anna Habereeder

**Abstract:** *The subject are inmates' visitation rights in the main affecting visits of family members in Russian and Romanian penal institutions and there will be given attention to the difficulty of the transfer of Art. 8 ECHR in the federal state law of Russia and Romania. Therefore the ECtHR cases named Koroshenko v. Russia and Serce v. Romania (and the historical circumstances) will be highlighted. (Finally there will be a comparison with other nations).*

**Key words:** Penal system · federal state law of Russia · federal state law of Romania

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# The Implementation of the Occupational Health and Safety Management at Work and its Influence on the Economic Performance of the Company

Kateřina Halíčková, Marcela Basovniková, Eva Abramuszkínová Pavlíková

**Abstract:** *The issue of social responsibility is one of the most discussed contemporary topics. It is closely related to the financial management of the company. The social area is one of the three main topics integrated in the concept of corporate social responsibility. In addition to the social interactions of the company and its surroundings, there is also included a wide range of internal relations. The largest group within the range of internal relations consists of employees. Employees' satisfaction, loyalty, fluctuation, sick leave of employees, as well as accident rate has a direct impact on labour productivity. This has a direct impact on the economic performance of the company.*

*In the Czech Republic, the highest number of accidents and the highest number of fatalities are in the construction industry. The summary of duties related to the occupational health and safety of workers at workplace, given the acronym OHS, is based on legislative regulations. OHS is regulated primarily by the Labour Code and Law. 309/2006 Sb. The standard for occupational health and safety management systems is currently OHSAS 18001. When a company is certified, it is demonstrating an occupational health and safety management at high level and its continuous improvement. This article deals with the measurement of economic performance of enterprises in connection with the implementation of OHSAS certificate 18001. Economic performance will be measured by both traditional and modern methods of performance measurement on 50 enterprises operating in the construction sector in the Czech Republic.*

**Key words:** accident rates · construction · corporate social responsibility · economic performance · occupational health and safety · OHSAS 18001

**JEL Classification:** M14 · L25

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/695>

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## Accounting Data of ERP Systems and Spatial Dependence of Economic Activity

Petr Hanzal

**Abstract:** *This paper is seen as a contribution to the field of enterprise resource planning systems (ERP) and their application in spatial statistics. The main objective is to demonstrate the possibility of using accounting data of enterprise information systems for regional statistics, identifying spatial dependence of economic activities, through a set of accounting data obtained from enterprises. The theoretical framework provides a theoretical basis for the definition spatial statistics evaluation and indicators of economic activity. Interpretation of statistical methods are then used in the practical part, derived from accounting data of enterprise resource planning systems, 30 randomly selected enterprises with nationwide coverage in ČR, regardless of the branch structure.*

**Key words:** ERP - Enterprise Resource Planning Systems · Regional economic activities · Accounting data · Spatial statistics

**JEL Classification:** C02 · E03 · C88

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/648>

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## The Comparison of Stochastic and Deterministic DEA Models

Michal Houda, Jana Klicnarová

**Abstract:** *The idea of deterministic data envelopment analysis (DEA) models is well-known. If we start to study the stochastic DEA models, it seems at first glance, that the ideas of these two models are totally different. The aim of this paper is to explain that there is a really nice connection between the ideas of stochastic and deterministic models.*

**Key words:** Data Envelopment Analysis · Deterministic DEA · Stochastic DEA · Efficiency

**JEL Classification:** C44 · C61

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/700>

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## Human Capital in Local Economic Development

Veronika Humlerová

**Abstract:** *This article focuses on the role of human capital in the local economic development. According to OECD (2001), we define the concept of human capital such as knowledge, skills, competencies and other qualities embodied in individuals that facilitate the creation of personal well-being and health, social welfare and economic prosperity. Local economic development can be described as shaping the physical, human, social and institutional resources and the use of the inherent comparative advantages to creating economic base operating permanently as a reasonable degree of independence. (Blakely, 1988) This article will focus on the evaluation of the relationship between human capital and the level of economic success of the municipalities. It will consider whether it depends on who manages the municipality and what its strategy is and whether it is possible to find some common characteristics of successful and unsuccessful municipalities.*

**Key words:** human capital · local economic development · municipalities

**JEL Classification:** R11 · O15 · O18

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## Age Management Measures - a Case Study

Lenka Janošová, Božena Buchtová

**Abstract:** *This article introduces different possibilities for age management measures for working with employees above 50 years old on a specific example of a Norwegian company. Firstly, there is a brief summary of the reasons for the introduction and use of age management in business practice as the implication of demographic changes in the developed countries of Europe, especially the ageing of the population and, therefore, the ageing of the entire workforce in the labour market. Furthermore, the article presents a list of actions implemented in the Norwegian company, AB Ltd., in order to increase the productivity and loyalty of the current employees and also to take advantage of the synergies between different age groups working in teams to solve working tasks. Finally, the article argues for the possibility of the application of these measures to the business environment in the Czech Republic with regard to economic and cultural differences between these two countries, which are a key factor for successful implementation.*

**Key words:** age management · ageing of the population · employment · employee's benefits

**JEL Classification:** M54 · M51 · M12

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/703>

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## On the Computation of B-Spline Basis Function Values $B_{Q,r}(t)$

Miloš Kaňka

**Abstract:** *In the article we describe the construction of B-spline basis functions  $B_{Q,r}$  with the help of divided differences and determinants. The so-called Vandermonde determinant plays a fundamental role in expression for the particular determinants in our case. The computation of the value of  $B_{Q,r}(t)$  at a given point  $t \in \mathbb{R}$  can be realized through three formulas, the first of which has a general scope and the other two are its simplifications.*

**Key words:** B-spline basis functions · de Boor formula · Vandermonde determinant

**JEL Classification:** C63 · C65

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/711>

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## Financial literacy in the Condition of the Transition Economy

Liběna Kantnerová

**Abstract:** *Research conducted by the author was based on a questionnaire survey. The questionnaire contained some questions used by the Ministry of Finance of the Czech Republic in very short version. Furthermore, respondents were questioned on their information sources on managing money.*

*Research was based on a survey of 496 students of Economic Faculty of the University of South Bohemia in Ceske Budejovice during four semestres. Statistical methods were used for its evaluation.*

*Financial literacy can be divided into basic financial literacy and special, advanced financial literacy. Basic financial literacy is a set of knowledge and skills, which should be useable by all people, as it allows ordinary and necessary guidance in ensuring basic financial liabilities and assets of each individual within the nation. Advanced financial literacy is a very broad concept. This includes the potential abilities of different age and professional groups at different levels of action, and use of financial services. These include the need to develop skills, responsibility and ethics of those who professionally manage finances of others, or provide them with financial services too. Currently, due to the growing sophistication of trade unions and deregulation of financial markets, many experts have narrowly specialised. Universities and colleges of economics and finance have a great creative potential, as well as methodological, organisational, professional and scientific experience, to be in the process of increasing irreplaceable financial literacy.*

**Key words:** Financial Literacy · Education Youth · Questionnaire

**JEL Classification:** B21 · E44 · E50, F60 · G02 · G2 · I25

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/661>

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## The Impact of Management Crisis on the Financial Situation of Farms

Daniel Kopta

**Abstract:** *The first part of the article identifies and defines the crisis, acting on farms. This part of the article is based on a questionnaire survey. Research indicates that the crisis is in most farms caused by a volatility of farm prices (83%). Great influence on the farms also snake legislature and natural conditions (50 and 58%). In the case of legislation impact of subsidies can be expected. Secondly (delay after the crisis of farm prices) financials crisis appear. The influence of other factors studied (customers, employees, owners, personality crisis) is marginal.*

*The second part of the article combines data from questionnaires and data from financial statements. The results show that subjectively perceived crises has a major impact on the financial situation of the company. Profitability in the crisis years is 11 percentage points lower than the profitability of the current year. The investigation shows that the causes of the crisis are external. The crisis is evident in all enterprises in the same years.*

**Key words:** Risk · financial health · profitability · agricultural firms

**JEL Classification:** G3

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## Development of Small Municipalities and the Factors Shaping Local Political Representation

Sylvie Kotásková

**Abstract:** *A key determinant of the development of small municipalities is their political representation. This paper focuses on the factors that underlie the formation of the political parties of small municipalities in the Czech Republic. Attention is specifically dedicated to the projection of voter knowledge of the local political environment in the composition of the municipal council. The issue of the voting method is determined using statistical calculation of the coefficient of variation for selected small municipalities. Small municipalities of the South Bohemia Region in the České Budějovice district were selected as a sample for achieving results. For the purposes of this article, a small municipality is defined by an upper limit of 10,000 inhabitants. The aim of this paper is to assess the effect of the municipal electoral system in small municipalities on the basis of preferential votes and their real influence on the composition of the council.*

**Key words:** small municipalities · development · political representation · voting behavior · elections

**JEL Classification:** R58 · D72

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## Simulation of Insolvency Proceedings Inspired by the US Mock Trials

Martina Krásnická, Rudolf Hrubý, Zdeněk Strnad

**Abstract:** *The aim of this paper is to draw some conclusions from a pilot project of the Department of Law, inspired by the so-called Mock trials experienced in the USA and applied into the Czech system of law education of students of economics. This project is currently being implemented in five seminars of the subject Business Law II, i.e. in the first year of the master's studies. The project involves a simulation of insolvency proceedings in case of a company bankruptcy. The students play roles of the various participants in the insolvency proceedings, the company and its creditors, and learn very relevant but rather complicated process of insolvency. In addition, students of the study programme of Commerce and Entrepreneurship will base the case on its own results in the subject Business Simulator completed at the bachelor's level. However, the main objective of similar projects in the US is to teach students how to defend and hold their opinions, rhetorically argue and professionally manage crisis situations. The project is therefore bringing together multiple disciplines as an example of pluralism in economics, to which the Faculty of Economics, University of South Bohemia, Ceske Budejovice committed.*

**Key words:** simulation insolvency

**JEL Classification:** K22

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## Violence and Torture in Detention Facilities - which Governmental Duties do exist to protect the Prisoner?

Fabio Kruppa

**Abstract:** *based on: ECtHR, M.C. v. Poland, Nr. 23692/09, 3rd of March 2015. 1. Introduction, 2. Circumstances and final judgement by the ECtHR: Applicant: M.C., a Polish national born in 1987, Allegation: subjected to ill treatment by his fellow inmates; no effective investigation of his complaint; ECtHR: ▪ Violation of Article 3 (substantive aspect) - Violation of Article 3 (investigation); Just satisfaction: EUR 14,250 (non-pecuniary damage) and EUR 180 (costs and expenses); 3. Article 3 ECHR - Definition, Duty to protect the prisoner? 4. National and international regulations to protect the prisoner- Express regulations: e.g. CPT standards CPT/Inf/E (2002) 1 - Rev. 2010; Regulations open to interpretation: e.g. Art. 1 Abs. 1 GG, Art. 2 Abs. 2 S. 1 GG*

**Key words:** detention facilities

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## Social Agriculture – Alternative Type of Production

Zdeněk Kučera

**Abstract:** *Social farming combines care of the land with care of people. The utilisation of agriculture farms as a elements of healthcare, social rehabilitation could be a solution for farm diversification. Working with animals and close to nature has long been considered as having a therapeutic value. Social farming is based on this therapeutic value and provides activities on agriculture farms to persons with special needs and offers an alternative to the more traditional health and care services. This report is a description and more an overview cost-benefit analysis of social farming. Such type of analysis is beyond the scope of this article, which serves to inform on the benefits and the related costs of providing supports by way of social agriculture.*

**Key words:** Social agriculture · green care · diversification of farming · economic valuation

**JEL Classification:** Q28

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/696>

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## Impact of Terms-of-Trade on Slovak Business Cycles

Martin Lukáčik, Karol Szomolányi, Adriana Lukáčiková

**Abstract:** *Terms-of-trade is intuitively significant source of business cycles and it causes shifts in trade balance. However different theoretical and empirical studies lead to different results. Different theories suggest positive as well as negative relation between the terms-of-trade and trade balance. Empirical studies do not support statistically significant impact of terms-of-trade on output in developing countries. This result can support theoretical business cycle models considering non-tradable goods. Using structural vector auto-regression analysis of the terms-of-trade, trade balance, output, consumption and investment cyclical components we show that the terms-of-trade to trade-balance relationship is negative and that terms-of-trade shocks explain only small fraction of business cycles in the Slovak economy. We use quarterly data in constant prices with the range of years 1997-2014. The results are in line with theoretical and empirical studies in the contemporary world economic literature. Data exhibit Obstfeld-Svensson-Razin effect of the terms-of-trade on the trade balance and suggest considering non-tradable goods in the theoretical models.*

**Key words:** Terms of Trade · Business Cycle · Slovak Economy · Trade Balance

**JEL Classification:** C32 · E32 · F14

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/647>

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## Preventing Corruption in Health Care - Legislative Initiatives in Germany

Maximilian Lüst

**Abstract:** *Corruption is causing economic harm of large scale every year. These damages manifest in the health sector as well. The current legal situation in German criminal law in the matter of bribery in health care is very complicated. Some physicians can exempt themselves from penalties in case of taking bribes from members of the pharmaceutical industry or hospitals, others cannot. This stems from the fact, that the two main anti-bribery laws (§ 299 and § 331) of the German criminal code require offenders features. In order to be a potential perpetrator, physicians need to be either employees of a company or officials. The current legal situation in Germany enables them to enjoy the same impunity as the described physicians had until now.*

**Key words:** Corruption · Health Care

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## Macroeconomic Shocks and the Government Debt Dynamics: An Updated Czech Experience

Aleš Melecký

**Abstract:** *This paper studies how macroeconomic shocks affect the government debt dynamics in a small and highly open economy of the Czech Republic. Applying this modeling approach to the Czech data ranging from 2000 to 2014, the author derive some implications for fiscal policy. The modeling framework includes structural vector autoregression (SVAR) model with debt feedback, estimated using short-term identification restrictions, and non-linear specification of the government debt dynamics. The considered model variables are GDP, inflation, the effective interest rate on government debt, government revenues and expenditures, the exchange rate and government debt. The model estimation is carried out using the Bayesian approach. According to the results, allowing for a non-linear dynamics in the government debt to GDP ratio could imply stronger persistence and higher volatility in the responses of government indebtedness to macroeconomic shocks. Further, the fiscal stance of the Czech Republic seems to be most vulnerable to unexpected depreciation of the Czech crown, discretionary pro-cyclical increases in government expenditures and decrease in government revenues.*

**Key words:** Government debt dynamics · Non-linear specification · Macroeconomic shocks · SVAR model · Bayesian estimation · Czech Republic

**JEL Classification:** E62 · H68 · E37

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/658>

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## Comparison Metaheuristic Methods by Solving Travelling Salesman Problem

Ondřej Míča

**Abstract:** *Travelling salesman problem (TSP) belongs in basic problems of operations research. It is a NP-hard problem. The number of possible solutions of this problem is very high – it increases with the factorial of the number of the nodes at the graph. So even with nowadays computers it takes very large amount of time to solve TSP with exact methods. Therefore TSP is now usually solved with a heuristic (or metaheuristic) techniques, which provides a satisfactory solution in real-time.*

*This paper focuses on four classical metaheuristic methods: tabu search, simulated annealing, genetic algorithm and ant colony optimization algorithm, and compares all algorithms using difference between best given solution and optimal solution as evaluation criterion. Computational results on several standard instances of TSP show efficiency of all scrutinized methods.*

**Key words:** Travelling salesman problem · Metaheuristic optimization · Tabu search · Simulated annealing · Genetic algorithm · Ant colony optimization algorithm

**JEL Classification:** C61 · C63

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/646>

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## The Future of the European Public Prosecutor's Office

Silvia Moser

**Abstract:** *1. Need of a supranational Public Prosecutor's Office; 2. Establishment of a European Public Prosecutor's Office; 3. (EPPO) according to Art. 86 TFEU; 4. Embodiment of the EPPO according to COM (2013) 534 final, incl. reworked version; 5. Result*

**Key words:** Prosecutor · European · EPPO

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## Impact of cash conversion cycle on sales of enterprises manufacturing machinery and equipment in Slovakia

Zdeněk Motlíček

**Abstract:** *The way of working capital management may have a significant impact on companies' performance and their strategic plan. This is caused by an unambiguous effect of the size of working capital both on companies' costs and companies' sales. The impact on strategic planning emerges from the fact that setting up the structure of working capital determines the required size of storage and production capacities. However, working capital management options are determined by the impact of individual interest groups. With respect to a relationship between working capital and sales, the customers are a decisive interest group. This fact stems from the pressure of customers on time availability of required products and on payment terms that are associated with product delivery. The failure to comply the requirements may lead to fluctuation of customers and subsequently to fluctuation of sales.*

*The paper presents an empirical research on the extent of influence of the fulfilling customers' needs on the size of sales. These variables have been quantified using the inventory turnover, which represents the availability of particular products for customers, and the average collection period, which represents the payment terms via provided maturity of receivables. The results presented in the paper quantify the degree of these impacts and thereby enable to the managers to quantify the impacts of individual optimization decisions on the size of sales in the following period. It allows the businesses to set such a level of working capital that maximizes the company's performance.*

**Key words:** Working capital · sales · aggressive management policy · conservative management policy · inventory turnover · average collection period

**JEL Classification:** G32

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## Recent World Economic Crisis and its Effect on Capital Profitability of Food Processors in Visegrad Group Member Countries

Zdeněk Motlíček, Jan Vavřina

**Abstract:** *Recent world economic crisis affected business entities across industries. Food processors in Visegrad group member countries have had similar conditions for their development before entering the single European Market. In general, food processing companies settled in Visegrad group member countries were supposed to be less economically efficient in comparison with those settled in the core EU countries in the time period of entering the single European market in the year 2004. On the other hand the food processors from Visegrad group member countries attracted in connection with entering the EU foreign direct investments. Aim of the article is to provide the evidence of the capital profitability among branches of food processing industry according EU NACE classification while comparing the capital profitability of respective business entities settled in Visegrad group member countries, which were active in the food processing industry within the period of strong hit of the world economic crisis, i.e. years 2008 – 2012. The empirical analysis is employing harmonized secondary financial data from database Amadeus of Bureau van Dijk.*

**Key words:** Working Economic Crisis · Profitability · Visegrad Group

## Structure and Economics of Czech and Foreign Enterprises in the Food Industry

Zdeňka Náglová, Josef Mezera, Ondřej Chaloupka

**Abstract:** *The food industry is one of the most important sectors in the world economy with high importance for economic and environmental development as well as social welfare. The contribution deals with the food industry enterprises operating on the Czech market. The aim of this contribution is to compare the development of basic economic indicators of the Czech and foreign food industry businesses operating in the Czech market over the period 2010-2014. Special attention is paid to the position of the Czech and foreign enterprises of CZ-NACE 10.1 Processing and preserving of meat and meat products. Data needed to process this paper was obtained from the Czech Statistical Office (CZSO) and Ministry of Industry and Trade of the Czech Republic (MIT). Businesses are compared in basic economic indicators such as number of employees, sales, performance consumption, value added and personnel costs. The method of linear regression trend estimation was used to analyse the indicators development of the Czech and foreign enterprises (in the period 2010-2014). To determine the differences, the comparison of development between the Czech and foreign enterprises was made by using the coefficient of determination. The analysis shows a significant position of foreign-owned enterprises on the Czech market, which, by their market power and economies compete with other foreign companies that supply production to the Czech Republic. More detailed results and impacts are presented in the article.*

**Key words:** Food industry · Foreign business · Performance · Economic indicators

**JEL Classification:** L66 · M21

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/651>

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## How to Develop and Manage a Participative Organization in Social Services with Children and Youth?

Pavel Navrátil

**Abstract:** *The idea that children and adolescents can and should participate in decision-making in the context of social services management for youth and children started to be discussed relatively recently in the Czech Republic (Nosál & Čechová, 2014). Earlier views on participation focused mainly on adults, and at the same time the area of services for children and teenagers was based on the assumption that by involving adults (parents, teachers and social workers) the best interests of the child would automatically be represented. McNeish and Newman (2002) note that currently there is no longer a debate about whether to include children and young people in the decision-making process, but rather ways are being sought to find different approaches to participation which apply in different conditions and situations. In the Czech environment, however, it still seems that the involvement of children and teenagers in decision-making in the context of social service management is not routine. The text is very first of the outputs of the Czech-Swiss project, whose research and the practical aim is to analyze and transfer experience from children and teenagers participation in the Swiss social services. The goal of the essay is to review the academic and professional literature on the topic of participation of children and adolescents, especially from the domestic and Anglo-Saxon environment to establish conceptual framework and knowledge base for empirical research (which we do not present here).*

**Key words:** children · participation · youth · involvement · social services · development of organization

**JEL Classification:** D23 · L32 · L23

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/709>

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## Life Coaching as a Means to Build the Identity of Young People

Jitka Navrátilová

**Abstract:** *There are many approaches and methods to that facilitate the achievement of intended goals for their users. The question of selected method is always crucial, because the kind of method you select largely influences the form of the result achieved. In this paper, I consider and argue the use of life coaching when working with young people as a method of facilitating the management of risks that arise from countless offers and options, to which the young are exposed (Giddens, 1994). Despite the great possibilities open to young people, we encounter significant failures, and often the criminal activity of young people, whose brutality is sometimes startling. It turns out that adolescence has never been as difficult as it is today (Giant, 2015). This work builds on the assumption that if young people are to be able to face social risks and challenges, they need to cultivate such skills and abilities in themselves that will allow them to not only survive, but primarily organize a life in which they benefit not only themselves, but also contribute to the proper functioning of society. I followed from authors who emphasize the need to develop and cultivate the identity and potential of individuals, which are the source of improved well-being, despite difficult situations (Masten, 1990; Ferguson, 2001; Seligman, 2004; Anderson, 2004; Saleebey, 2006; Lopez and Louis, 2009; Giant; 2015). The aim is to discuss whether life coaching can be regarded as a method for supporting young people in discovering their identity and carrying out safe life projects.*

**Key words:** identity · life coaching · young people · postmodernity · potentiality · reflexive project

**JEL Classification:** A14

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/712>

## Part-time Work in SME in the Moravian-Silesian Region

Ivana Němcová

**Abstract:** *The purpose of this paper is to summarize the basic findings of the research, which deals with employing and with managing of part-time workers. Partial aim is to compare the attitudes of employers and representatives of small and medium enterprises in the Moravian-Silesian region to part-time work. To achieve the goal of this work were used method of description, comparison and statistical methods. It was found that the use of part-time employment is dependent on the size of an enterprise and is independent on the owner of the enterprise. It was also found the differences among the respondents in the opinions about effectiveness of part-time employees for the company.*

**Key words:** part-time work · part-time employment · Moravian-Silesian region

**JEL Classification:** E24 · J22 · O15

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/670>

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## Development of Market with financial Products focused on Association of Unit Owners and housing Cooperative Unit in Chosen Region

Filip Petrách, Jiří Alina

**Abstract:** *In the last fifteen years there was the mortgage boom, raising tendency of build - up new housing entities, reconstructions with reference to heat cladding and revitalization panel block of flats built before year 1989, and at the same time toward partial movement of population to the suburbs of cities. Goal of paper is to identify link between development of interest rate, prices of loans for reconstruction real property and size invested resource with the intention of AUO and housing cooperative in chosen region.*

**Key words:** Financial Products · Housing Cooperative Units · Association of Unit Owners · Reconstruction

**JEL Classification:** O18

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## Typical Crises in Selected SMEs in the Czech Republic

Ladislav Rolínek, Jaroslav Vrchota, Monika Maříková

**Abstract:** *This article deals with identification of typical crises in selected SMEs in the Czech Republic. Individual crises were recorded by our research team based on guided interviews with owners or managers of 183 SMEs. The most frequently occurring crises are related to customers (15.1%), and employees (14.5%). This article also brings a description of the typology of crises in SMEs suggested by the research team.*

**Key words:** Crises · Crisis typology · Emergency management · SME · management

**JEL Classification:** M15 · M11 · M12

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/720>

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## Predicting Bonity of Clients through Two Recursive Partitioning Methods

Michael Rost, Renata Klufová

**Abstract:** *The aim of the paper is to show and compare some classical classification approach with not so classical and typical classification method for identification of the factors influencing the credit scoring of some bank customers. For this purpose, we used statistical methodology like classification and regression trees (CART) and recursive partitioning method called PARTY. These classification methods are both not parametric methods and their application is not restricted by a strong normality assumption like LDA. Our approach is demonstrated on segment of the data coming from bank institution. Data pre-processing and the numerical computation were carried out in the programming language R.*

**Key words:** classification · credit scoring · CART · PARTY

**JEL Classification:** C38

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/710>

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## Strengths and Weaknesses of Human Resources Management in SMEs

Petr Řehoř

**Abstract:** *The SWOT analysis is a core of strategic management. A part of this analysis is analysed in this paper. It comprehensively analyzes the external and internal environment of human resource management in small and medium-sized enterprises (SMEs) in South Bohemia and support them in choosing a suitable personnel strategy. This analysis should not analyze past development only as the ability of managers to predict future developments and adapt to changes has been more and more important for strategic management. Communication processes and employee training has been considered by managers the greatest weaknesses and strengths.*

**Key words:** Human resource · Management · SWOT analysis · Communication · SMEs

**JEL Classification:** L10 · M10

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/679>

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## Comparative Analysis of the Health Insurance System in the Czech Republic and Slovakia

Tereza Schusterová, Jarmila Rybová

**Abstract:** *The aims of this article are to compare and evaluate the health insurance systems of both countries, as well as to identify those factors that may possibly explain the differences. It is also the intention to examine how these factors and differences can influence the future development of both systems.*

**Key words:** health insurance system · legislative changes · Czech insurance system · Slovak insurance system · Czech and Slovak comparison

**JEL Classification:** I13

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/717>

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## Comparison of Operating Subsidies in Agriculture in EU Countries

Jaroslav Svoboda, Jana Lososová, Radek Zdeněk

**Abstract:** *The Operational subsidies are the basis of CAP, which is financed from the EU budget. Although its share in the budget has decreased lately to approx. 40%, it still represents the key EU policy. The aim of the article is the analysis of the policy of subsidies in the field of operational subsidies in the EU countries in years 2004 to 2012, which represents its comparison based on selected economic indicators. The objective was to find suitable connections and links among these indicators and operational subsidies. The article deals with comparison of agricultural subsidies in the member states of the EU in the period 2004-2012 based on the database FADN. The linkage of paid out operational subsidies related to area value of utilised agricultural area is obvious – the so called decoupling occurs (i.e. breaking away of subsidies from output). The subsidy range has a dropping trend over time and the values of minimum and maximum draw near each other during the monitored period.*

**Key words:** Agriculture · CAP · Operational subsidies · Outputs · Inputs

**JEL Classification:** Q14 · Q18

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/684>

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## New Features in Respect of the Economy and Security in the early 21st Century

Jaroslav Šetek

**Abstract:** *This paper deals with the global economy in the context of the role of the security alliance groupings. Economic cost and benefits of the alliance groupings are perceived in the context of the changing security environment in the world and in Europe.*

**Key words:** Alliance theory of alliances · alliances economy · cost sharing · freeloading

**JEL Classification:** B41

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/674>

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## Financial and Accounting Issue in the Selected Area of Public Transport

Martin Telecký

**Abstract:** *The Road Transport Act No. 111/1994 Sb. divides the transport into the national, international, public, private, passenger and freight transport.*

*The paper discusses the national public passenger transport or, more precisely, the public line transport and urban public transport (the trolleybus transport and the tram transport are governed by Railway Act No. 266/2004 Sb.). Passenger public transport is an integral part of the national economy and fulfils the important function – to ensure transportation of passengers and goods. It requires a good quality transport infrastructure, suitable means of transport, labour, fuel and energy. The performance and contribution of the passenger public transport must be monitored both financially and technically, technologically and, last but not least, environmentally. In doing so, not only the financial accounting, but especially the management accounting can be helpful.*

*The paper presents the basic legislative rules, method of calculation of the provable loss and adequate profit in accordance with the Act on Public Transport, Subsidy System and the Method of Financing Provable Loss from the Public Budget. The accounting issue of passenger public transport in the double-entry accounting will also be analyzed. The calculation of the demonstrated loss and adequate profit will be exemplified on the report on costs and sales in the public line transport as well as based on the deficiencies of the explanatory power of this report. Then, the structure of costs in the internal accounting and the basic structure of sales in the public line transport will be analyzed. Finally, the paper draws attention to the removal of the above deficiencies which are valid in the new regulation on the procedures for establishing the financial model and determining the maximum amount of compensation. The new regulation suggests more detailed structure of the report of costs and revenues coming from transport activities; the basic report for calculation of provable loss and adequate profit is, however, the same. Some changes to this structure will be recommended.*

*This paper is a part of the doctoral thesis which is being prepared. The presented part focuses on the review of the applicable legislation in the course of time and in relation to the trends, worsening or improvement of the explanatory power of the reported values for the financial analysis. It specifically concerns the economic issues in the national public passenger transport, the accounting issue, the method of calculation of the provable loss and the adequate profit upon the statement of costs and revenues from the transport activities. Then, the insufficient explanatory power of this statement is pointed out. Finally, the attention is paid to the elimination of drawbacks which stem from the new regulation. The modification of the accounting document structure is also proposed.*

**Key words:** Public line transport · urban public transport · provable loss · adequate profit

**JEL Classification:** M41

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/706>

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## The Annual Percentage Rate - Complexness and Ambiguity

Pavel Tlustý, Tomáš Mrkvička, Marek Šulista

**Abstract:** *The annual percentage rate should enable consumers to better evaluate the favourability of a loan and indicates the percentage of the loan which has to be redeemed within one year, considering instalments, maintenance and other charges that go with the loan. In addition, loan providers are obliged, according to the Czech law, to present this rate with their consumer credit offers. This paper outlines the calculation of the annual percentage rate and points out its ambiguity illustrated with concrete examples which depict its weakness and inconsistencies which may cause a dispute between consumers, loan providers and state inspection authorities. All the presented deficiencies lead to the conclusion that the annual percentage rate is not a suitable tool which should be used by financial institutions to help consumers to evaluate the favourability of a loan.*

**Key words:** annual percentage rate · loan

**JEL Classification:** G23

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/682>

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## GIS as a decision-making tool for small businesses in the retailing

Marian Toman, Pavol Kita, Ján Prilepok

**Abstract:** *Development of advanced technologies in management of SMEs provides wider scope for their use in decision-making of small businesses. By using the acquired information thoroughly and processing it with the advanced technological procedures, we can more accurately assess and then predict the purchasing behaviour of consumers in the territory in which the company operates. The paper will focus on the analysis of retail units, from acquired local data of three opticians' stores within individual districts of the city Bratislava. The analyzed sample consists of 2,874 consumers. For analysis of such a large number of data, which include the spatial aspect as well, means that we will link the acquired geographic information with spatial information, and we will use the specific application of spatial marketing GIS - Geographic Information System. Processing of the acquired data locating the consumers in connection with spatial data of that territory at the retail level, will allow us to better understand consumer shopping behaviour in the context of the population's increased mobility, correct set-up of the marketing mix for retail and effective communication with existing or potential customers.*

*The aim of this article is the evaluation and classification of a small business in relation to a consumer and its preferences in the city of Bratislava and its individual stores.*

*The paper is an output of the project VEGA 1/0282/15 Instruments of Marketing Policy in New Business Models Orientated at Creating Multiple Value for Customer under the Conditions of Sustainable Development.*

**Key words:** Marketing · Geomarketing · Marketing analysis · GIS

**JEL Classification:** M30 · C81

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/656>

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## Logistic Tasks and their Assurance in Different Industries

Petr Válek, Drahoš Vaněček

**Abstract:** *The purpose of this article was to find out who organizes and manages logistic activities in the enterprise. Starting in 2015, this pilot project is followed by detailed investigation concerning management of supply chains. The article is based on a questionnaire surveys of 63 enterprises from different branches of national economy: engineering, food processing industry, production of goods for households and building industry.*

*The survey indicated that in engineering enterprises logistic activities are first of all the task of logistic formations, in other enterprises this is solved differently, without any substantial tendency. Management of logistic activities by means of a specialized logistic formation makes possible for management of the enterprise to concentrate more on strategic tasks instead of solving operational tasks.*

**Key words:** Logistic operations · logistic formation · management · industry

**JEL Classification:** O33 · L23

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/649>

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## Floods in the Czech Republic: The Convergence of Flood Management Policies and Local Perceptions?

Jan Vávra, Miloslav Lapka, Zuzana Dvořáková Líšková, Eva Cudlinová

**Abstract:** *A shift from flood protection to flood risk management has been occurring in many European countries including the Czech Republic. This change often happens as reaction to large floods. Considering the increasing number of floods and changes in the state and regional governance there has been some shift from hard structural measures (e.g. dams) to more natural solutions (polders, free spill, etc.) and more responsibility is now put on the individuals. This paper analyses recent changes of state flood management policies in the Czech Republic and compares these changes with the results of sociological case study focused on flood perception by local communities living in three floodplains in South Bohemia. Local people in general perceive floods as regular events, expect their increased frequency and prefer natural measures of flood mitigation. We conclude that there is some synergy between the local perception and changes of state policies, however the strong tradition of top-down governance and various political interests still influence the flood management in the country.*

**Key words:** Czech Republic · flood · flood management · governmental policy · local perception · sociology · South Bohemia

**JEL Classification:** H70 · Q54 · R00

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## Cost Allocation in Economic Activity in a Sample of Accounting Entities

Marie Vejsadová Dryjová

**Abstract:** *The Act no. 563/1991 Coll., on Accounting presents the list of the selected entities. They are for example the contributory organizations, state organizational units, local government units etc. Based on the Income Tax Act, these selected entities must allocate their costs to different types of activities that are either the mission of a non-profit organization or economic activities. The system of cost allocation requires demanding administrative procedures. An entity must allocate costs to different activities and within these activities to cost that are and are not subjected to the tax. Examples of common costs include electricity, rent, management of organizations, etc. An entity allocates common overhead costs appropriately by selected criteria, known as the allocation base. The paper discusses a possible formation of an allocation basis for costs common to all activities while noticing the appropriateness of using allocation bases with an impact on profit of non-profit organizations.*

**Key words:** non-profit organization · economic activity · allocation base · costs

**JEL Classification:** M41 · H72

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/694>

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## Comparison of the Financial Data Quality in Audited and Unaudited Companies

Miroslava Vlčková

**Abstract:** *Accounting is, or based on accounting legislation should be, a description of reality in which the characteristic accounting principles and methods are used. Base on the quality of financial information, it is possible to measure business performance, financial position, calculate the expenses and revenues, incomes and expenses and profit or loss to manage and make decisions. The quality of financial information also depends on the quality of management and on the presentation of financial data and their conformity with the reality and applicable laws. This article describes how to use the analytic hierarchy process (AHP) to get an overview to the quality of the reported financial information. The most important step is, on the basis of Saaty's method determine the weights of the criteria in each group and then by using the AHP method determine their importance. The data quality in companies is determined on the drafted model and then the differences between data quality of audited companies and data quality of unaudited companies are detected based on the statistical methods.*

**Key words:** Analytic Hierarchy Process · Saaty's Method · Criteria Quality of Data · Audited and Unaudited Companies

**JEL Classification:** M10 · M41

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/705>

## Using Simulation in Business Classes at the Faculty of Economics, University of South Bohemia in České Budějovice

Viktor Vojtko, Hana Volfová, Miroslava Vlčková

**Abstract:** *This paper summarizes experience with development and use of various simulations that are being used to improve learning of students at the Faculty of Economics, University of South Bohemia in Ceske Budejovice. The first simulation is related to supermarket management and economy and has been under development and use since 2009. Several hundreds of students have experienced this simulation and results show how their performance and self-reflection have been varying over time in relation to changes in the case study, simulation computational model as well as other supporting materials and guidance. The second simulation has been very recently used in the field of tourism and is specifically focused on travel agency management. Based on this experience it is possible to draw some conclusions and recommendations for the future successful and integrated use of such simulations in several disciplines under one curriculum.*

**Key words:** Simulation · higher education · business · law

**JEL Classification:** A2 · C63 · C88

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## The Reaction of Small and Medium-sized Industrial Enterprises on the Crisis Period

Tomáš Volek, Martina Novotná, Jan Krátoška

**Abstract:** *The article deals with the development of the economic situation of small and medium-sized industrial enterprises on the crisis period. The data source was Eurostat (National accounts) and the business database Albertina. The observed data were from the 7 year period (2008-2014). Analysis was focused on macroeconomic and macroeconomic point of view. It was found that the reaction of the various sectors to the crisis was different. Industry (group A2 - Medium Low and Low Technology) react very sensitively to the changes in real business cycle. During the financial crisis of 2009 there was a significant decrease in production (GVA). On the contrary, in the post-crisis years, performance of enterprises returned to the initial values.*

**Key words:** Industry · Crisis · SMEs · Performance

**JEL Classification:** M21 · D24 · J24

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/683>

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## Methodology of Theoretical Physics in Economics: Vector Theory of Retail Gravitation Law

Tomáš Zeithamer

**Abstract:** *We assume that non-satiation axioms are general economic axioms which are associated with the genetic essence of life existing in any part of the Universe. Maximizing utility under given initial and boundary conditions is the foremost interest of every individual. Genetically coded into this maximizing of utility is the survival instinct of both the given individual and the species as a whole. The noosphere continually manifests through the geosphere and biosphere in the form of human interventions in these, and is visibly represented by the physical and economic development of the Earth. One of the many phenomena which may be used to characterize the United States in the late nineteenth and early twentieth centuries is the rapid change which occurred in retail trade relations in various parts of the country. The common feature of these changes was the flow of retail business from small towns to large cities. However, no general analytical laws were known to describe the rise and distribution of this flow of retail business in space and time. From 1927-1930 W. J. Reilly conducted a nationwide study of retail dynamics. One of the findings of this study was the scalar law of retail gravitation. This law of Reilly considered the unidirectional flow of retail trade from small towns to cities. The reverse flow of retail trade from large cities to small towns was not considered because at the time it was far less significant compared to the flow of retail trade from small towns to large cities. Reilly's scalar one-dimensional model of retail gravitation is generalized in the three-dimensional vector model of retail gravitation for the geoid. The scalar potential of retail gravitation is introduced along with the vector of an intensity of retail gravitation.*

**Key words:** Consilience · Law of Inertia · Law of Force · Law of Interaction · Law of Gravitation · Law of Retail Gravitation · Space Economics

**JEL Classification:** A12 · C65

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/653>

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## Readjusting Environmental Fees for Products with a Long Lifetime: Case of PV Module Recycling Fee in the Czech Republic

Lenka Zemková, Jan Macháč, Jiří Louda, Ondřej Vojáček

**Abstract:** *In the Czech Republic (as in many other countries), environmental fees belong among commonly applied economic tools of environmental policy. One of the fundamental issues that accompany their practical application is setting of the correct rates of the fees in relation to the time frame and targets to be achieved by the tool application. When setting the rate of an environmental fee for a short term, the price can be adjusted flexibly based on the current situation. For some longer-term environmental policy goals, fees are employed that are collected in the form of “advance” payments years or even decades before the actual meeting of the goals (typically, recycling fees when purchasing electrical appliances, for example, so-called acquisition fees), which entails numerous risks and uncertainties that have to be taken into account when setting the optimum rate of the fee. Moreover, the chance to modify the fee substantially during the period is lost in this case.*

*The paper deals with readjusting the current rate of the recycling fee for PV modules (currently CZK 8.50/kg), which will be utilised in a time frame of 15-30 years after the collection. Its setting is influenced by the complexity and uncertainty of predicting future price trends and technological advancements. Using micro models and applying the precautionary principle, we propose an adjustment to CZK 5.2-7.8/kg based on the technological changes and the market situation.*

**Key words:** Recycling fee · PV modules · Environmental policy · Micro models · Precautionary principle

**JEL Classification:** H210 · Q580 · Q550

**URL:** <http://inproforum.ef.jcu.cz/INP2015/paper/view/692>

## COMPLEMENTARY PAPERS



# Opinion Managers to Ensure the Company's Market Position

Marie Švarcová, Helena Horáková, Hana Romová

**Abstract:** *This article deals with the way in which the company should determine its position in the market and highlights the importance of uncovering position products. Furthermore, the article expresses the standpoint and specific knowledge and of the views of the employees of selected companies.*

**Key words:** position of a company in the market

**JEL Classification:** M31 · M37 · M39

## 1 Introduction

The knowledge of market position of a company or product should be considered one of the essential aspects of marketing activities. The essence of marketing is to create products customers or consumers demand and need, which is the first step to be successful in the market. However great importance is attached to the position of the company or product in the market. Even though this is a very important and valuable piece of information, it is often neglected. The activity of companies, which start to manufacture products and render services based only on an idea, without the knowledge of needs, wishes and demands of the customers, is insufficient. The position of the product, which will be assigned to the product is not the task of the marketing department, but has to be engineered into the product itself. (Kotler, Armstrong, 1991)

Engineering the position of the product in the market into the product itself, is seen by some entrepreneurs neither in the idea, nor in meeting the needs, wishes and demands of the consumers, but in distinguishing themselves from the competitors. To set the position of the firm in the market is considered as a source, revealing the best way to differ from the others, from companies in the market – i. e. from the competitors. However it very often occurs that companies orientate themselves on competitors by trying to copy them, which causes immense problems they do not know any answers to. Their products are not so successful as those of the competition.

The difference from competitors is seen in a whole range of activities, e.g. in price, colour, etc., but this view is not correct, because it is a differentiation which is connected with understanding the creative influencing of the given product. Positioning of the company or product in the market is not influenced by changes concerning the changes of a product, but changes in thought, in perceiving the product by the customer.

The term “positioning” is connected with authors Alex Ries and Jack Trout who state

Al Ries and Jack Trout, in their book *Positioning: The Battle for Your Mind*, introduce the subject by saying: *"[P]ositioning is not what you do to a product. Positioning is what you do to the mind of the prospect. That is, you position the product in the mind of the prospect. So it's incorrect to call the concept 'product positioning.' As if you were doing something to the product itself. Not that positioning doesn't involve change. It does. But changes made in the name, the price and the package are really not changes in the product at all". Positioning is also the first body of thought that comes to grips with the problems of getting heard in our overcommunicated society.*" (Ries, Trout, 2001)

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**PhDr. Mgr. Hana Romová**, University of Business in Prague, Head of Department of Foreign Languages, Erasmus Coordinator, Spálená 14, 110 00 Prague 1, e-mail: romova@vso-praha.eu

By positioning a product Ries and Trout 2 claim, that very well known products usually have different positions in the minds of the customers. These brands have such a strong position in the market, that competitors can hardly overcome them and they recommend three possible strategies. The first strategy lies in strengthening the given product in the minds of the customers, the second strategy is to look for new, positions, which would be useful to get with respect to the sufficient number of customers. The third strategy is to abolish or change the position of the competitor, which in fact means to shake the confidence of the customer. Kotler 3, p. 266 extends these theories with a fourth strategy of exclusive clubs and claiming that Reis and Trout in fact deal with psychology of placing and replacing of brands in the mind of the customer. For the evaluation and perception of the company or product in the market it is useful to start not only from their qualities, but from the viewpoint of the customer. That is why the company should find out how customers, consumers perceive the company or the products, and on the basis of this to set the position of the product. To define the appropriate positioning of the product in the market, companies can make use of the following guidelines:

- Positioning on the basis of special properties of the product for the customer
- Positioning according to advantages, which the products brings the consumer
- Positioning stressing the special circumstances connected with using the product
- Positioning according to user category
- Positioning by dissociation

Louis E. Boone and David L. Kurtz, in their book *Contemporary Marketing*, put it this way: "Product positioning refers to consumers' perceptions of a product's attributes, uses, quality, and advantages and disadvantages relative to competing brands. Marketers often conduct marketing research studies to analyze consumer preferences and to construct product position maps that plot their products' positions in relation to those of competitors' offerings." (Boone, Kurtz, 2011)

*Position* refers to the spatial location (rather than orientation) of an entity.

*Position on the market* is a ranking of a brand, product, or company, in terms of its sales volume relative to the sales volume of its competitors in the same market or industry. This is the position of a product at a specific time on a specific target market.

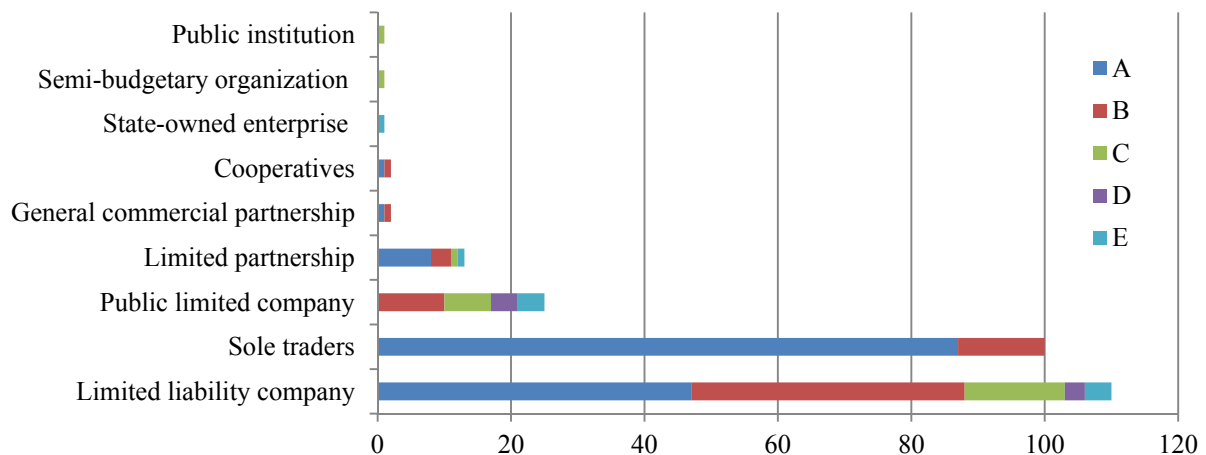
*Positioning* creates an image of your company's product in the mind of your target customer. This is determination of the position on the basis of the benefits and advantages for the customer.

## 2 Methods

To get information concerning the current state of identifying out the needs, wishes and demands of customers, including the finding out of the means used for confirming the good position of the company in the market, information from the explorative research based on attitudes of employees of companies to the given issue were used. The questionnaire survey was conducted in the year 2014/2015, random method of probability selection sample. 256 Czech companies were followed, in enumeration, which is listed according to the number of representation: 43% (i.e. 110) limited liability companies; 39% (t. j. 101) sole traders; 10% (i. e. 25) public limited companies; 5% (i.e. 13) limited partnerships; 1 % (i.e. 2) general commercial partnerships; further 1% (i.e. 2) co-operatives; 0.5% (i.e. 1) semi-budgetary organization; 0.5% (i.e. 1) state-owned enterprise and 0.5% (i.e. 1) public bodies.

With numbers of employees, from a very small number of employees to organizations employing more than 250 employees, in enumeration: 56% (i.e. 145) companies with the numbers of employees from 1 to 10; 27% (i.e. 69) companies with a number of employees from 11 to 50; 10 % /i.e. 25) companies with a number of employees from 50 to 100; 3% (i.e. 7) companies with a number of employees from 101 to 250 and 4% (i.e. 10) companies with a number of employees higher than 250 (see fig. 1 ).



**Figure 1 Overview of represented subjects and number of employees**

Source: Authors

Explanations: Number of employees group A 1 – 10; B 11 – 50; C 51 – 100, D 101 – 250; E over 250

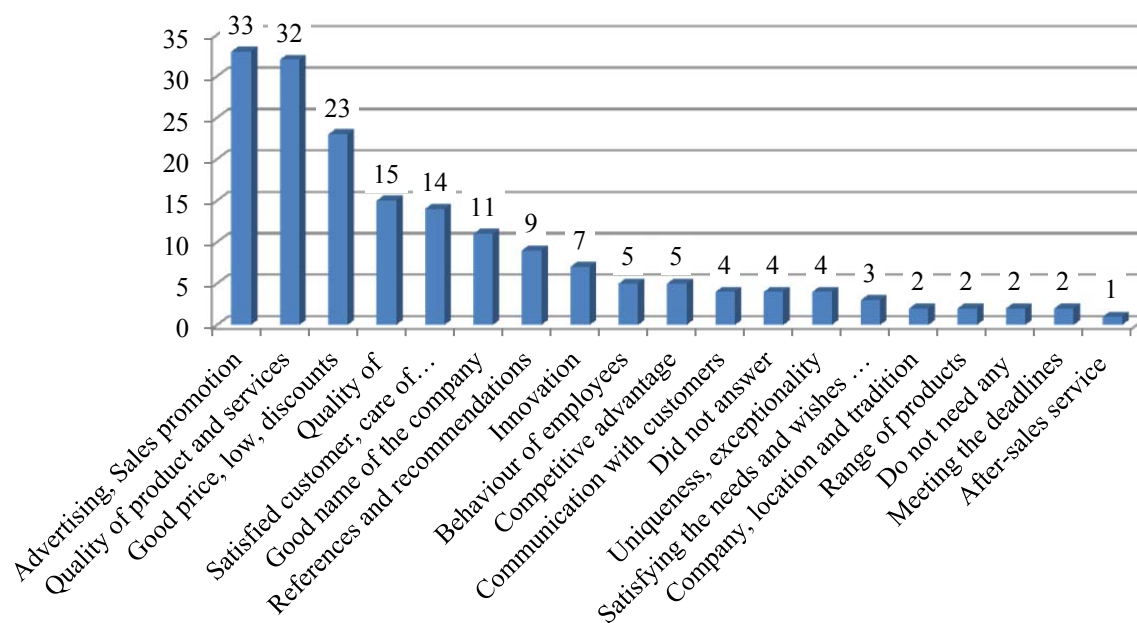
The territorial distribution is represented by the following towns, ordered according to the number of companies from the biggest to the smallest in number: Praha, České Budějovice, Brno, Třeboň, Strakonice, Třebíč, Kladno, Klatovy, Ústí nad Labem, Vlašim, Jihlava, Mělník, Trutnov, Vimperk, Štětí ... And moreover towns with a small number of respondents. From the overall figure of 18 questions, which are to the characteristics of marketing and the way of its realization, further to marketing activity, setting up marketing plans, i.e. the topic of finding out the needs, wishes and demands of the customers, consumers. Questions concerning the position of the company in the market were a significant part.

### 3 Results - Evaluation

The opinions of entrepreneurs (respondents) of the company position, product position in the market are shown in picture No. 1 and show the importance which is attached to the particular items. Answering the question of which means are used to secure a good position of the firm, product on the market, the respondents could give more answers since the sum of the percentage is not 100, but part of the whole number of respondents. The highest share in answers gives advertising, promotion of their company that is 33 % (i.e. 85 answers) in the first place. Every third organization is convinced that advertising and promotion secure a good position on the market. But almost the same number, i.e. 32% (i.e. 82 answers) puts quality of products and services on the second place. Approximately every fourth respondent stated that a good position on the market is secured by low or so-called “good price” based on sales. Quality work with professionalism of the employees is part in this activity (14 % i.e. 35 answers) and 11% (i.e. 29 answers) respondents consider the good name of the company to be decisive in ensuring a good position of the company, product on the market. Further items did not exceed 10% shares of the whole figure. In 9% of cases (i.e. 23 answers) the companies consider references and recommendations from acquaintances a good means to set the firm, product on the market. In 7% (i.e. 19 answers) stress is put on innovation, they claim, that the innovation of the product and innovation of technology will secure a good position on the market. In 5% (i.e. 13 answers) a good position is seen in the willingness of the staff, and also in making use of competitive advantage. Under competitive advantage the importance is seen in being better than the competitors, orienting strongly on competitors and trying to overtake them both in production, and in rendered services; the essence is to “be different from the competition. The number of 4% (i.e. 11 respondents) is shown for three items; that is firstly using communication with customers, especially personal contact, secondly uniqueness of the product, where entrepreneurs are convinced that their products are unique, exceptional, and that is why they secure their good position on the market. The third items with the same value means, that the respondents did not answer this question. One reason given for no answer was, for example (in 0.5 %) that it was their know-how and that is why they would not answer this question or they did not know

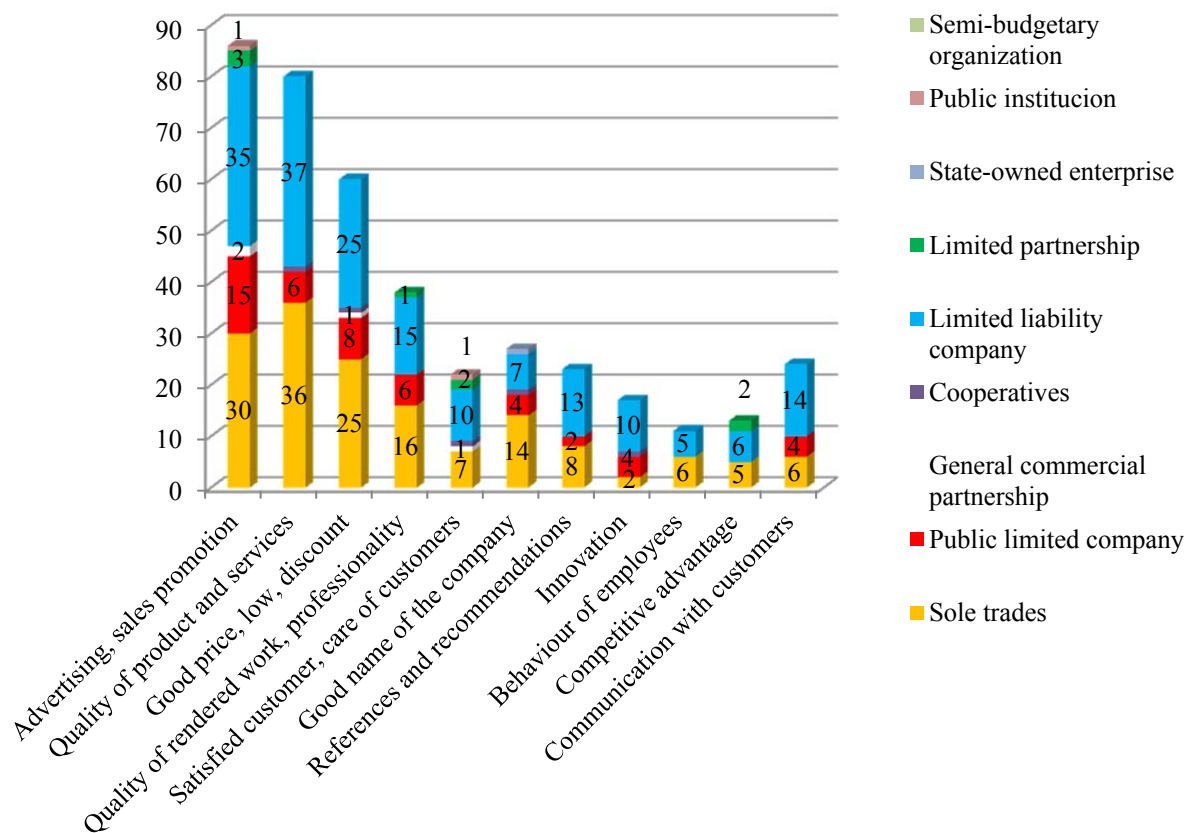
the answer. In 3 % (i.e. 9 answers) the respondents mentioned satisfying need, wishes and demands of the customers. Further answers are more differentiated, which are not considered as competitiveness of their companies, but as an aim, which they achieved, e.g. as very advantageous, they consider the physical position of the company and they are convinced that it is why they achieve a good position on the market, that they continuously extend the scale of rendered services, or as their advantage they consider meeting the deadlines or offered aftersales service. 2 % of the companies stated that they do not need any means to secure a good market position, or position of the product in the market.

**Figure 2 Means used by subjects to secure a good position on the market (in %)**



Source: Authors

For specifying the distribution of the most used answers in comparison with the form of undertaking is shown in the following picture (see fig.2) the most numerous answers for securing the position of the company on the market was advertising, sales promotion, promotion of product. A similar equal number (31 %) is noticed with sole traders, with limited liability companies. For recalculation on the amount of followed entrepreneurial subjects public limited companies (60 %), have the highest representation. According to the statements of the respondent, to secure a good market position or the position of a product on the market they use advertising, sales promotion. The quality of products and services is again equally distributed (approximately 33 %) between sole traders and limited liability companies. From an overall view it can be stated that in fact there are no great differences between sole traders and limited liability companies. Sole traders care more for quality of the rendered work, good name of the company and consider the placement of the company an important factor of defining the position in the market. Limited liability companies lay more stress on the innovation of the product and technologies and communication with customers as well, where they make greater use of personal communication.

**Figure 3 Overview of chosen answers and the legal form of companies**

Source: Authors

Advertising and sales promotion are considered as setting a good position of the company on the market by 35% (i.e. 30) sole traders (sole traders with a small number of employees 85% prevail); approximately with the same percentage of 40% (i.e. 36) are represented by limited liability companies and 17% (i.e. 15) by public limited companies. In relation to the overall addressed number of representatives of companies it is approximately the same value of 34% (85 and 82) companies. Advertising is considered as the basic activity for confirming the position of the company on the market by 44% respondents, but 56% respondents do not consider advertising sufficient for setting the position of the company on the market, but as a very important one. Two companies stated, that for securing a good position of the company in the market they use the SWOT analysis, which is an analysis revealing the weak and strong aspects and opportunities and threats of the company on the market, which is part of the planning process.

#### 4 Conclusion

In conclusion it can be stated on the basis of gained information that the companies do not know how to determine their position on the market. Only in 3% they follow from meeting the needs, wishes and demands of the consumers (customers), which can be as has already been shown, considered as the first step. The following steps should follow from the changes in the minds of the customers, consumers. No answer revealed the ways, in which the companies influenced the customers in order to make a change in their perception or change in perceiving the product. Only with limited partnerships (in 38%) they follow from the uniqueness of the product.

They assume that using advertisement and sales promotion, i.e. in fact informing about the product, about its functions, advantages, using sales reductions, low, or the lowest prices, in comparison with the competitors they will secure a good position on the market. The essence is the view via the mind of the customer. If firms bring about the change of thought, they will not have to rely on strong advertising and competition: Who produced or manufactured more, who has the lowest price, who extended the range of products and by how much, who has revenues, profits, how many employees etc. This is the consequence not the cause.

The fact that companies, next to advertising care for quality can be considered as a very good fact. The quality of the product (can be evaluated as very good), the quality of the rendered services (can be evaluated as good), but the quality of carried out work (which expresses the subjective evaluation of the customer) is evaluated only from the viewpoint of the customer, consumer and the situation, which is considered. Nevertheless with a willing staff the company can build a good positioning on the market, which the company can ensure and secure. An inspiration for the evaluation of the positioning of the product on the market with the mentioned authors can be the evaluation of the position of the company on the market by a percentage share to the market, competitors etc., as an inseparable part of marketing strategy management.

The companies do not systematically detect the position of the product or brand in the mind of customers. The company work only with the concept of market position and use as already mentioned, mostly advertising, sales promotion, quality product and services, low price – discounts, etc.

The survey results showed that there is a misunderstanding of securing of market position of companies or products on the market. It would be useful to carry out a research with the TOP management of companies because on the positioning / setting the position on the market and determining the market share is an inseparable part of the strategic planning of the business, i.e. activity of the TOP management of a company.

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