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CONTENT

Introduction 5

Driņķe Z., Liniņa I., Zvirgzdiņa R.
Quality management system as a tool for increasing export of complex goods 9

Medne A., Medne–Jēkabsone S.
Tax fraud penalties in the Latvian business 23

Mytko A.
Conceptual foundations of optimization of information democracy in Ukraine 33

Nowakowski P. T.
Criteria for assessment of ethical conduct of academics 49

Pūre I.
Diverse understanding of public relations in Latvia 63

Tykhomyrova Y.
Information support for institutionalization of CIS trans-border cooperation 81

Kopsavilkums 95

INTRODUCTION

Communication occupies such a huge part in our lives that we can say convincingly that nowadays existence is equal to communication. People communicate in business, politics, and family, on the media and during different events. Supported by information technologies, communication has totally changed in recent years, but the goals rooted in our desires are the same as they were thousands of years ago – we want to be loved, successful and we have the willingness to get and give support to each other. The large variety of communication goals, publics, channels, technologies, instruments and messages were discussed in the international conference "Creating the Future: Communication. Education. Business" organized by the Faculty of Communications of *Turiba* University in cooperation with Hague University of Applied Sciences, Employers' Confederation of Latvia, Latvian Chamber of Commerce and Industry, State Chancellery, Latvian Public Relations Association, Latvian Association of Business Consultants, Latvian Association of Local and Regional Governments and Concept Group Creativity Palace held last spring. In immensely constructive and at the same time very creative atmosphere we formulated ideas for future development of our country and global community and perspectives for international communication, education and business. The outcomes from the productive sessions of conference were presented to business and public organizations. More than 400 participants attended this event and were very interested in the evergreen and hot topic of today – communication. You will see that our new issue of Journal of Turiba University "Acta Prosperitatis" is devoted to the same topic of communication and is an affirmation of its role in business, politics and culture.

PhD Piotr Nowakowski from Off-Campus Faculty of Social Sciences in Stalowa Wola, The John Paul II Catholic University of Lublin in the article "Criteria for Assessment of Ethical Conduct of Academics" describes a series of individual aspects for assessment of a university teacher. He concludes that in order to analyse to what extent different values are present in person's professional life, it would be advisable to adopt systemic criteria for analysis and assessment. In the paper, two summaries by Homplewicz are followed by proposals of Wiatrowski, Banach and completed with demonstration of ethical criteria for assessment presented by Nazar and Popławski. In order for this assessment to cover all the most important manifestations of academic work and thus be reliable, one should emphasize the role of two axial dimensions of academic work, i.e. teaching and research, as well as accompanying aspects: the relation of a teacher to the social environment, to his/her colleagues, to working environment, and to their own life – in the meaning of personal and research development. When those additional dimensions are omitted then the formed judgment of a researcher's standing can prove incomplete.

The importance of the trans-border cooperation institution formation is analysed in the article of PhD Y. Tykhomyrova "Information Support for Institutionalization of CIS Trans-Border Cooperation". The author claims that the institutional basis for trans-border cooperation among CIS countries consists of formal norms and rules, which are reflected in the legal and normative acts enforced at different levels of interaction among the Commonwealth countries. The organizational forms of trans-border cooperation information support at the level of the intergovernmental institutions and structural subdivisions of the CIS community, structural, central, regional and local (municipal) authorities, dealing with trans-border cooperation, in particular, a specific organizational form of the trans-border cooperation, borrowed from the EU experience, which can be defined as European region are investigated in the paper. The author concludes that information support for the institutionalization of CIS trans-border cooperation, on the one hand follows the EU experience, and on the other takes into consideration the traditions developed in the post-Soviet space.

Antonina Mytko, Candidate of political sciences, associate professor of International Information Department Lesya Ukrainka Eastern European National University, writes about the problems of information democracy in her article "Conceptual Foundations of Optimization of Information Democracy in Ukraine". In this article you will find answer to questions regarding increasing public confidence in government, the legitimacy of government and public understanding of power, the interests of citizens and public services, equal access to the political process, the participation of citizens through their involvement in policy-making through public consultation and debate. The author's experience of implementing IT tools in Ukraine shows that through the usage of Internet technology people get new opportunities to participate in the political process.

MBA Zane Drinke, MBA Iveta Linina and Dr.oec. Rosita Zvirgzdina, three researchers from Turiba University cover a very important problem in quality management. Their article "Quality management System as a Tool for Increasing Export of Complex Goods" analyses the driving force of Latvian economy – export of complex goods. In their opinion it is not possible to ensure national growth and improve the welfare of the state by exporting low quality, cheap goods. The most effective way to ensure the quality of export goods and services, not so much its physical features, but especially highlighting the brand as a guarantee of quality, is to use quality management systems and methods. Quality management systems are oriented towards the efficient use of resources and the increase in productivity for each invested unit. The system is never a finished process, but a constant enhancement tool for the enterprise.

Mg.oec., Mg.paed., Mg.agr. Anna Medne and Mg.oec. Sandra Medne-Jekabsone in their article "Tax Fraud Penalties in the Latvian business" give an insight into balanced and organized business environment in a country, which is characterized by such a fiscal policy that results in sufficient tax revenues in the treasury to create the macroeconomic preconditions required for economic growth. The revenue generated from taxation of businesses is significantly influenced by the share of shadow economy. Consequently, penalties set out for tax fraud are an important and effective tool in decreasing the shadow economy. The research carried out by the authors of the present paper among businessmen confirms the assumption that businessmen are not fully aware of the tax fraud penalties laid down in the normative enactments. Taking into account the fact that Sweden is the leading foreign direct investor the authors were interested in comparing the Latvian and Swedish tax fraud penalties, and concluded that Sweden applies a simple calculation method. Furthermore, Latvian tax authorities simultaneously carry out tax recovery functions, whereas there are two separate state institutions in the neighbouring country. Swedish businesses act with a sense of responsibility as any unregistered economic activity can lead to court action and the possibility of a real prison sentence. Consequently, the Swedish tax fraud penalty mechanism being quite simple works very effectively which is also indicated by the small share of shadow economy in the 2012 GDP reaching 14%. Latvia, on the other hand, has a share of 26% of GDP calculated using the same method (MIMIC – Multiple Indicators and Multiple Causes method). The legislature should offer support mechanisms and benefits for those entrepreneurs who pay taxes in compliance with the normative enactments for reducing the shadow economy.

Candidate for doctoral degree in communication sciences from Turiba University, Mg.oec., Mg.philol. Inga Pure substantiates a concept of public relations in Latvia. Her article "Diverse Understanding of Public Relations in Latvia" explains the features of public relations starting from the Third Awakening in Latvia at the end of the 80ies of the 20th century. Author writes than till the Third Awakening the country was under a totalitarian regime with centralised planning and collectivist policies in national economy, and public relations in their modern form did not exist. Today after several years of implementation of public relations practices in Latvia, the understanding of public relations is very diverse. Public relations is often confused with other concepts such as propaganda and marketing. A lot of organisational managers barely understand the public relations as an important management function and, therefore, public relations is often implemented at the operational and tactical level, but not at the strategic level. It does not allow public relations practitioners to function in a full-fledged manner and achieve the expected results.

This paper analyses how the concept 'public relations' is understood in Latvia, whether different approaches to public relations can be distinguished in this country and whether public relations practised in Latvia corresponds to five criteria for public relations proposed by the author of the paper. The paper summarises and analyses facts and opinions gathered during in-depth interviews with 30 leading Latvian public relations practitioners and academics. All the information gathered could not be reflected due to the limited scope of this paper.

The above-mentioned articles give us a chance to learn more about communication in different countries, under diverse circumstances. The variety of topics is the best evidence for large scale of communication needs of society. Thanks to the authors for their input in the field of communication science and good success to the readers in implementing all the latest findings in their further research, business and public governance.

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QUALITY MANAGEMENT SYSTEM AS A TOOL FOR INCREASING EXPORT OF COMPLEX GOODS

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Abstract

Complex goods are the driving force of the Latvian economy. It is not possible to ensure the national growth and improve the welfare of the state by exporting low quality, cheap goods. The most effective way to ensure the quality of export goods and services, and not so much its physical features, but especially highlighting the brand as a guarantee of quality, is to use quality management systems and methods. Quality management systems are oriented towards the efficient use of resources and the increase in productivity for each invested unit. The system is never a finished process, but a constant enhancement tool for the enterprise.

Keywords: brand, export, quality management systems and models, development trends

Introduction

Export – the driving force of the Latvian economy, will determine the pace of the economic recovery. Although Latvian exports have recovered from the crisis faster than other European countries, it cannot be stated that everything is okay with Latvian exports. There are problems in the Latvian manufacturing and export structure which is rather simple and unable to provide the high level of income and welfare for Latvia. Exports to a certain extent mirror the national economy. It is important to have an understanding of the goods that Latvian enterprises export and the trends observed over the last decade. It is also crucial to identify the main problems affecting Latvian exports and their impact on the further development of the Latvian economy. When studying the quality of Latvian export goods it was found out that we do not just manufacture medium complexity goods, but also those of low quality. Quality here refers to the set of physical features including the brand that would enable selling these goods at a higher price. Such exports mean that the development of Latvia is rather limited.

Numerous changes have been identified in this area recently. Various Latvian enterprises have undertaken a policy of serious research and analysis that would provide goods with a significant added value. From the quality perspective, quality management systems have become an integral business component. At the same time managers lack sufficient knowledge of quality management systems and an understanding of the benefits of self-evaluation of enterprises. The present research reviews the popular quality management system standards and models.

The models and standards differ in terms of evaluation criteria and principles, but have the same aim – to support the manufacturing of competitive products with a significant added value. The quality management system is aimed at an efficient use of resources and increase in productivity for each invested unit. The elements of the system are never a finished process, but a constant enhancement tool for the enterprise. There is no single unified standard or model in the business environment that would ensure the development of the organisation and efficient use of the existing resources. A variety of organisation management support standards, models, systems that are used worldwide; however all these systems have a common criterion to increase the value of the product or service and decrease the organisation's cost thereby ensuring competitiveness in the long term.

The aim of this research is to evaluate the advantages of the use of quality management systems in increasing the productivity of enterprises, optimisation of financial and human resources, rational use of existing resources and ensuring competitiveness in export markets.

The tasks defined to reach the aims are as follows:

- to identify the trends and structure of Latvian exports;
- to analyse comprehensively the elements of quality management and its application prospects in enterprises;
- to determine the advantages of the use of quality management systems in positioning the brand in export markets.

The scope and limitations of the research done: a survey of management and employees of private sector enterprises was carried out to identify the trends in Latvia and propose improvements in the introduction and maintenance of quality management systems and the positioning of particular brands in export markets. Due to the specific features and multifaceted nature of quality assurance and management aspects the following limits were set for the research: the quality issues were studied primarily from the methodological and organisational point of view, and the education, age, social status gender etc. of the respondents were not taken into account. The results of the interviews conducted with managers, and employee survey are presented in this paper. The self-evaluation survey was conducted with the aim of characterising the advantages of quality management systems. The research period was January 2013 – April 2013.

The research methodology was as follows: 148 electronic questionnaires were sent to 148 certified quality management system managers of various enterprises. The respondents were chosen from the database of the authors of the present paper, and all the questionnaires were acknowledged to be valid. Three interviews with brand managers of exporting enterprises and an expert interview with Edgars Petersons, Strategic Director of DDB Latvia, were carried out during the period January – April 2013. The interview questions were designed based on the evaluation of positioning of brands in the national and export markets. All the interview data was acknowledged to be valid for the research. The main aim of the research was to identify the importance of brands in creating the added value for the product.

The research methods used were: monographic or descriptive method, logical – constructive method – comparison of theoretical materials with empirical results; graphic method – visual summarisation of information for illustration and analysis; document analysis – analysis and summary of internal documentation of enterprises; survey – questionnaires on satisfaction of managers and employees and expert interviews. The research methodology was based on the works of foreign (E. Demings, J. M. Juran, K. Išikava, G. D. Barie etc.) and Latvian scholars (J. Pildavs, U. Rutkaste).

1. Exports in Latvia and its structure

During the difficult stages of the crisis numerous Latvian enterprises managed to significantly improve their operations and thereby enhance their competitiveness by being able to compensate the partial fall in internal demand in Latvia with an increasing export market share. The export market share characterises the ability to compete in the external market. If the Latvian export market share in a particular country increases, it means that Latvian manufacturers are able to beat producers from other countries and increase the sales of their products more rapidly than the increase in purchasing power in that particular country. Although, the external environment and global growth are still inconsistent, Latvian exports are continuing to rapidly increase and the export volumes are growing. Exports are the driving force of the Latvian economy and set the pace of economic recovery.

Despite the fact that Latvian exports have recovered from the crisis faster than most other European countries, there are still a number of unfavourable features. The problem is in the structure of Latvian production and export that is not able to deliver high level of income and welfare as it is rather simple. We can understand much more about the national economic features by performing an in-depth analysis. The larger is the quantity of complex and qualitative products produced, the more the country, its enterprises and citizens can earn. On the other hand, if the country specialises in producing simpler and less quality products it will compete with countries that have low labour costs. The structure of Latvian exports should be identified in view of the above described trends.

High technology goods form a small part of Latvian exports. According to Eurostat data high technology goods are just 5% of Latvia's total exports. The average in the EU is 15%, and in Lithuania and Estonia the figure is 6.5–7.5%. The proportion of high technology goods in itself is not a sufficient indicator to conclude whether the export structure is complex enough. Therefore economists study the export features using more complex models. Unfortunately, those reveal a similar picture of Latvian exports (Rutkaste, 2011).

Latvia is only ahead of Bulgaria and Romania and in a similar position to Lithuania, Greece and Portugal in the EU group of countries in terms of complexity of exports. Moreover, studying the quality of Latvian export goods it can be seen that we not only manufacture moderately complex goods, but also produce them with low quality. Quality here refers to the set of physical features that increase the added value of goods including the brand that would enable selling these goods at a higher price. Several Latvian enterprises have focused on reasonable industrial, educational and research policies aimed at increasing the quality of goods in order to enhance competitiveness (Rutkaste, 2011). If we assume that the brand of goods and services is a guarantee of its quality, then the positioning of the brand is essential for the creation of additional added value for the goods and services, and the quality management system guarantees such a process.

2. TQM – Total Quality Management system and branding for business development management

The understanding of quality encompasses all expressions of quality and is generally referred to as total quality. The satisfaction of customer needs is the most important indicator of quality, and today there is no doubt that quality is the basis for a healthy competition. The principles of Total Quality Management (hereinafter – TQM) were worked out 50 years ago. In modern day intense, competitive, and economic and social depression circumstances the chances of survival of small and medium sized enterprises are decreasing. That means one should focus on organising the internal processes, streamlining operations by defining them as increasing efficiency on the whole. Efficiency is: "the degree to which a system or component carries out its functions with the minimum consumption of resources" (Latvian Association for Quality, 2011).

TQM offers management elements that have been worked out in various quality management systems and standards. Prior to introducing one of the management systems an organisation has to carry out its self-evaluation. Japanese enterprises were the first to show the world that one can organise all the process in a short span of time using TQM in business management. Several Japanese enterprises moved ahead of the leading companies in the world thereby forcing them to implement the quality system in their own enterprises. Discussions are still going on worldwide on the concept of quality, its enhancement and possibilities of its implementation in organisations. The concept of quality and understanding at the management level in Latvia is still unclear and ambiguous. It is important not to deviate from the basics while implementing a quality management approach. TQM has served as the basis for a lot of quality approaches and therefore offers a reasonable and prudent way for businesses and organizations to operate in the 21st century.

Brand can be defined as a trademark which is the initial basic meaning of the word brand. Primarily brand represents a trademark but with a broader significance. Brand can also be defined as a name, term, sign, symbol or design or their combination intended to identify the goods and services of one seller or group of sellers and differentiate them from those of their competitors. Globally, as well as in Latvia, the popularisation of a brand is basically oriented towards the increase in sales of products and services or enhancing the rating of the enterprises. The value of a brand may significantly affect the product price. It also affects the overall value of the enterprise, as well as influences the attitude of people towards things and processes that are not always directly related to the products or services; however it is important to understand the value of brands. The creation of a brand requires an immense long-term investment including the implementation of a set of marketing communication activities and the design of appropriate packaging. The task of the brand is to be recognisable, create trust, show status, guarantee quality, intuitively enabling customers to feel what they will benefit from it (Ford, 2005). The better the brand fulfils the task, the higher the value of the brand and its owner. The task is to make the product or service recognisable, distinct from its competitors and conquer its market share. The essence of the brand is to create the best product in the minds of people and thereby getting its message to users or potential users. The message should be simple, real and meaningful as consumers see and hear innumerable messages every day. The brand should consist of rational elements such as quality, safety etc. and emotional aspects – associations that arise when customers purchase or use the products and services. Therefore the creation of a brand can be to a large extent seen as the creation of an emotional product. One should only remember that the promised offer must be:

- unique;
- attractive;
- corresponding;
- trustworthy (Ford, 2005).

The value created by the brand is the increase in the value of the product or service in the consumers' minds by the contribution of the brand. The popular brand arouses a feeling of recognition in the consumers' minds that could lead to greater possibilities of purchase. In case of doubt consumers give preference to recognised brands. Research indicates that while choosing products and services brands play a far significant role than for example price (Ford, 2005). A strong brand can lead to:

- greater sales volumes;
- possibility of sales at a higher price;
- strong product positioning in terms of competition (Hart; Murphy, 1998).

An important benefit of brands is the creation of loyalty to products and services. The economic benefit is the belief that the successful creation of a brand will lead to successful revenues from the branded products or services. Similar to manufacturer brands, nation brands also represent known values, quality and emotional attributes that consumers associate with a certain country where the products or services originate. The better a brand fulfils these tasks, the greater its brand value. "A brand belongs to an enterprise however its value cannot be found in the enterprise – it is in the minds of its customers" (Riezebos, 2003). The main criterion of brand value is to make the product recognisable, distinct from its competitors and serve as a guarantee for quality.

3. Quality management systems in Latvia

Quality management systems encompass efficient management of four main business areas of an enterprise:

- resource management;
- documentation management;
- management responsibility;
- company supervision and enhancement methods.

Each of these above mentioned areas must be specifically defined and the processes must be worked out in detail. It is not necessary to introduce any ISO management standards for this. Efficient management of these areas can be achieved by implementation of quality management system methodology.

Several quality management models and standards have been developed worldwide based on the TQM principles that aim to achieve excellence. Excellence model and quality standards are designed as practical tools that would help organisations reach excellent organisational level by comprehensively evaluating the factual situation, identifying the strengths and weaknesses and carry out improvements and enhancements. One of the most effective such models in the world is the EFQM – *European Foundation for Quality Management*. Analysing the various criteria it can be said that there are a lot of positive aspects. Firstly, the model is used in all the EU member states and, therefore, while carrying out the self-evaluation it is possible to compare the organisation with similar enterprises in other member states. The use of comparative principle, which is sometimes termed comparison with best practices enables the organisation to identify its achievements and set out further aims. Secondly, the model can be used by enterprises in any sector. Thirdly, its application does not necessitate the introduction of the guidelines in the whole organisation or the introduction of ISO standards. Moreover, another positive aspect to be mentioned is that the model gives equal significance to how employees see the organisation, as well as how the organisation is evaluated by its stakeholders, customers and the society at large. This model is applicable to any organisation regardless of the sphere of its operations, number of employees or other operative indicators.

According to the research results surveying the top level management of enterprises a self-evaluation is carried out in Latvia in contrast with other European countries when ISO standards or any support systems are introduced. The main benefits gained by the organisation carrying out a self-evaluation according to European Excellence model can be as follows:

- opportunity to learn from the successful experience of European enterprises;
- better preparation to contest for Latvian and European quality awards;
- involvement of the employees in the evaluation process, thereby motivating them to "think on what and how we could perform better";
- getting new ideas from employees on areas for improvement including marketing and branding;
- identification of strengths and areas that need improvement based on facts;
- identification of "best practices" in the organisation;
- opportunity to listen and share with ones colleagues thereby promoting better mutual understanding;
- evaluation of all important processes in the organisation;
- use of results gathered for planning further activities and resources;
- self-evaluation methods.

In order to carry out self-evaluation of organisation and choose the correct method it is important to first of all understand what the aims of the processes are. The organisation should evaluate the following processes:

- time and human resources;
- knowledge of employees regarding the EFQM Excellence model;
- self-evaluation related to the planning process;
- what kind of accuracy of results are necessary.

The self-evaluation results according to the European Excellence model are illustrated in *Figure 1*; the management have to evaluate on a scale 1– 5, where 1 is poor, and 5 –excellent. The self-evaluation has to be carried out regarding the current situation and potential vision regarding the improvement possibilities in one of the areas. The maximum points in both the current situation and potential are 45.

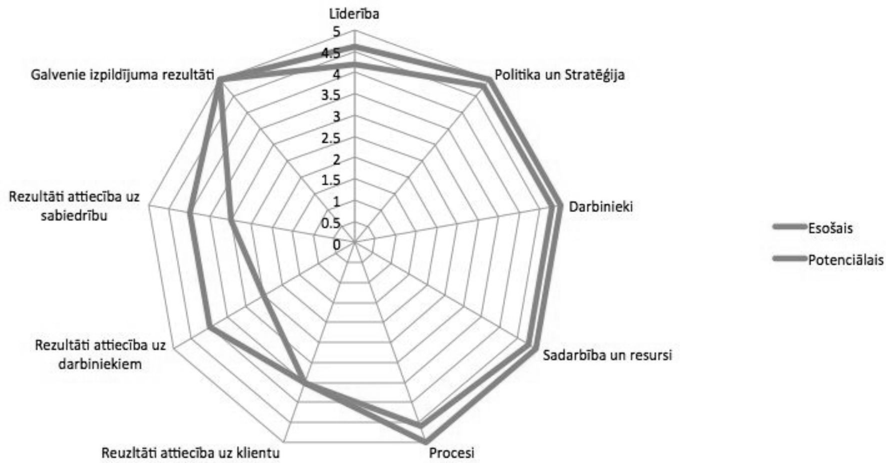

Figure 1. Self –evaluation results (August 2012, n = 148. 1– poor, 5– excellent)

As can be seen from *Figure 1*, enterprises have relatively high self-evaluation results: they have 37.5 out of 45 points for the current situation, and 40 out of 45 for their potential plans, which could mean that enterprises have additional resources for improving their activities.

The authors of the research who have reviewed several quality management system guidelines and conditions acknowledge that the name of the quality system, or whether it is the latest trend, is irrelevant. But the positive changes that they could create by streamlining marketing activities that would ensure a better service quality, successful communication and satisfied customers and stakeholders whose relations can be characterised by the "two way symmetrical" model of J. Grunig and Hunt, that aims to achieve the creation of mutual understanding, is important. Symmetry is achieved between the sender and the receiver of the information. Two-way symmetrical model also consists of feedback. It is based on dialogue." (Barrie, 2002). The various Quality management systems that have been popular in Latvia since 1996 can be seen in *Figure 2.*

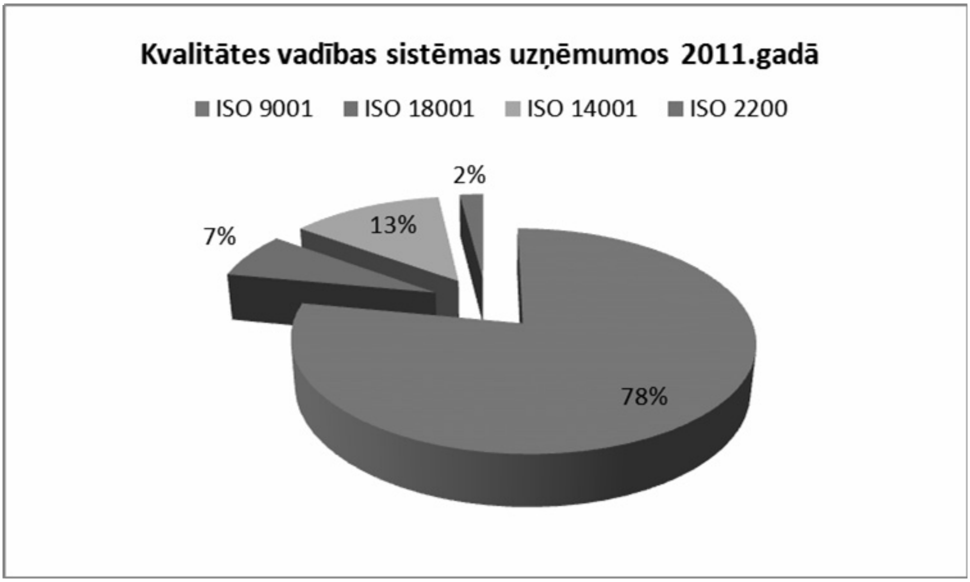

Figure 2. The breakdown of quality management systems in Latvia, %

An increasing number of enterprises choose to introduce integrated management systems – two or several system requirements are incorporated in one single system. On the whole it could be concluded that there is an increasing trend in the introduction of various quality management system standards and certification in Latvia, although the process is often slow which can be explained by the lack of motivation and knowledge of the management regarding various standards and systems. According to the Latvian Association for Quality data, 789 enterprises were certified as of January 2012 in Latvia and 78% of them were certified with ISO 9001 standard requirements and 308 out of them are enterprises the provide service which is 0.8% of all service providers in Latvia. The ISO 9001:2009 system is the most popular in Latvia and the next most introduced standard is ISO 14001:2004. Currently there is no unified standard in the world that could definitely be applied to all organisations. This is also a positive fact as it provides organisations the opportunity to choose which model to introduce in its structure. However, the main reason is the interest of the top level management in this process. If the management does not show the initiative there will not be any results.

The small number of certified enterprises is to be rated negatively as the quality of services offered by enterprises could be low. Although it is assumed that the introduction of quality management system is an expensive process the benefits gained if the system is properly introduced and applied lead to a reduction in direct costs in the long term as shown by various research carried out worldwide.

4. Quality management system as a branding tool increasing export of complex goods

The authors had carried out a survey of employees and interviews with top level management of various enterprises in the small and medium sized enterprise sector during the period May 2012 to August 2012. The questionnaire was designed based on the self-evaluation model criteria and the management interview questions were designed to ascertain the advantages and disadvantages of quality management systems and/or their methodology. The sample of respondents consisted of 100 managers and 100 employees from these enterprises, who were selected randomly from a database of the authors. All the questionnaires and interview data were considered valid for the research. The enterprises surveyed had certification according to ISO standard requirements with the aim of reducing costs and increasing customer satisfaction as defined by the ISO standard requirements.

The employee satisfaction questionnaire is divided into 6 sections (my data, my job, my manager's job, structural unit's performance, enterprise's activities, recommendations in free form) and each section evaluated various elements. The survey results are summarised by the authors as four main points: my job, my manager's job, structural unit's performance, enterprise's activities. Employee satisfaction with the job is rated on average highly in each of the sections as can be seen in *Figure 3* illustrating the survey results.

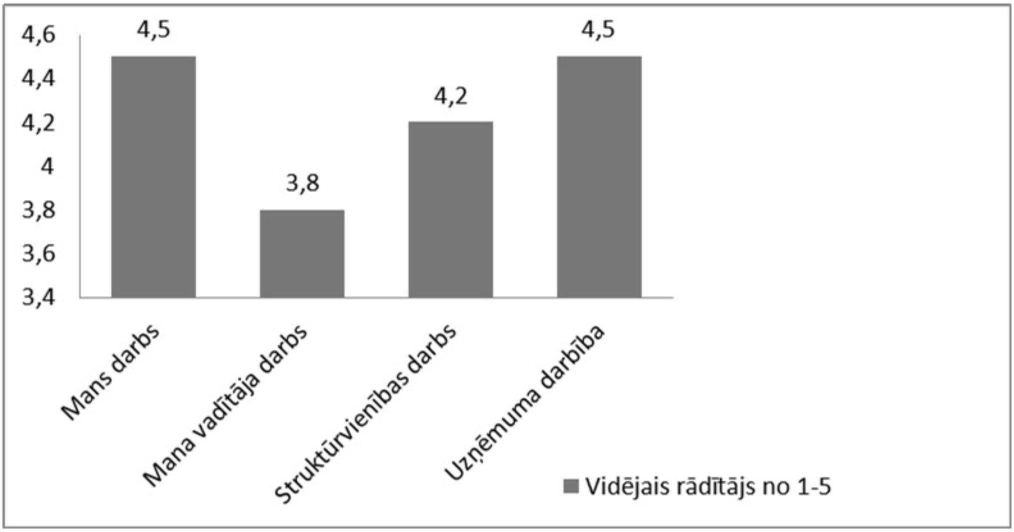

Figure 3. Survey results regarding satisfaction of employees with their job

Only 34% of the recommendation section of questionnaires was filled in and the respondents mentioned the necessity for review of the processes, ensuring the promptness of information, possibilities of salary raise and insufficient competence of managers.

The summary of interviews carried out with 148 managers of enterprises is as follows:

- the reduction of costs is the advantage offered by the system that all managers acknowledged;
- there is low staff turnover in enterprises that have introduced quality management systems;
- the processes are well organised which facilitates the work of employees;
- quality management system is an effective management tool to ensure competitiveness.

On the whole it can be concluded that the biggest benefit from the system is related to decrease in costs and increase in productivity of organisations. The Japanese quality management system founder J. M. Juran views the improvement processes of the system through the organisation's cost prism. One of his ideas was to define quality as "fitness for use", which expressed how well a product satisfies the true needs of a consumer (Juran, 1989). Analysing the cost trends the authors of the paper have concluded that there is a reduction in costs since the introduction of the system over a particular period if the system is not a bureaucratic process, but an organisation of internal processes.

It is also possible to use quality management system methodology (based on TQM or EFQM models) consisting of the following elements to increase efficiency:

- optimal use of information technology aimed at the use and enhancement of existing resources;.
- development of competences of the personnel, performance appraisal and development of personnel management audit. Competences are the ability, knowledge and skills of people whish are further divided into subgroups that consist of specifically defined terms or features. The competence model for a specific position or group of positions in accordance with the description of competences is a set of generally accepted knowledge abilities and skills, behavioural models and characteristics that facilitate each employee to fulfil his/her duties as qualitatively as possible and ensures the basis for individual assessment and development. On the other hand, management competences include personnel assessment and development of audit procedure based on the measurement of productivity of each individual employee.
- process management. It shows how enterprises identify, manage and improve their main processes that are necessary for the performance of its functions. The main aspect is process management to implement the organisation's strategy and policies that fully satisfy the customers' and stakeholder's needs and create added value. This criterion places emphasis on innovation and modernisation. The keywords are processes and customer centred services. The mutual management of processes is important for

fulfilment of this criterion and the following steps should be undertaken: it is necessary that organisational functional processes are clearly defined and are being implemented; there is supervision, reports, measurements, implementation and understanding, contribution towards achievement of aims which show that processes that are just being documented but not being implemented do not have any significance at all. Understanding of processes and system is essential.

- the manager as leader for increasing productivity of the organisation. This criterion clearly shows that organisation managers have to be leaders who can formulate and implement the vision, mission and corporate values that are necessary for the long-term development of an enterprise. The leader is also the person who ensures the link between the organisation and the society. This is the criterion that reviews the manager's functions from two aspects – internal dimension that is oriented towards the creation of an organisational management system and motivation of its employees and the external dimension that is related to the managerial functions of cooperation with its stakeholders.

The authors conclude that if the above mentioned principles are followed and a quality management system or certified system is applied the organisation can increase its productivity and its competitiveness citing the enterprises surveyed as examples.

Quality assurance, cost management, accounting and control is one of the most significant processes in defining organisational aims and policies as the possibility of reducing the cost of quality makes it possible to cut production costs and gain extra profit due to savings.

5. Positioning Latvia's brand in export markets

Three interviews with brand managers of exporting enterprises and an expert interview with Edgars Petersons, Strategic Director of DDB Latvia were carried out during the period January–April 2013. The interview questions were designed based on the assessment of brand positioning in domestic and export markets. All the interview data was acknowledged to be valid for research purposes. The main aim of the research was to ascertain the significance of brand in the creation of added value for the product. It was ascertained by the interviews and has also been proved over the past 10–15 years that brands are of intangible value that has a significant impact on the product value. This can be proved by the increase in capital, stock market ratings etc. The features of a strong brand are an appropriate and stable price. What are the forecasts for brand development trends in Latvia? The era of imitating western brand creation principles including fictional brand stories is over. Overexploited clichés do not work. Culture and history can be used as the background. When answering about the extent of impact of positioning on brand's value, experts unequivocally stressed the trend to position oneself as the price leader. The trend is to make a brand portfolio (price, values etc.) corresponding to the aims. Taking into account the purchasing power in domestic and export market, this trend is even more expressed in export markets. Brands are as important as the quality for modern day customers. The trust of people in products is due to the brand name. Brand is an association in people's mind and can be positive as well as negative. It is important that brands appeal to people emotionally and in case of positive experience customers become loyal to those particular brands. Brands could be seen as a symbol of product quality and product quality can be achieved through the implementation of quality management systems or the applications of basic principles of Total Quality Management (*TQM*), as well as carrying out self-evaluation in accordance with the European Excellence (*EFQM*) model criteria.

Conclusions

Summarising the research results several conclusions can be drawn and recommendations offered:

1. Quality assurance is one of the most significant factors in changing the Latvian export structure leading to better prosperity.
2. Organisations have to carry out self-evaluation using Total Quality Management (TQM) and Excellence model (*EFQM*) principles to ensure continuous development.
3. The small number of enterprises that have introduced quality management systems can be explained by the lack of understanding of efficiency of the models and lack of clear definition of organisation's quality aims. It is necessary to design and introduce a unified organisational system model based on *TQM* elements to precisely define the quality aims and tasks.
4. By introducing common quality management in Latvian business environment one can achieve a common understanding of corporate aims.
5. By introducing a quality management system or its methodology one can reduce costs of the enterprise, measure the efficiency of marketing activities and ensure competitiveness.
6. Brand is the final product of quality management system for products and services – a guarantee for quality that ensures loyal customers.

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TAX FRAUD PENALTIES IN THE LATVIAN BUSINESS

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Abstract

A balanced and organized business environment in a country is characterized by such a fiscal policy that results in sufficient tax revenues in the treasury to create the macroeconomic preconditions required for an economic growth. The revenue generated from taxation of businesses is significantly influenced by the share of shadow economy. Consequently, penalties set out for tax fraud are an important and effective tool in decreasing the shadow economy. The research carried out by the authors of the present paper among businessmen confirms the assumption that businessmen are not fully aware of the tax fraud penalties laid down in the normative enactments. Taking into account the fact that Sweden is the leading foreign direct investor the authors were interested in comparing the Latvian and Swedish tax fraud penalties, and concluded that Sweden is applying a simple calculation method. Furthermore, Latvian tax authorities simultaneously carry out tax recovery functions, whereas there are two separate state institutions in the neighbouring country. Swedish businesses act with a sense of responsibility as any unregistered economic activity can lead to court action and the possibility of a real prison sentence. Consequently, the Swedish tax fraud penalty mechanism being quite simple works very effectively which is also indicated by the small share of shadow economy in the 2012 GDP reaching 14%. Latvia, on the other hand, has a share of 26% of GDP calculated using the same method (MIMIC – Multiple Indicators and Multiple Causes method) (Schneider, Kearney. The Shadow Economy in Europe, 2013). The legislature should offer support mechanisms and benefits for those entrepreneurs who pay taxes in compliance with the normative enactments for reducing the shadow economy.

Keywords: tax fraud, shadow economy, fine, late payment penalty

The aim of the paper: to study tax fraud penalties in Latvia and Sweden

Research methods: monographic or descriptive method, survey, graphical method

Introduction

An organized business environment in a country is characterized by such a fiscal policy that results in sufficient tax revenues in the treasury to create the macroeconomic preconditions required for an economic growth. The revenue generated from taxation of businesses is significantly influenced by the share of shadow economy, and penalties set out for tax fraud are an important and effective tool in decreasing the shadow economy. In order to reduce the share of shadow economy the legislature should offer support mechanisms and benefits for those entrepreneurs who pay taxes honestly in compliance with the normative enactments.

The Latvian society has traditionally had a high level of mistrust towards the government which is expressed through tax evasions. It should be noted that the inhabitants' opinions are indeed important as it will not be possible to reduce the shadow economy using only controlling and repressive methods because people, when threatened with repressive methods, tend to avoid fulfilling the demands put forward by such methods.

The concept of shadow economy includes all actions and activities that provide income but due to various reasons are not declared; and circumvent taxes are not reflected in the statistical reports either.

The shadow economy comprises:

- Undeclared economic activity that should have been included in the state national accounts, but due to mistakes or improper accounting were not shown in the company's annual statements;
- Tax evasion (tax fraud, intentionally reducing the amount of tax actually payable or not showing such an income at all);
- Illegal activity that is prohibited by law (e.g., smuggling etc.);
- Parallel activity, i.e. inhabitants participate in the production of goods and provision of services, but are not registered as employees and do not pay taxes (Andrējeva, Ketners, 2008)

Discussion

The shadow economy in Latvia has fallen down to 21% of GDP in 2012 and it mainly comprises 'under the table' payments (42%) and undeclared number of employees (39.5%), as ascertained using revenue methods for determining shadow economy (Putniņš, Sauka: 2013).

Shadow economy activities are not taxed and, therefore, with an increase in shadow economy there is a decrease in tax revenues. In most cases this leads to an attempt at increasing taxation rates or extending the tax base. One of the tools for fighting shadow economy is penalties that are enforced for tax evasion, e.g. payment of employees 'under the table'.

The authors of the paper have carried out a survey of active entrepreneurs (50 respondents) who answered six questions related to tax fraud penalties in Latvia. *Figure 1* shows the insufficient awareness of respondents regarding penalties for tax fraud, i.e. 55% of the respondents were not fully aware of them.

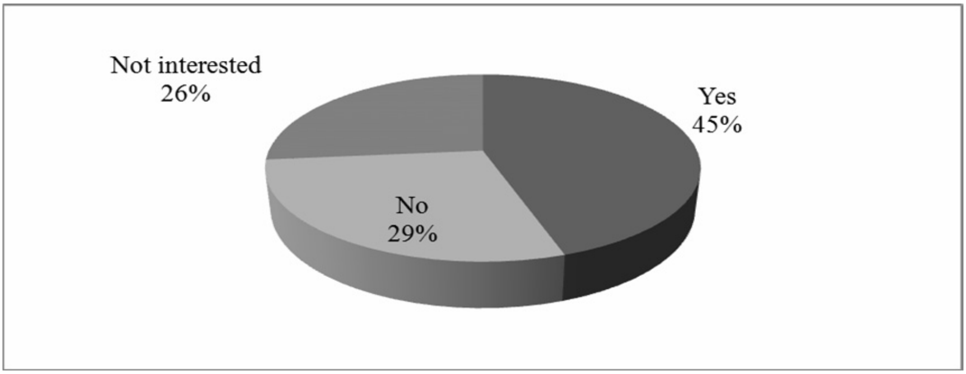

Figure 1. Do you know the penalties laid down for tax fraud in the normative enactments?

Figure 2 clearly shows that half of the respondents do not wish to pay taxes as they want to get a higher income, and about 30% mention the lack of belief in further economic development of Latvia as grounds for tax evasions.

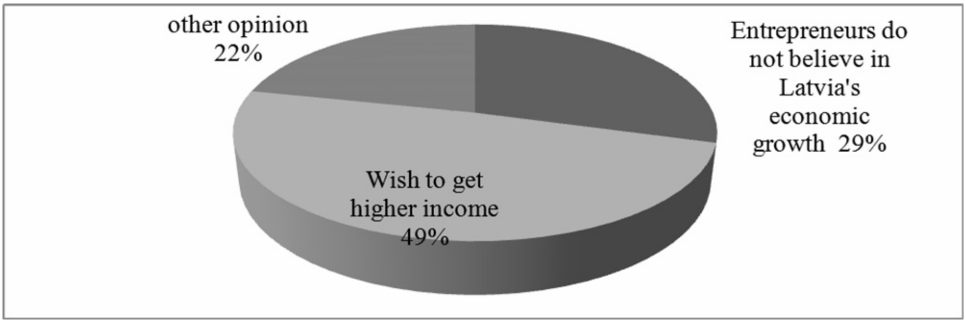

Figure 2. Reasons for tax evasion

Answering the third question (*Figure 3*) respondents (47%) without fully being aware of the penalties stated that the shadow economy could not be reduced in such a manner. A third of the respondents affirmed that the shadow economy can be reduced by applying penalties set forth in the normative enactments.

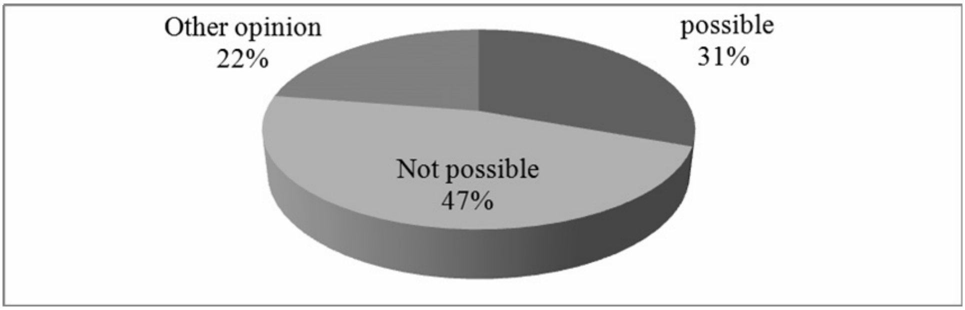

Figure 3. Is it possible to restrict the shadow economy by enforcing the penalties set forth for tax evasion?

Figure 4 shows that entrepreneurs support the latest trends in the state budget for the year 2014 regarding the increase in minimum wage, personal allowance and allowance for dependants.

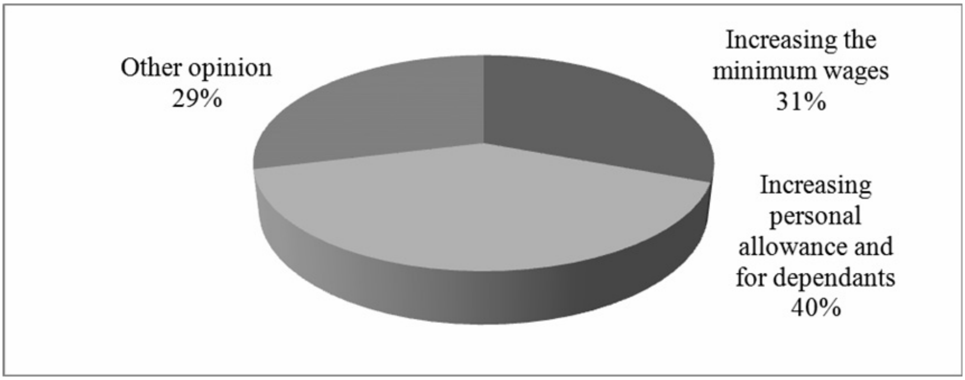

Figure 4. ”Under the table” payment problems can be solved

Around 60% of respondents, as shown in *Figure 5*, believe that penalties related to wages (payroll tax) are relatively high and a fifth of the respondents regard penalties related to property taxes as the next highest. Penalties related to consumer taxes e.g. value added tax (VAT) and excise duties are considered to be rather high by only 15% of respondents. However, it can be seen from *Figure 7* that 43% of additional revenues calculated by the State Revenue Service (SRS) for 2012 were in the form of value added tax (VAT).

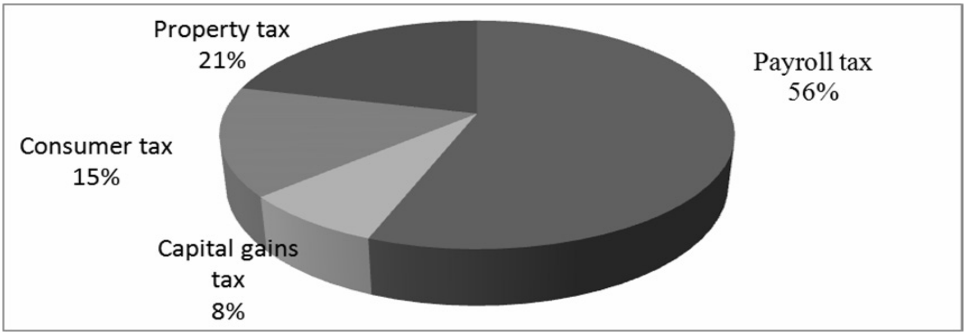

Figure 5. Which taxes have rather high penalties?

Figure 6 clearly demonstrates that around 50% of the respondents were most afraid of being removed from the tax payers register.

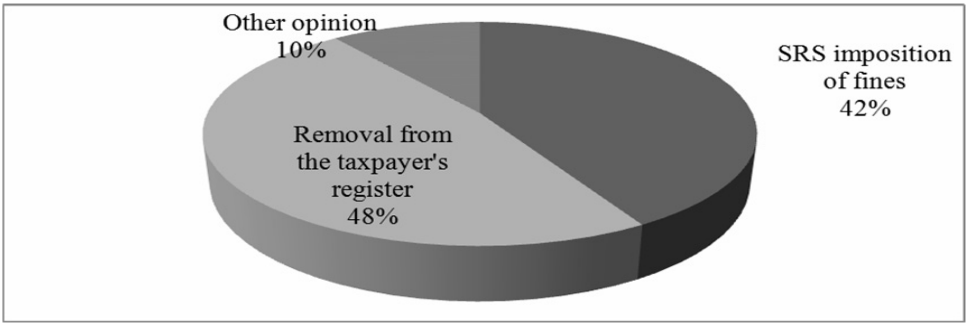

Figure 6. What are the harshest penalties for tax fraud?

The State Revenue Service (SRS) implements the following tax control measures: tax audits, tax calculations, thematic checks, checks on compliance of data, monitoring and observations (Lukašina, 2002: 24.–35. lpp). According to SRS data, 13 886 tax check measures were carried out in 2012. 2705 tax audits were carried out by the tax administration during the previous year out of which:

- 1073 were tax audits of legal entities;
- 1632 were tax audits of natural entities.

The data provided in tax payer declarations were checked in 1315 cases of tax audits in 2012 and in 1390 cases calculations were carried out regarding confiscated excise duty goods. As a result the additional revenue into the state budget calculated due to tax audits carried out by the SRS tax supervision board was **127.7 mil. LVL**, out of which:

- 113 mil. LVL were transferred by legal entities;
- 14.7 mil. LVL – by natural entities.

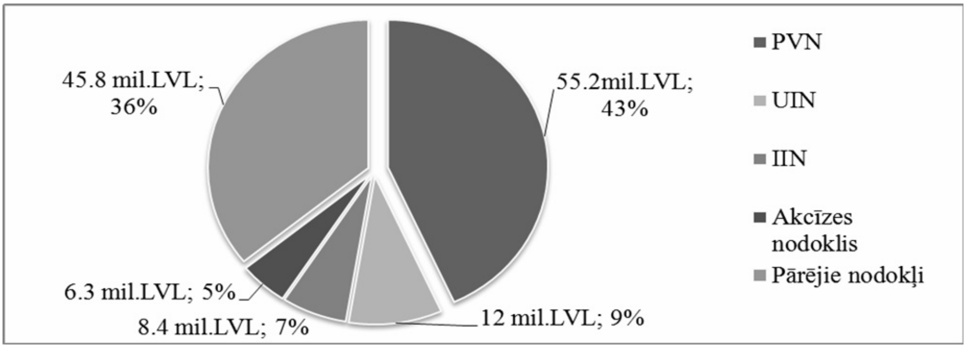

Figure 7. Additional revenue calculated according to tax types by SRS in 2012 (SRS data)

As can be seen in *Figure 7* the greatest share of additional revenue was from VAT at 55.2 mil. LVL. On the other hand, additional revenue from corporate income tax was 12 mil. LVL and that from personal income tax was 8.4 mil. LVL, and excise duty – 6.3 mil. LVL.

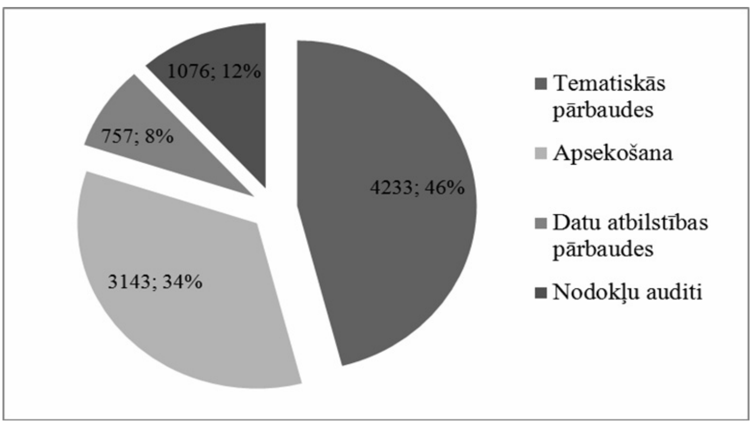

Figure 8. Tax control measures carried out in 9 months of 2013 by SRS

Figure 8 clearly illustrates that SRS is successfully carrying out its activities in 2013 and data from the 9 months of 2013 show that an additional 113.2 mil. LVL were transferred to the state budget which is 60% more than for the same period in 2012. As a result of other tax control measures decisions were taken on terminating economic activities of 939 taxpayers and 805 taxpayers were removed from the VAT payers registers for various types of violations.

The general liabilities for tax fraud are determined in the law "On taxes and duties" where tax fraud is defined as follows:

- Reduction of taxes payable to the state budget;
- Unjustified increase of tax refunds payable from the state budget;
- Non submission of tax declarations in due time;
- Non adherence of taxation periods and deadlines;

- Carrying out economic activities without being registered as a taxpayer.

The most frequently observed fraud is reduction or evasion in the amount of tax payable to the state budget (Ketners, 2008). SRS upon identifying such a violation shall recover the outstanding tax amount and calculate a penalty for late payment for that particular period from the due date for payment of the tax till the date of tax audit (penalty for late payment is calculated as 0.05% of the tax amount due for each late day of payment unless otherwise stated in the particular tax law), as well as shall calculate a monetary fine:

- if the tax reduction does not exceed 15% – the fine is 20% of the tax amount due;
- if the tax reduction exceeds 15% – the fine is 30% of the tax amount due;
- if it is a repeated offence the fine is doubled.

However, if the violation is unjustified increase of tax refunds payable from the state budget the SRS shall recover the extra amount of tax refunded and impose a fine to the amount stated for the previous violation above.

In case the company has not submitted the tax declaration on time (30 days after the deadline) and the record of its financial activities and financial statements the tax administration, as a result of a tax audit, shall calculate the following amount as due to the state budget and shall recover:

- tax payable;
- penalty for late payment as 0.05% of the tax amount due for each late day of payment unless otherwise stated in the particular tax law;
- fine to the amount of 50% of the tax refund from the state budget.

The above mentioned late payment penalty is applied unless otherwise stated in the particular tax law for fraud regarding the non-payment of taxes by companies on time.

In case of carrying out economic activities without being registered as a taxpayer the SRS can recover taxes due to the state budget that are calculated from the date the person had to register as a taxpayer, penalty for late payment, as well as a fine to the amount of 100% of the tax payable to the state budget.

It should be pointed out that in accordance with section 37 of the law „On taxes and duties" the tax payer is eligible to contest and appeal the decision of the SRS on additional tax calculated and the late payment penalty within 30 days of the adopting of the decision.

A significant problem regarding the accounting of value added tax (VAT) is the recognition of pre-tax, and therefore the calculation of tax revenue in the budget is not accurate. There is a risk related to pre-tax recognition when the business partner of a bona fide taxpayer is a fictive enterprise or an enterprise involved in fraudulent schemes. Such was the case with around 2% of VAT tax refund requests in the 9 months of 2013. In such cases SRS does not allow adding these costs in the calculation of corporate income tax as well.

Section 146 of the Law on VAT stipulates liabilities for violations that foresee the recovery of VAT amount to the state budget and a monetary fine of 100% of the VAT amount that was refunded illegally (Medne, 2012).

As ascertained above, the greater share of shadow economy is in the form of payment of employees ‘under the table’ and unregistered employment, and therefore the legislation provides stricter penalties in payroll taxation. If the performer of a particular activity and a particular employment period cannot be identified the SRS shall recover personal income tax and social insurance mandatory contributions to three times the amount of tax on the minimum wage set, and monetary fines for each employee can reach up to 300LVL. SRS preventive measures carried out regarding illegal wages during the 9 months of 2013 have resulted in 11 226 legalized employees. Moreover, employers themselves have paid social contributions and personal income tax of 2.52 mil. LVL for these employees. 413 natural entities have also registered themselves as taxpayers after receiving a request from SRS to do so.

The authors of the paper have with great interest studied the tax fraud penalties set forth in our neighbouring country – Sweden. The research is limited in scope and therefore only the most important penalties for Swedish tax fraud equivalent to those set forth in Latvian normative enactments were reviewed.

Penalty calculation and its recovery are carried out by two separate institutions in Sweden. The Swedish tax agency (Skatteverket) carries out correction of taxes calculated and informs the respective taxpayers, but the recovery of taxes is started only if the amount exceeds:

- 10 000 SEK (820 LVL) for legal entities;
- 2 000 SEK (164 LVL) for natural entities.

The Swedish Enforcement Authority (Kronofogden) starts the process of recovery of taxes and the fine only after 30 days of dispatch of these notifications.

In case of non-adherence of tax payment deadlines penalty for late payment is calculated on a daily basis according to the amount of tax outstanding:

- basic rate of 0.003% for each late day of the tax outstanding is below 10 000 SEK (around 820LVL);
- medium rate of 0.004% for each late day for income tax dues;
- high rate of 0.045% for each late day for tax dues exceeding 10 000 SEK (around 820 LVL).

On the other hand, a deposit interest rate of 0.0015% per day is calculated on the extra amount if the tax has been paid in excess.

Fine is imposed from the first day in case tax payers have failed to file their tax declarations on time. The amount of fine is related to the particular taxation period:

- till one year – fine of 500 SEK (41LVL);
- one year – monetary fine from 2000 – 10 000 SEK (164 – 820 LVL).

The strictest penalties are imposed in Sweden for carrying out economic activities without being registered as a taxpayer as unregistered economic activity can lead to a court hearing in accordance with the Swedish legislation. The result of such court hearing could be:

- imprisonment;
- monetary fine;
- suspension of economic activities for a particular period of time.

Conclusions

Following a survey carried out among active entrepreneurs it could be concluded that there is a lack of thorough knowledge of tax fraud penalties.

According to SRS data additional 113.2 mil. LVL were transferred to the state budget during the 9 months of 2013 which is 60% more than calculated for the same period in 2012.

Comparing the tax fraud penalties in Latvia and Sweden it should be concluded that the method of calculation of penalties in Sweden is simple and therefore more understandable for taxpayers.

In contrast to Latvia where the tax administration and recovery functions are carried out by the same institution, there are two separate institutions in the neighbouring country and therefore a lesser workload on the tax administration enabling them to serve taxpayers more effectively.

The Swedish society has a more responsible attitude, as any unregistered economic activity can lead to court action and the possibility of a real prison sentence. Such measures in the authors' opinion could also prove effective in Latvia.

Swedish tax fraud penalty mechanism being quite simple works very effectively which is also indicated by the small share of shadow economy in the 2012 GDP reaching just 14%. Latvia, on the other hand, has a share of 26% of GDP calculated using the same method (MIMIC – Multiple Indicators and Multiple Causes method) (Schneider, Kearney. The Shadow Economy in Europe, 2013).

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CONCEPTUAL FOUNDATIONS OF OPTIMIZATION OF INFORMATION DEMOCRACY IN UKRAINE

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Abstract

The paper researches the process of optimization of information democracy in Ukraine. The problems, which can be solved by information democracy are as follows: increasing public confidence in government and authorities acknowledging responsibility for their decisions, the legitimacy of government and public understanding of power, the interests of citizens and public services, equal access to the political process, effective representation and decision making-political and administrative decisions, the participation of citizens in policy-making through public consultation and debate. The experience of implementing IT tools of democracy in Ukraine shows that people are availing new opportunities of participation in the political process through the use of Internet technology in particular, increasing their awareness of important political issues of the state and local authorities.

Keywords: information democracy, optimization, Internet platform, information, power, government, opportunity

Introduction

The collapse of the Soviet Union and the collapse of the socialist bloc led to an unprecedented increase in the number of countries that have declared themselves democratic. In the early 1990s, many were convinced of the accuracy of F. Fukuyama who prophesied the "end of history" in connection with the collapse of communist regimes and proposed a global celebration of liberal democracy and market economy. A new wave of democratization was to cover the entire post-Soviet Eurasia in the short term and solve the problem of expansion of European civilization (Kulyk, 2011). But the thesis of the "end of history" could not stand the test of time. Not only is the promotion of democratic principles and liberal ideas severely stalled but also there is doubt regarding many of itscriteria despite their being declared in the Constitution (Samolovov, 2012). Various challenges and threats to CIS member states encouraged them to develop the most appropriate response mechanisms under the given circumstances. As a result, the former Soviet Union has developed various models of the political system.

Analysis of the recent research

The general condition of development issues such as information in modern media and the political world cannot be called poor, since in many scientific studies specialists take into account the value of information for political processes. Among scientists who studied the issue of information democracy in the modern sense of the term the following specialists should be included: Zh.-A. de Condorcet, R. Dahl, J. Nesbit, G. Maklyuyen, L. Hrosmann, A. Toffler, J. Schneider, S. Hanktinhton, J. Beshler, T. Karl, J. Keen, A. Leyphart, H. Linz, S.Lipset, H.O `Donnell, A. Przewor, D. Rastou, G. Sartori, G. Haywood, G. Erme, A. Melville, J. Nysnevych, N. Baranov, M. Vershinin, M. Shapovalenko, Pocheptsov, V. Pantin, A. Salmin, L. Smorgunov and many others.

Methods

To attain these objectivesa number of general, social, humanitarian and especially scientific, strictly political, methods and methodological approaches were used. The paper used techniques such as systematic, interdisciplinary, comprehensive, comparative, historical, and others. At the same time several other methods that have not yet been widely used in the study of problems of information democracy and political aspects were also used such as: political science, civilization, world-systemic, synergistic, critical and constructive et al.

The purpose of the article is to analyse conceptual foundations of optimization of information democracy in Ukraine.

Objectives and problems in creating i-democracy

Without going into the debate on the future of representative democracy, it should be noted that the introduction of ICT in the structure of the interaction of the public authority creates added social value, enabling and enhancing direct participation of citizens in the policy-making process. As aptly phrased by D. Lenihana "ICT can be used to enhance public space paths that will promote consultation and dialogue between citizens and their governments. Through this dialogue, citizens and stakeholders can identify their views, offer ideas, identify differences or take a more overt part in the decision making process, i.e. in governance. They can make a significant contribution to enable and enhance the legitimacy of democratic government" (Donald 2002). Democracy has proven its extraordinary vitality and resistance as a form of governance through centuries of human history. What has been less constant in its long history is the technique of democracy "specific mechanisms to translate its essential principles in daily practice: voting representation, decision-making, implementation and compliance by citizens and officers who have changed significantly and perhaps permanently".

Loopholes in legislation to a certain extent cause a number of systemic problems regarding information rights and freedom of Ukrainian citizens. These are in particular (Gnatyuk, 2012):

- *Lack of mutual communication system and the triangle "society – media – power,"* although this communication is the fundamental basis of the existence of any developed democracy. Despite the positive trend of press freedom in Ukraine amid global indices and intensive development of the national information sphere, an increasing percentage of citizens feel isolated from access guaranteed by law to "open, accessible, objective, complete and accurate" information about the social life and activities of public authorities.
- *The monopolization of media markets.* First of all it concerns the broadcasting market that is already divided among the four large and several smaller media groups and – to a lesser extent – the press market. These processes objectively narrow the "window of opportunity" for entry of new actors and media and therefore restricting the realization of the constitutional right to freedom of expression and information. At the same time they are transparent and are not controlled by the state; there is also a very effective legal regulation in this area.
- *Lack of public broadcasting sector,* i.e. public counterbalance to private media, designed to provide a balanced, dual nature of national media systems. World experience shows that the developed structure of public broadcasting is an essential element of modern democracy, an index reflecting its state and its successful development.
- *Insufficient professional level of Ukrainian journalism, lack of corporate ethics.* This situation ultimately has a negative impact on the quality of the domestic media products and the consolidation of freedom of expression and objectivity of Ukrainian media as well as its commitment to public interest.
- *Excessive politically biased and negative reports in the information space of Ukraine.* One reason for these phenomena is the lack of social responsibility of media, partial awareness of their own social function. This significant role and relationship of private media on market conditions reflects the interests of owners, generated, in particular, by their political engagement.
- *Uneven and unequal conditions of access to information in different regions*, i.e. the presence of areas of low informational content and the "white spots" on the Information Map of Ukraine due to lack of capacity and the number of national broadcasting transmitters.
- *Delays and difficulties in the transition to digital broadcasting, which occur due to*: a) lack of sufficiently effective and consolidated action plan; b) inconsistent activities and competencies of relevant authorities in this matter; c) lack of

mechanisms to ensure the means of receiving digital broadcasting signals by the public; d) lack of awareness about its features and benefits.

Analysing the legislation and other documents one can identify those factors that threaten the establishment of information democracy in Ukraine:

1. *The introduction of political censorship.* Authorities are trying to maintain political censorship in the print, audio visual and electronic media, on the Internet at the national and regional levels. This is contrary to democratic changes in society and restricts citizens' right to receive and disseminate information, creates the world's image of Ukraine as a non-democratic state.

2. *Different kinds of pressure on the media.* There is an impact of the economic sanctions and selective financial support from the state on the media. Harsh taxes on the media, the high price of paper, the monopolization of certain types of information services, limited advertising market and investment, low purchasing power of the population leading to a majority of non-profit media, especially social and political orientation (Concept, 2001).

   The recognition by law of a fundamentally new status for media – independent of pressure from government agencies could be an appropriate step closer to resolving the first two problems, the renunciation of Disclaimer government regulation of media sector in those matters in which international practice has proved the feasibility and effectiveness of industry self-regulation (Project L. Lukyanenko, 2003, p. 205–206).

3. *Manifestations of political extremism against journalists* – political extremism on media in the form of physical violence on journalists, violence and death, not disclosed by law enforcement. It creates fear in society and hinders democratization of social life and creates a negative image of Ukraine in the world.

4. *Lack of transparency of the government to public scrutiny.* Information society places new demands on public authorities, which is associated with the transition from a command to the democratic functioning of the option in the “power – the media”.

   We believe that an open government as an axiom is the key to protection from the negative effects of manipulation by mass media.

   There is a need to create opportunities to obtain sufficient information for decision making by public authorities, citizens, civic associations and other legal entities in Ukraine, to guarantee the freedom of information and access to information in a national information space of Ukraine, the full development of the information infrastructure as foreseen in the draft Law of Ukraine “On information and cyber security, sovereignty Ukraine” (Project L. Lukyanenko, 2003), which was submitted to the People's Deputy of Ukraine L. Lukyanenko.

5. *Convert the mass media propaganda and manipulation.* The emergence of new information products in the country is almost always clearly focused on tasks of a political nature in the interests of the founders or financial groups, which focus on the current government. Virtually all media is distributed among influential financial and political circles. The informing function is minimized and becomes propaganda. Media as an important element of political capital provides "utility" to financial and political factions for generating power by spreading biased information and ensuring self-censorship of journalists, reducing their social status, especially in the regions, circulation of the media and leads to other negative phenomena.

   Regional surveys show that most of the media cannot be considered independent, financially independent publications, e.g. the founders of media in Volyn are government and local governments. Today there is still a large number of state and municipal mass media. Although there are rare examples – both at national and regional level – of the media as successful projects, media are considered as an instrument of political manipulation (Klimenko 2006, p. 210).

Organizational task of introducing information democracy

The main organizational problems in the implementation of information democracy are as follows (The Law of Ukraine 2003, p. 7–9):

- Development of unified and standardized technologies for collecting, documenting, processing and its conversion into electronic form, input, computer processing, given the rules and algorithms, search and delivery of information on request in the government system, using advanced computer information technology and geographic information systems;
- Provision based on modern information technology, international standards for a unified system of classification and coding, compatible interaction and integration of creation, updating, maintenance and use of government information resources, regardless of their departmental affiliation, ownership;
- Development of technologies for interaction between government agencies;
- At the earliest possible offer complete services for citizensa nd NGOs and the industry;
- Licensing of public and private organizations to develop and implement technology as well as a uniform and standardized method for input, processing, updating, storing and issuing information thereby ensuring efficiency, quality, low cost and speed of work;
- To ensure comprehensive protection of information resources by using effective tools and techniques to protect information from unauthorized access, accidental or wilful damage and distortion, forgery, blocking the organization of appropriate levels of access for different categories of users;
- Organization of monitoring, control, integrity and use of all the information base of "e-government";

- A network of state, public and private offices for ensuring citizens' access to the Internet;
- Interaction information system of "e-government" with international and domestic electronic banking system;
- The implementation of organizational changes in government structures to adapt them to the conditions of the information system "e-Government".

Recognizing the need for information democracy, it should be understood that the above refers to the computerization of all administrative processes in government agencies at all levels, computerization of interagency relationships and creation of a computer system that can support all of these functions and interact with the public and businesses. It cannot be said that the service will be implemented in an on-line mode, such as receiving tax returns or issue any certificates if the Office is not automated or there are no relevant electronic process documents (Baranov, 2002).

The problem of the digital divide and digital literacy

Theprospects for information democracy are directly related to the level of development of information society in the country, the level of computerization of the population, Internet access, interstate and inter-regional level (within the country) “digital divide” (Under the digital divide we understand a new kind of social differentiation, which is due to different capabilities using the latest IT technology) and others. These values indicate insufficient development of the infrastructure in Ukraine.

Ukraine still retains one of the lowest figures in Europe in terms of public access to the Internet – now it is 17.8 users per 100 inhabitants. In comparison, the lowest among the EU is Internet coverage in Greece – 20 users per 100 inhabitants (Draft report, 2009).

There is also regional inequality in terms of Internet usage. The Kiev region accounts for 58.89% of the overall number of users, Odessa – 6.85%, Dnepropetrovsk – 5.32%, Donetsk – 5.02%, Kharkiv – 4.70%. The other regions accounted for 10.28% of users. The least number of Internet users were recorded in the Zhytomyr region – 0.25%, Chernivtsi region – 0.22%, and in the Volyn region – 0.11% (Draft report 2009).

The Figures reflecting provision of secondary schools with computer equipment and Internet access also suggests the existence of interregional “digital divide”. For example, the index level of school computer classes in the whole country is 93% but it differs greatly from region to region – in the Ternopil region it is 54%, Khmelnitsky – 57.9%, Lviv – 75%. Only 42.7% of secondary schools are connected to the Internet (Draft report, 2009).

Computer literacy can be improved by the efforts of high schools. Computerization of schools and the educational process must among other things be the quintessence of the current school reform-preferably the introduction of information and multimedia technologies in the educational process in all school subjects, not just the organisation of computer classes in schools (Baranov, 2002).

The current rapid progress of information technologies requires anew quality of educational services to ensure a decent standard of training in various areas of society. The labour market is placing much higher requirements on university graduates in modern Ukraine. The quality of education has a direct impact on the development of informational democracy in our country, which since its foundation in academic circles is called free information and unhindered access to information resources in any walk of life. Thus, we can say that the quality of education through free access to global educational resources can qualitatively affect the development of democratic values in Ukraine.

- In our opinion, information and education activities in the country are interconnected in a single system. Information activities perform an educational function: they have an impact on identity formation, formation of ideology (system of values for each individual) and education in turn is a process of information transmission, its conversion process. Specialists in the field of journalism and information-processing activities are primarily responsible for the development of information democracy. In this regard there is an acute major problem – the issue of qualification information institutions. Experts consider these structures as coordinators in establishing effective cooperation structures and local government units.
- Improving the quality of knowledge and training of experts in fields promotes transparency of public authorities, which in turn leads to the democratization of the country. One should take into account the following aspects while addressing this issue (Mytko, 2010):
- The need to increase the level of professionalism of representatives of the information field by changing the system of journalism education;
- Poor analysis and journalistic circles of Representatives;
- Use methods of “soft power” based on popular culture and ideas informing the "free man";
- The lack of a clear system of education information in dealing with foreign mass media and the public, resulting in a negative image of the country as a whole;
- The need for a scientific discussion on issues concerning the formation of knowledge in the field of information and so on.

In addition, the formation of high-quality knowledge in the field of information activities can be improved by observing the experiences of other countries in education (Khmelnitsky, 2007), such as:

- Use methods such as self-enrolment of students with tuition, fundraising and private sector sponsors receive foreign aid to develop the university Internet (Russian Federation);

- Increasing the autonomy of universities in defining courses, programs and training techniques (UK), governments departments (Germany) and the right to enter university when needed but overall, also additional requirements for applicants (Spain);
- The establishment of universities with an individual approach to the criteria of payment, depending on, for example, family income and personal achievements of students (Italy);
- Bilateral agreements with other countries on the recognition of educational documents (Germany, Poland);
- Ensuring graduates a permanent job, providing high quality education (France);
- The creation of a large university, which will become the main foci of basic science (UK, USA) and others.

Process optimization and i-Democracy

A person cannot be an expert on many issues at one and the same time; there are limits to one's competence. However in the real world a non-electronic voter must have one representative in all matters. In information democracy we get round this limitation by using a matrix delegation mechanism. In this situation, for each item at each level of government, we can either make decisions independently or attract other people to be their representative, or delegate their votes. Information Democracy is neither direct nor representative – it takes the best features of both these models.

A prerequisite for information democracy is the so-called "forced honesty". Corruption is a very serious disease of society, but even it can be treated by the establishment and development of civil society and free media. There is censorship and control of the media. There are free elections, but the press is completely controlled by government structures. The ruling party uses all available information resources to retain power and prevent opponents from getting votes. The presence of censorship is often justified by the protection of public order and "good manners." There are two ways further. Either the civil society successfully eliminates the state monopoly on information or there is a further pullback towards a one-party system (Samolovov, 2012).

All these illiberal democracy models can merge with each other (this is what usually happens in developing countries that have recently stepped into the path of democratization). In this case, the future of the democratic system is endangered. There cannot be a flexible and adequate political system simply because a genuine democracy requires appropriate economic, informational and legal infrastructure that will ensure transparency and equality of opportunity (Samolovov, 2012).

An information system of democracy with strong citizen authentication is a prerequisite to ensure the possibility of legally significant electronic voting. Existing cryptographic protocols can do the following: ensure that, on the one hand, it is impossible to track who vote and, on the other hand, provide an opportunity for each voter to control the fate and correct accounting of each vote and making them his representative; ensure total transparency and protect against any possible retaliation. In fact, the publicity of all communications between the citizens should be the main bulwark against corruption and tyranny. At the same time there should be less secrecy, not only about public persons, but also around the entire state and the entire system of international relations. The situation with the publication of secret documents on the portal Wiki Leaks takes us to a new level of world politics. The next stage is Transparent International Relations and honesty in discussing critical issues. If people do not like something in politics, including international aspects, they now have the opportunity to state it directly, personally, from the pages of their websites and blogs. And so the inevitable continuation is considering public opinion for decision-making at all levels.

However strict the chain of command, it will still be unstable without horizontal linkages at all levels. The society can only be stable when the power vertical consists of people in various levels of vertical authority who are in multi-level horizontal ties among themselves. But such a structure over time will inevitably become one for all involved where verticality will either completely disappear or become symbolic, and each person will have the opportunity to get some information about everyone with whom he confronts in life. So we're not talking about the imposition of some forced honesty from the "top", but about the recognition of the fact that it would occur as a side effect in a network society that is formed in front of our eyes. In fact it is just the case right now as long as information is scattered and there is a possibility to manipulate it.

In the model of information democracy, voters choose representatives for each of the important issues, and are not able to delegate their vote to anyone. While choosing representatives, voters have comprehensive information about their competence on relevant issues and get complete information about how representatives would realize their legitimate interests. Based on the full, open and public information voters get live feedback from its members thereby eliminating any potential for misleading voters regarding their intentions.

The Secretariat of the Cabinet of Ministers of Ukraine and the PDP is involved in the development and application of new mechanisms of public participation in public policy, namely the introduction of an automated diagnostic system of normative legal acts, as well as automated prioritization of regional policy involving the public in the 24 regions of Ukraine, Crimea, Kyiv and Sevastopol.

An interactive online platform

The idea of creating an Internet platform is to provide networking opportunities for the general public from different regions and implement civic engagement through the use of new systems.

Any citizen can register on the site. The personal rating of registered users grows according to his/her activity in the use of systems and comments and suggestions. Increased user rating gives access to more features.

The use of the implemented system will enable the public councils to assess and make proposals to the draft regulations, to express their views on the priorities of regional policy and get acquainted with the results of incorporation or rejection of their proposals, analytical materials, contact experts from other cities and regions, and ensure high ranking public council activity, as compared to other similar community-level councils that serve as one of the indicators of performance.

The Automated diagnosis of draft legal acts – Internet-oriented software for drafting and coordination of legal acts among the experts and the public.

Users of the online platform will be able to:

- browse and search draft legal acts submitted for discussion;
- review proposals for draft legal acts by other users;
- review analytical materials that reflect the results of public and expert discussions of draft legislation;
- evaluate and add suggestions to the draft regulations;
- view the results taking into account the proposals submitted by that user;
- rank the proposals of other users;
- Discuss draft legal acts in the virtual expert community.

Representatives of government system will automate the process of public and expert discussion of laws and greatly facilitate further analysis and consideration of the results.

Drafters will be able to:

- simplify and accelerate the development of projects by automating many operations and the possibility of collaboration on the project through the network;
- prepare a new version of the draft based on estimates and proposals;
- monitor results prioritising the suggestions of users and experts;
- Create documentation for specific reporting templates (comparative tables, reports, etc.);
- use the software support package "Logos" to generate in-depth analysis.

Implementation of the system will significantly speed up and facilitate the process of drafting regulations, taking into account the views of experts and the public, create a mechanism to evaluate each element of the draft documents with the ability to further analyse the potential “weaknesses”.

The system allows you to receive via Internet the opinions of the public on certain issues and analyse data in different sections.

Users of the system will be able to:

- assess priorities for their region;

- Include proposals for regional policy in different sectors;
- Provide an assessment of the local authorities in solving actual problems;
- view the results of evaluation of public regarding regional problems;
- rate and prioritise the proposals of other users;
- participate in thematic expert surveys.

Assessment involves registered experts, including representatives of community councils selected through expert surveys by filling out electronic forms, previously developed by analysts of the Internet platform using special design forms. The expert group for such studies are formed depending on the scope of professional knowledge and interests of the experts.

After the survey, the data is processed using a variety of statistical and visualization methods and presented as a general analytical report.

The system provides the possibility of generating two types of analytical reports:

- Comparative analysis of regions for a separate set of problems – for citizens who took part in public discussion;
- in-depth analysis in different sections – for experts and government representatives.

Internet sites of public authorities should ensure:

- precise placement of information related to the activities of the department, its organizational structure, personnel, address and background information, statutory regulations and standards in regulating the activities of a public authority, information about agency implemented programs and projects, information about the target and actual indicators of its activity;
- online access to public information contained in departmental information systems;
- publication of information provided by public services and the prerequisites, including regulations, letterheads forms, questionnaires and applications, reference and guidance for their completion and delivery, simple explanations for ordinary citizens ;
- Organization of interactivity with citizens in the delivery of public services;
- obtaining feedback and processing appeals.

In order to ensure completeness of information placed in the media as well as its operational update Internet users must be provided access to the requirements that determine the overall detailed list of the published information, order, timing and frequency of their placement and the updates.

Thus the list of information to be disclosed on departmental information systems in real time for each office shall be determined.

Regulatory and technical requirements for functionality and information security for websites of public authorities, standards, information exchange and navigation between different sites of public authorities should be identified. Technological and organizational requirements to ensure full, equal and non-discriminatory access to all categories of people and organizations to Internet sites of public authorities, including access to national Diaspora and those with limited abilities should be formulated.

Access to the Internet sites of the authorities, interactive services such as payments should be provided for users with various hardware and software platforms, including mobile electronic devices. Thus a significant proportion of citizens are people with different disabilities (hearing, vision, mobility restrictions, etc.) are also included for whom electronic forms of interaction are often the most convenient, or only means of accessing government services.

As a part of the requirements it is necessary to provide for the use of mechanisms to ensure the credibility and relevance of legal information published and to eliminate unregulated and uncontrolled publication and changes in the hosted data.

The requirements must also define the principles of website design using national symbolic elements.

Guidelines for the organization of the content and operation of Internet sites of state authorities should be developed in order to fulfil these requirements.

Each state agency must have an approved annual Development Plan Web site. The officer responsible for the organization of the content and its functioning must be identified by a decision of the head of the public body. .

Mechanisms to monitor compliance with established requirements for Web sites of public authorities, and also the responsibility of law enforcement officials should be developed.

Uniform requirements that define the scope and content of information and procedure for interaction with citizens in the event of telephone appeals and the parameters for the functioning of these centres should be drafted to ensure effective organization development and subsequent operation of departmental call centre

An information system to provide comprehensive support helping people during their interaction with public authorities should be established.

The basis of the referral system will be a single register of public services provided to citizens and organizations with information about the prerequisites, as well as general information of public reception, reception centres and public service authorities indicating working hours and responsible officials, procedures for appeals against actions (neglect) of state authorities in the performance of duties of public service delivery.

The information system is designed to handle requests from citizens, search and identify public authorities responsible for the provision of public services or further services, and provide the information to the applicant in real time.

The system includes a single online portal for public services and a centre for telephone calls.

Multifunctional centres of state and municipal services can be established to increase the convenience of full-time interactions of individuals and organizations with the government (Kuksa, 2012). Multifunctional centres are established to ensure the provision of inter-related public service executive authorities and local self-governments as "one stop agencies". This interagency cooperation necessary for the provision of public services (including necessary approvals, obtaining statements, certificates, etc.) should be dealt among institutions themselves without the applicant.

Interaction with citizens and organizations – recipients of state and municipal services conducted in person, by phone, by email and via the Internet (including Internet-portal of public services) and through information kiosks (info mats) can be carried out at the multipurpose centre.

It is necessary to ensure the timely publication of information on the Internet about the state and municipal services provided on the basis of a multi-centre

.

Conclusions

E-government does not mean just simple technological solutions and innovative concept of governance as a lever scale transformation of society. Changing the legal framework, principles of finance and budget, reallocation of priority areas of competence of state and social structures, renewal and expansion of value paradigms of social, educational focus are the basis for reengineering the government through the creation and development of e-government. Changes should also affect the electoral system, the principles of legislative activities, and schemes of control and increase the accountability of all branches of government to citizens, their associations and economic operators. The basis of the corresponding transformations in government and government agencies is the willingness of citizens and their use of information technologies appreciating the advantages provided by the technologies in their life, business, social and educational activities, training and so on. This process is initiated jointly by three sectors – government, civil society and business.

The introduction of electronic forms of cooperation between local authorities, executive authorities and citizens of the region, including the introduction of information-analytical support of pilot administrative services in electronic form, namely, providing government (entities providing administrative services) necessary means of information (hardware and software) to implement administrative procedures for the configuration of pilot services of information and creation of a web interface is necessary to provide maintenance and technical support of the pilot.

The process of creation and gradual implementation of information democracy solves problems of information resources, namely the creation of information resources for public administration and implementation of the constitutional rights of different categories of information regarding government services. It ensures the efficient use of government information resources available to public authorities and public institutions and provides free access for individuals and organizations to information resources in accordance with the current legislation of Ukraine. It facilitates the establishment of an adequate regulatory framework, coordination of sectoral and regional government structures for the formation and use of government information resources, procedures and conditions for use, registration and accounting of public information resources development and ensures the availability of information regarding the composition and terms of use of information resources, the definition of the powers and duties of public authorities, enterprises and organizations, departments and experts and also regarding the creation, protection and use of government information resources, the definition of state information resources needed at every level of government for their formation, the forms of representation, collection, input, storage, processing and the use of monitoring and updating of information resources, protection of state information resources and the control of their integrity and use.

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CRITERIA FOR ASSESSMENT OF ETHICAL CONDUCT OF ACADEMICS

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Abstract

A series of individual aspects can be taken into consideration when assessing the conduct of a university teacher. However, in order to analyse to what extent different values are present in his/her professional life, it would be advisable to adopt systemic criteria for analysis and assessment. In the paper, two summaries by Homplewicz are followed by proposals of Wiatrowski, Banach, to be completed with demonstration of ethical criteria for assessment presented by Nazar and Popławski. In order for this assessment to cover all the most important manifestations of academic work and thus be reliable, one should emphasise the role of two axial dimensions of academic work, i.e. teaching and research, as well as accompanying aspects: the relation of a teacher to the social environment, to his/her colleagues, to working environment, and to their own life – in the meaning of personal and research development. When those additional dimensions are omitted then the formed judgment of a researcher's standing can prove incomplete.

Keywords: criteria for assessment, ethical conduct of academics, teaching dimension, scientific dimension

Introduction

The conduct of academics – with whatever aspects taken into perception – is assessed and judged in various ways, from multiple perspectives and often with criticism. Such conclusions can be drawn from the very observation of the real aspects of the academic life. It is not that university teachers, just like their counterparts on the lower level of education, are *á priori* bestowed with high professional morale or that their profession by some means "automatically" determines appropriate ethical standard (Śliwerski 1997, p. 3). The prosaic side of life shows us both examples of people reaching very high levels in that respect as well as cases of human breakdown and fall (Homplewicz 1996, 205–206).

In addition to valuating the attitudes themselves, it is also reasonable to take into account the intentions, motives of actions and the resultant effects. Reference books distinguish a *series of individual aspects* that can be taken into consideration when assessing the conduct of teachers, in case of our discussion – university teachers; the issues touched include: integrity as the principal attitude and moral duty of a teacher (Tchorzewski 1994, 71–76), innovative approach being a component of his or her value system (Schulz 1994, 77–80), fidelity to truth as the source of actions of the teacher (Kalka 1994, 109–113), his/her authority (Jazukiewicz 1994, 171–173), communication competences in the ethical aspect (Wawrzyniak 1994, 175–181), educating tact as a form of realisation of educating morality (Hendryk 1994, 183–186), good as a moral value in the context of educating work (Molesztak 1994, 199–204), category of hope in teacher's work (Rumiński 2004, 47–52) and many others. However, in order to analyse to what extent all those dispersed and very precious values are present in the professional life of university teachers, it would be advisable to adopt more systemic criteria for analysis and assessment, selected examples of which are presented below. First, two summaries by Janusz Homplewicz will be followed by proposals of Zygmunt Wiatrowski, Czesław Banach, to be completed with demonstration of ethical criteria for assessment of attitudes by Ryszard Nazar and Stanisław Popławski. The first four classifications will focus on the educational dimension of an academic, the last one – will additionally cover the dimension of research work.

General Criteria for Teacher Work Assessment According to Homplewicz

In his first classification Janusz Homplewicz (1996, p. 199) focuses on the educational dimension of an academic activity. As he reasons, educational work can be assessed from various points of view, which is expressed in adequate types of responsibility. Although the Homplewicz classification is related to the assessment of a teacher as such, it can still be successfully profiled to the needs of an analysis of the work of an academic. That refers to three distinctively separate perspectives, namely:

1) *From the legal point of view* – under this perception the teaching work has a form of legally specified responsibilities whose realisation is backed by a certain guarantee of legal measures (including legal sanctions). Janusz Homplewicz (1996, p. 200) proves that it is difficult to think that only with such "sanctions", forcing, a threat of punishments and repression one can induce "all those proper and necessary personal references, bonds and rapprochements as well as the entire message on the values in educating"; nevertheless this type of protection is an important factor urging to properly fulfil legal duties of educating.

   Homplewicz (1996, p. 200) indicates three conditions for such legal responsibility to occur, namely: a) a specific obligation must be established legally, i.e. by means of regulations, directed at given persons, which will subsequently constitute legal grounds for a charge and the entire legal liability in this respect; b) legal identification of sanctions and consequences for non-performance or improper performance of this legal obligation; c) properly identified non-performance or improper performance of this obligation (which occurred in the period when the regulation formulating that obligation was in force); in such situation a suitable verdict, decision or judgement is issued with that regard. Three major types of liability can be distinguished – criminal, civil and administrative. The latter is especially considered within the field of teacher's work.

2) *From the viewpoint of education*, i.e. proper fulfilling of vocational, professional duties and obligations – with regard especially to the educational action skills. This kind of liability is a consequence of the possessed vocational skills of a teacher as well as the powers of the supervising authorities executing specialist control. The responsibility of this supervision is the legal regulation suitable with this respect, as well as instructing and advising, while its legal consequence is the administrative, professional and disciplinary responsibility. Homplewicz (1996, p. 201) adds that the strategy and policy of that supervision turns out to be "certain opportunity as well as a tool of an actual enhancing of the teaching work in this respect" of individual institutions and their staff.
3) *From the point of view of ethics*, i.e. soundly understood ethical standing, work motivation and presented values. Ethical responsibility in educating aspects is well reflected in the attitude of realisation of the interests, need and wellbeing of a student as well as the sense of responsibility for the student and their development. One could assume that this is an option that shifts the entire issue to the criterion of conscience, i.e. "sense of responsibility", or in other words to the subjective assessments – but still a conscience that wants to dwell in truth and in the requirements of educational professionalism. In the opinion of Homplewicz, that considerably makes the matter more objective (1996, p. 201). Nevertheless, there is a difficulty of the fact that the motives behind actions, attitude of feeling the sense of responsibility, the degree of internal – including ethical – maturity of a person are all issues and criteria which are poorly measurable and difficult to compare (1996, 201–202).

Criteria for Ethical Conduct Assessment According to Homplewicz

Primary doubts are raised during repositioning the issue of assessing, measuring and comparing human ethical attitudes to the level of more theoretic discussion. These doubts are expressed in the fact that the ethical conduct is a unique image of an individual's experience, skills and life values, views and practice, hence it is "a matter actually so indefinable, immeasurable and subtle that the whole subject eludes to the distance of simplifications, generalisations and schemes", writes Homplewicz (1996, p. 202). And yet, especially when ethical conduct is concerned, such judgements seem indispensable in educational activities. Homplewicz asks a question about a uniform and clear criterion for assessment of ethical attitudes. Let us follow the criteria he considers, one by one.

1) The criterion of *actions and behaviour*, in accordance with the tag line "you shall know them by their fruit"; the author points out, however, that the ethical analysis of a deed and attitude – disconnected from the intentions, inducements and tone of commitment of the acting individual, present in a given case, together with his or her experience and knowledge – is highly complicated.
2) Criterion of *effectiveness*, i.e. results, effects of educating work. However, as claims Homplewicz, in that respect doubts are actually only increased since the effects of the educating process are usually a function of multiple influences – also external ones not related to education. A slightly better situation is with the assessment of results of the educational work as such, which is marked out by the curriculum.
3) Criterion of *motives and intentions* of the attitudes and actions in educating work – undertaken for the good of a student; whatever does not fit within this framework, means a change of the motivation for action. Nevertheless, this criterion leads to do relativisation of assessment of this work.
4) Criterion of *expertise* of pedagogical activities, making it possible to professionally objectify requirements and assessments. The entire pedagogical supervision is built upon this criterion, but in this situation we shift from the ethical level to the educational qualification of issues (Homplewicz 1996, 202–203).

Criterion of Values and Duties According to Wiatrowski

On the other hand, Zygmunt Wiatrowski contributes to our discussion with the categories of values and duties in the process of in-service teacher training and teaching. How can we identify professional duty versus value? The author answers to the question, first listing the following *values*:

- regarding work a universal value,
- high professional responsibility and competence of a teacher,
- interests and professional skills adequate to the teaching field as well as motivations for positive actions in spite of numerous professional nuisances,
- democratic approach, charged with tolerant but also rational behaviour,

- outgoing nature and an inclination to dialogue and cooperation in various situations of teaching activities,
- trustworthiness and understanding, albeit not without requirements from students, or especially tendency to objectify states of affairs,
- reliability, regularity and accuracy in performing the teaching tasks,
- the ability and desire to explore and trigger goodness, beauty and truth in every teaching situation,
- the desire to become still a better person, citizen and employee at the same time by continuous increasing and improving teacher's qualifications,
- openness to changes that lead to improvement of the existing state of affairs, expressed with the attitudes of: reflection, innovation, research and creativeness.

In turn, in the second case – concerning duty – it is sufficient to consider the above values of the teaching profession as highly desirable condition, to find in consequence that it is the duty of every teacher – says Wiatrowski – "to achieve so identified system of professional values, characteristic of the teaching profession". In the opinion of Wiatrowski, this course of discussion can be further completed with the following *duties*:

- subjective treating of each student but also of co-workers,
- continuously expressed concern for the proper development of each participant in the teaching situation,
- taking responsibility for the proper, even best possible functioning of every element of the education system,
- being guided in every action and every behaviour above all by a system of universal values which determine becoming human in a full extent.

As originally this typology concerned teachers working on lower educational levels, I have made some minor reformulations of its content. In Wiatrowski's (1994, p. 89) opinion, each of the above notes can be regarded as an important indicator of widely and contemporarily understood process of in-service teacher training and teaching. If so, they can also be treated as a certain criterion for assessment of a teaching and ethical standing of academic teachers.

Criterion of Trait-features According to Banach

Another criterion, of *trait-features*, that can be adapted for the needs of assessment of academic teachers' work is presented by Czesław Banach. (In the case of this typology some minor reformulations in the content have been made.) The author distinguishes a series of such trait-features of a teacher – desired (positive) and adverse (negative) – putting them in a form of antinomy, i.e. opposites which may be the subject of an analysis. We will point out a sequence of trait-features: personal, intellectual, teaching, educational, and external:

1) *Personal* traits-features, i.e. accessible, direct, outgoing – inaccessible, "uncommunicative"; respecting the dignity of students, unmalicious –

spiteful, ridiculing, violating the dignity of the students; accepting them as they are, tolerant – not accepting their individuality, intolerant; conscientious, disciplined, scrupulous, enduring – undisciplined, unreliable, easily becoming discouraged; good organizer – clumsy, chaotic; cheerful, caring, warm-hearted, tactful – indifferent to the affairs of others, uncivil, rude; self-critical to his/her work, flexible in conduct – self-uncritical, inflexible in conduct, formalist; friendly, kind, agreeable – unfriendly, suspicious, surly; with sense of humour and serenity – with no sense of humour, overly serious, cheerless; modest – conceited, arrogant; worldly wise – patronizing, not knowing life; socially committed – unwilling to work socially; courageous in expressing own views, possessing his/her own views – avoiding expressing his/her views, not having own opinion, playing safe; straightforward, spontaneous, authentic – insincere, not being themselves, overly cautious; truthful – untruthful, believing in "connections"; trustworthy, selfless, with high moral values – untrustworthy, forcing the material benefits; just – unjust; discreet – indiscreet; capable of creatively adaptation to social and educational changes – incapable of adapting to social and educational changes; ingenious, independent in undertaking action and projects – without initiative; without addictions – having addictions; patient, emotionally balanced, calm, able to overcome difficulties – impatient, emotionally unstable, short-tempered, aggressive; amicable, loyal, solid with his/her own professional group – uncomradely, disloyal, living "for themselves"; sociable – unsociable; generous – small-minded; having a specific system of values and ideological stance – without a certain ideological stance, eclectic; optimist, seeking to provide for themselves and the next of kin – slob, surrendering to fate, waiting for someone to do things for him/her.

2) *Intellectual* trait-features, i.e. intelligent, wise – unintelligent; gifted – dull; with high level of knowledge, skills, intellectual ability and broad interests – having significant shortages in knowledge and intellectual ability, showing lack of wider interests; independently thinking, creative in formulating problems and ideas – not self-reliant, reproductive, passively adaptive, repeating after others; perceptive and with vivid imagination – unobservant, unimaginative; restrained in expressing opinions, judgments and evaluations – hasty, reckless in issuing opinions, judgments and assessments.

3) *Teaching* trait-features (praxeological and educational), i.e. with adequate and up-to-date substantive knowledge – showing significant gaps in substantive knowledge; well prepared methodically – poorly prepared methodically; applying various teaching methods and teaching aids, including modern technology of education – applying the minimum teaching methods and aids, unfamiliar with modern educating techniques; knowing the basics of pedagogy and psychology and

recognizing their usefulness – unfamiliar with the basics of pedagogy and psychology, doubting significance of these teachings for practice; hardworking, identifying him-/herself with work and committed to it – lazy, not identifying him-/herself with the profession, using the strategy of "enduring"; familiar with students, their needs and abilities – not knowing the students, reluctant to know them better; fond of them – disliking them; responsible for the students in front of themselves and the authorities – reluctantly assuming liability to anyone; demanding from themselves and others, consistent and inquiring – undemanding of themselves and others, inconsistent, indulgent; objective, impartial and fair in assessing and handling matters (justifies own assessments) – non-objective (subjective), unfair in assessing (does not justify grades); independent, creative, seeking new methods and means – showing reproductive attitude, falling into rut; ambitious, courageous and progressive – devoid of ambition, conservative; adhering to regulations and directives – ignoring regulations and directives; striving to enrich the educational base of the university – inactive in the works for widening that base; capable of good planning and organizing own work and this of the team – unable to plan and organize own and team's work; activating students and applying individual approach to teaching and getting to know them – not activating and not applying individualization in teaching and getting to know them; applying democratic (motivating) style of management and supporting self-governance of students – using an autocratic (dictatorial) or liberal (anarchic) style; recognising and highlighting the achievements and behaviour of students, rewarding and distinguishing – seeking to pointing at shortcomings and deficiencies, eagerly employing many forms of punishment and reprimands; creating a sense of security and conditions for students' succeeding – creating an atmosphere of fear and threat, careless about their achievements; recognizing wise compromises – unable to negotiate and compromise, believing in his/her being right; self-studying and perfecting their "workshop", working on self – reluctant to self-educate or to enhance own workshop; communicative and expressive in the way of communicating knowledge and values – uncommunicative, with difficulties reaching the recipient, showing a lack of dialogue skills; knows how to use various sources of information – sticking to textbook; treats all students equally – prefers certain people.

4) *Educational* trait-features, i.e. open to the problems of the students, treating them subjectively – treating them objectively, in an "official" way; eagerly involved in work with students, emotionally connected with them – unwilling to work with students, doubting its sense; supportive and capable of winning over the students – incapable of winning over students and ill-disposed to them; not taking offence and not ridiculing students, forgiving, caring – ridiculing and humiliating them; understanding students, serving them with advice in overcoming

difficulties – reluctant in helping students, not trying to understand them; not only teaching but also caring – just teaching; having personal authority – without a personal authority; seeking the students to succeed in various fields in the environment – uninterested in the social activities of students in the environment; keeping his/her word and promises – going back on his/her word and promises; exploring the facts about the life of the local community – uninterested in the life of the local community, detached from its problems.

5) *External* trait-features, i.e. neat appearance, good overall presentation – messy careless looks; taking care of the physical and mental health, immune to difficulties at work – uncaring about physical and mental health, uneasy with the difficulties at work; expressive at communicating information – giving information in an indifferent and monotonous way; well-mannered (pleasant, agreeable, trustworthy) – rough-mannered (unpleasant, causing aversion); properly establishing relations in the family and in the environment – unable to establish relations in the family and in the environment; interested in successes and troubles of other people – indifferent to the successes and problems of others (Banach 1995, 210–216).

Four-direction Criterion According to Nazar and Popławski

Ryszard Nazar and Stanisław Popławski (1995, 21–22) formulate ethical criteria for assessment of conduct, which take into account a series of aspects that have been hitherto disregarded in the article, in particular adding some value to the research dimension of the activities of an academic. At first they point to the directional values that should be served by science: truth, wellbeing of an individual, nation and humanity, self-respect, freedom and safety of people, development of the field concerned, training of staff, rationalism and freedom of thinking. The conditions for realisation of those values by researchers and scientists, hence development of science, are: freedom of speech, autonomy and self-governance and freedom of science. Next to this descriptive and postulative form of presentation of the professional duties, the mentioned authors also propose a certain complex approach which implies obligations of an academic teacher going into four directions: to society, to research work, to educational work as well as to the working environment.

1) To *society*. An academic teacher should: a) be active in social life – especially within the scope of his/her professional discipline; is required to initiate actions and – with their knowledge – influence making decisions that are important for the development of the country as well as intervene in the case of intentions, which in his/her opinion may cause adverse effects; b) be guided in their work with human welfare and express objection to the plans relating to such research programs or such

their use which leads to negative consequences for an individual, nation or the whole of humanity; c) as one appointed for preparation of expert opinions, analyzes, plans and action programs being the basis for economic, social and political decisions, s/he should always be guided by the objective knowledge and scientific method; it is unacceptable to submit materials that do not meet the requirements of a scientific method or to distort the described facts to obtain the favour of clients, confirming preconceived decision to obtain material benefits, promotion, prestige advantages, etc.; d) if s/he holds an administrative function in a research institution, the teacher is obliged to act in accordance with the principles of scientific integrity, and above all to create optimal conditions for conducting research, multiplication of knowledge and the development of academic staff.

2) To *research work*. The teacher should: a) ensure that his/her research has creative features and is done in accordance with the requirements of the scientific method, be reliable and faithful to the scientific truth based on reliable scientific arguments; it is unacceptable to relate the test results to any non-scientific benefits; b) convey the truth discovered in studies and not to conceal complex and uneasy issues; it is unacceptable to put pressure on other academics to knowingly conceal the truth disclosed in the course of research; c) be characterized with criticism towards own research and results, and to keep objectivity in academic discussions and moderation in judgements; criticism of views and statements should not be transferred to the very person of the author; scientific polemics should be reliable – it is unacceptable to unfairly quote other people's reasons, omit relevant arguments, present criticized views in a distorted way; d) give opinions on the work within the scope of own discipline, when expressing opinions or evaluating the scientific work output of a colleague, one should show both the positive values as well as respond critically to the noticed errors and shortcomings; e) avoid genetic experiments on people and infringing their intimacy without their consent, since research, regardless of its goals, must not pose threat to individuals, society and natural environment; f) maintain furthest possible prudence in the course of scientific experiments, and studiously remove the resulting damage and threats; g) announce, in the form of publications, lectures, talks, speeches in discussions, the results of one's research work, unless this is in conflict with vital social interests or would be inadmissible under the law; h) the results of other people's research work, already communicated, can only be used provided the author and place of publication are quoted; other people's ideas and concepts not yet announced may provide a basis for further research and be published subject to obtaining consent and giving the indication of the author; i) take notice that the co-authors of a research work are all persons who significantly contributed to obtaining the results, regardless of their degree, position and place of work; directing master's thesis or

doctoral dissertation does not establish itself a title to co-authorship, nor there is such title from managing an institution in which the study was conducted, nor execution of simple computational and technical work, interviews or questionnaires, if they have not been designed by the persons conducting them.

3) To *educational work*. The teacher should: a) communicate to students the latest knowledge in the field of science concerned, using the best solutions in the field of teaching and methodology and to implement universal educational ideal; at the same time endeavour for his/her work and attitude to become a model worth following by students; b) implement the teaching process in an atmosphere of respect for the dignity of students, while demanding from self and students; an academic should respect and develop independent thinking of students, observe their right to express their opinions and judgments; the relation of an academic worker to a student should be characterized by kindness and partnership, as well as justice in assessing the results of his/her work; it is unacceptable for an academic to create any situation which could undermine trust in his/her impartiality in relation to students and candidates.

4) To the *working environment*. The teacher should: a) comply with the general principles of coexistence, especially the principle of decency and solidarity in sharing responsibilities and in relation to colleagues – consider the principle of tact, courtesy and kindness, be respectful of their work and achievements, and not undermine their authority, especially to students; b) not require, in the name of the principles of professional or environmental loyalty, from his/her co-workers or subordinates behaviour that is in opposition to their conscience, nor justify his/her behaviour only with the principles of loyalty to colleagues, superiors or university or non-university institutions; c) not move scientific disputes onto a plane other than scientific activities, it is unacceptable to groundlessly present a colleague in a bad light, jeopardize him/her to lose respect, work, reduce wages, removal from the position or undeserved omission in promotions and distinguishing; d) not be guided by personal motives when giving an opinion as to hiring a colleague, his/her promotion or distinguishing; e) avoid participating in making decisions directly concerning him-/herself or immediate family members; f) when acting as a team leader – manage the team's work so as full use is made of their used skills, passions and ideas of all the employees and that the work of the team proceeded in a friendly atmosphere of academic cooperation; team members should be helped to improve their qualifications for example by means of coaxing for their scholarships, foreign trips, enabling them to publish their work; a moral duty of research team members is to collaborate with the leadership in both research and teaching; g) care for the proper development of young

staff, and not be guided by personal likes and dislikes in its selection and promotions but by scientific achievements, skills and passion for research and teaching; encouraging talented young people with serious achievements should be expressed in their rapid promotions, delegating independent tasks and distinguishing them (Nazar and Popławski 1995, 22–25).

Conclusions

The value of the above summary of criteria is that it reveals a wide range of perspectives from which the conduct of academics can be assessed. Although it would probably be possible to hold discussions on the detailed contents of some of the presented typologies it is also possible to consider creating new classifications, e.g. basing on the deontological documents (Nowakowski 2011, 148–167; Nowakowski and Białowąs 2007, 75–85). In order for this assessment to cover all the most important manifestations of academic work and thus be reliable, one should – in addition to the considered perspectives – emphasise the role of two axial dimensions of academic work (the teaching and research ones) and accompanying aspects.

When evaluating the *teaching dimension*, one can use a series of standards commonly used to value the teachers' conducts on the lower levels of teaching (of course having considered some modifications in their contents), however with a reservation that the very effect of the teaching work should be treated as a result of many diverse reasons and influences, including some that are completely beyond the control of the academic teacher, often incidental – which can make it more difficult to properly assess the conducts of the teaching process. Within this dimension the standing of a teacher can be viewed in two relations: his/her attitude towards a student as well as the degree of integrity of fulfilling own teaching obligations (see more: Daszykowska 2012, 97–98).

When undertaking assigning the criteria for assessment of conduct of academics in relation to the *scientific dimension*, the issue changes its nature slightly – since the most important factor in this case will be the relation of the researcher to the studies performed by him/her and their publication – which was considerably exhaustively described in the typology by Nazar and Popławski.

Besides the discussed planes, it would be advisable for the possible assessment to incorporate specific *accompanying aspects*. That would be the relation of a teacher to the social environment, then – to colleagues and working environment, as well as his/her relation to their own life, in the meaning of personal and research development. When those additional dimensions are omitted then the formed judgment of a researcher's standing can prove incomplete, and finally – not fully correspond with the reality.

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DIVERSE UNDERSTANDING OF PUBLIC RELATIONS IN LATVIA

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Abstract

The concept of public relations is quite new to Latvia. The first features of public relations can be seen during the Third Awakening in Latvia at the end of the 80ies of the 20th century. Till the Third Awakening the country was under a totalitarian regime with centralised planning and collectivist policies in national economy, and public relations did not exist.

Today after several years of implementation of public relations practices in Latvia, the understanding of public relations is very diverse. Public relations is often confused with other concepts such as propaganda and marketing. A lot of organisational managers lack an understanding of public relations as an important management function and, therefore, public relations is often implemented at the operational and tactical level, but not at the strategic level. It does not allow public relations practitioners to function in a full-fledged manner and achieve the expected results.

This paper analyses how the concept 'public relations' is understood in Latvia, whether different approaches to public relations can be distinguished in this country and whether public relations practised in Latvia corresponds to five criteria for public relations proposed by the author of the paper.

The paper summarises and analyses facts and opinions gathered during in-depth interviews with 30 leading Latvian public relations practitioners and academics. All the information gathered could not be reflected due to the limited scope of this paper. The names of respondents are not mentioned for ethical reasons and each has been assigned a particular number.

Keywords: public relations, diverse understanding, communications approach to public relations, marketing approach to public relations, reputation management approach to public relations, relationship management approach to public relations, Latvia

Introduction

There is no single universal definition of the concept of 'public relations' that scholars, educators and practitioners in this field could refer to. Thus, according to public relations researchers (Grunig 2009; L'Etang 2010; Heath and Coombs 2006; Edwards 2006; Sriramesh and Verčič 2009; Ruler and Verčič 2004 etc.) the interpretation of public relations is diverse. The lack of a common universally applicable theoretical platform significantly hinders not only public relations research, but also public relations practice.

American public relations professors *James E. Grunig* and *Larissa Grunig* divide the understanding of public relations into two paradigms: *symbolic – interpretive* paradigm and *strategic management or behavioural* paradigm (Grunig and Grunig 2008, p. 329; Grunig 2009, p. 4, p. 9). Grunig terms the *symbolic – interpretive* paradigm as the *traditional* paradigm (Grunig 2009, p. 4). According to J. Grunig and L. Grunig, these two main views have existed and still continue to exist in the public relations practice, as well as in the academic sphere (Grunig and Grunig 2008, p. 329). Though the division of public relations into two paradigms is simplified, Grunig indicates that the identification of these different approaches facilitates better understanding of the discussions between the representatives of these two disciplines (Grunig 2009, p. 10).

From the literature review it could be concluded that the followers of the traditional paradigm consider public relations to be a dominant force and the power of the organisation over the society. Unilateral benefits, unlimited nature of communication are emphasised, whereas strategic management representatives focus on the management of strategic relations, creation and improvement of mutual understanding using ethical two way communication.

Four different approaches to public relations can be identified within the traditional and strategic management paradigms:

- Communications approach to public relations – public relations is implemented at the tactical level as a communications function to ensure the flow of information between the organisation and the public; there are no limitations regarding the nature of communications (unethical communications is allowed, as well as the use of propaganda elements and manipulation);
- Marketing approach to public relations – public relations is implemented at the tactical level as a marketing support function to promote the sales of products; there are no limitations regarding the nature of communications (unethical communications is allowed, as well as the use of propaganda elements and manipulation);
- Reputation management approach to public relations – public relations is implemented at the strategic level as a management function to create an organisational image/reputation for maintaining a position of power, promoting and defending the interests of the organisation, gaining unilateral benefits; there are no limitations regarding the nature of communications (unethical communications is allowed, as well as the use of propaganda elements and manipulation);
- Relationship management approach to public relations – public relations as a management function to achieve mutual understanding and supportive relationships.

When analysing the above mentioned approaches to public relations the author of the paper, taking into account her experience and observations, deems that public relations practice in Latvia should tend towards the implementation of relationship management based approach to public relations. Organisations should become more open to the public by creating and maintaining mutually beneficial relationships with stakeholders through ethical two way communications. This would foster not only the development of public relations sector, but also a democratic environment in each organisation and the country at large. Therefore the author of the paper based on this approach and general public relations principles put forward by James Grunig and his team (Grunig et al. 2002, p. xi) has distinguished five ideal public relations criteria:

- Public relations is one of the organisation's management functions;
- Public relations is a cognitive activity carried out with aim of building, maintaining and improving mutual understanding and supportive relationships resulting in a positive organisational image/reputation;
- Public relations is work with specific internal and external publics;
- Public relations is a planned long term process;
- Public relations is carried out as an ethical two way communication.

Combining these features public relations can be defined as follows: "public relations is one of the organisation's management functions that is carried out consciously as a planned long term process with the aim of building, maintaining and improving mutual understanding and supportive relationships with the organisation's internal and external publics by implementing ethical two way communications and resulting in the creation of a positive organisational image/reputation."

The emphasis in this definition is laid on the building, maintaining and improving of relationships. The logical effect of the activity is a positive organisational image/ reputation, which is not the ultimate aim, but a natural result of the actions.

Based on the five above mentioned public relations criteria and the definition given above, the author of the paper researched the diversity in understanding of public relations in Latvia, as well as the approaches to public relations practised in this country.

Understanding of public relations and practice in Latvia in accordance with public relations criteria

Public relations in the organisational structure

One of the ideal public relations criteria defines public relations as an organisation's management functions. The opinion of those interviewed differs in this context.

The majority of respondents (e.g., respondents No. 1, 2, 5, 11, 13, 21, 22, 26, 27, 29) believe that there is still a lack of understanding in Latvia of public relations as a management function, and it is implemented at the tactical level most often as a marketing support function. At the same time respondents point out that there are exceptions. There are organisations where public relations is implemented at the strategic level as a management function; however, there are few of them. Positive examples such as Latvijas Banka, AS "Latvijas Valsts meži", SIA "Latvija Statoil", AS "Latvenergo", AS "Citadele banka", AS "Air Baltic Corporation" were mentioned.

Respondent's No. 3 opinion was positive. He is convinced that the majority of organisations understand public relations as a management function. Relatively positive opinions were expressed by representatives of public relations agencies as their services are used/hired by those who appreciate the public relations results and understand its essence. Those who do not understand it do not use public relations services. For example, respondent No. 13 states that public relations plays an important role for customers represented by his agency and there is a strong involvement of organisation's management and teamwork in this cooperation. Of course, there are exceptions. For instance, respondent No. 11 revealed that their agency is approached by customers who request press releases to be sent and expect that sales volumes will be increased from such an activity.

Respondent No. 2 points out that there are good examples in Latvia of public relations practitioners working at the strategic level, but are too few in number. There are still a lot of organisations where the management has poor understanding of public relations – the management just expects the publication of front page articles in newspapers. Respondent No. 13 also points out diversity in understanding. Those who do not understand public relations do not implement it. Respondent No. 21 deems that public relations plays a strategic role in the branches of foreign companies in Latvia, but such is not the case in many Latvian companies where the management consists of "old personnel" working still according to the Soviet thinking. However, as stated by the respondent, the situation has recently improved – "Latvian enterprises also start to understand that public relations is not just the press secretary of the manager. They now understand that public relations is the second important component valued after the manager". Respondent No. 26 has encountered managers who consider that opinions of public relations specialists need not to be taken into account in decision making and planning processes. "Latvia definitely faces a problem in this connection. I have met managers who consider that opinions of public relations specialists need not be taken into consideration while making decisions", states respondent No. 26.

Respondent No. 29 deems that public relations in Latvia has not evolved yet as it is not considered as a management function, but a set of tools. Agencies do not offer systematic service, but just a set of tools and not the 'big picture'. Respondent No. 27 expresses similar views. As mentioned above he considers that public relations is yet to be implemented in Latvia.

One cannot come to an unequivocal conclusion from the above data. Public relations plays a strategic role in part of the organisations and is implemented as a management function; however, in the majority of cases it is not so and is implemented at the tactical level. It is a synonym for the word "communications" and public relations practitioners work to ensure the information flow. In this context one can talk about the communications approach to public relations.

Respondent No. 5 explains why public relations does not play a strategic role in the organisation – either public relations "professionals are not able to provide advice, or management just lacks the necessary competence to appreciate the contribution of public relations". Respondent No. 2 considers that all depends on how one changes understanding of the concept of 'management'. It is a joint, patient and long term work.

Respondent No. 12 explains that public relations is still a new profession/sector whose users have either general or insufficient understanding/knowledge and – as a result, lack of understanding of public relations as a strategic management function.

Respondents No. 1, 2, 5, 12, 14 etc. state that the majority of managers of enterprises in Latvia still have the conviction that public relations is to be used as a marketing support function, or even while creating a separate public relations department they do not provide it a strategic role and do not allow it to function at the management level. Part of the respondents (respondents No. 10, 16, 19, 28) consider that public relations fulfils only a marketing support function.

Respondent No. 5 is of the opinion that marketing is prevalent in business – public relations is subordinated to marketing in Latvia. It is also confirmed by respondent No. 12 – the management of organisations often view public relations only as a marketing support function and mistakenly consider public relations as a component of marketing. In many enterprises public relations is subordinated to marketing and not close to the board. "There are lots of cases when public relations is under the marketing department," states respondent No. 1.

The opinions of the respondents are also affirmed by the research carried out by the agency "Hauska & Partner" interviewing 56 chairpersons of the board/board members and communication managers of large Latvian enterprises in various sectors. The research concluded that "still a surprisingly large number of enterprises exist where communications is considered to be just a technical task" (20% respondents). 21% of respondents indicated that communications/public relations specialists in their organisations worked under the marketing department. None of the communications/ public relations managers in any of the surveyed organisations were board members, which reduced the possibility of qualitatively assessing communications/public relations aspects in the decision making process.[1]

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[1] Sabiedrisko attiecību aģentūras "Hauska & Partner" pētījums „Stratēģiskās komunikācijas tirgus kapacitāte Latvijā", 2007 (unpublished materials)

Some of the interview respondents (respondents No. 10, 16, 19, 28) consider that public relations is a marketing support function. For instance, respondent No. 16 stated that "public relations is a marketing communications tool" and not a separate function. Respondent No. 28 is also convinced and deems that there cannot be any discussion regarding this issue. People working in public relations always work under marketing managers. Respondent No. 19 also feels the same. Commenting upon the fact that researchers have differing opinions regarding relationship models for public relations and marketing, he states: "These are old, horrible ideas that are at odds with the modern day concept!" Respondent No. 10 supposes that "the idea that public relations is above marketing is not correct. Public relations should just be a tool for marketing". Such opinions also narrow down the field of operations and as a result only marketing public relations is implemented which is only one of the directions of public relations. The respondents' opinions indicate that there is one more approach to public relations in Latvia, i.e. marketing approach to public relations.

The majority of respondents acknowledge that "Public relations in Latvia is closely linked to marketing and goes hand in hand" (respondent No. 1); "it is very difficult to see the line that divides marketing and public relations and where they converge" (respondent No. 25); they are "mutually very closely related areas and nowadays it is almost impossible to separate one from the other." (Respondent No. 26); "marketing and public relations borders converge and it is difficult to say which is which" (respondent No. 16). Respondent No. 11 acknowledges: "I cannot myself particularly distinguish where marketing starts or public relations starts and often they overlap. (..) They are integrated."

When analysing the answers, on the whole, the author of the paper concluded that the respondents who state they cannot distinguish public relations from marketing do not really understand what is common and what is different in these two functions. Public relations and marketing are perceived just as communications. They lack an understanding of the concept of marketing. Marketing is understood just as marketing communications and even more narrowly – just as advertising. Accordingly, there is not only a lack of understanding of public relations in Latvia, but also of marketing, as these two functions differ. Respondent No. 21 also refers to this lack of understanding: "In Latvia they somehow learn marketing better and they know it, but they don't know public relations. When you mention they need public relations they start speaking about marketing techniques. They confuse public relations with marketing, just don't understand it."

The majority of respondents understand what is what is public relations, and what is marketing, and what relationships exist between these two functions. These respondents understand public relations as a management function. On the other hand, as the research results indicate public relations as a management function is implemented very rarely. In practice the communications and marketing approach to public relations is predominant. As the survey respondents are in positions that provide them the opportunity to pass on their knowledge and views to others, there is a hope that the understanding of public relations in Latvia will change and develop over time, and in practice public relations will be implemented as a strategic management function.

The aims and outcome of public relations

The combination of two public relations criteria defines that the ideal public relations aim is to build, maintain and improve mutual understanding and supportive relationships resulting in a positive organisational image/reputation. There is also a significant difference of opinions on this issue.

There are differences regarding the public relations aims. A positive organisational image/reputation, relationships, information flow, provision of communications are mentioned as aims of public relations.

Respondent No. 4 deems that: „Public relations is relationship business and therefore trust and relationships that need to be nurtured over a long period play a significant role." A similar opinion is expressed by respondent No. 2: "The task of public relations is to ensure, manage reputation and build relationships with the enterprise's essential and important stakeholders."

Building relationships is mainly considered to be asymmetrical and not a symmetrical process – relationships are built to gain unilateral benefits that match the interests of the enterprise. For example, respondent No. 11 explains „ In Latvia public relations is building relationships with various defined audiences (buyers, employees, NGOs, municipalities), that the enterprise's business depends on in order to resolve problems or further their interests". Respondent No. 1 points out that "the definition states that public relations is a management tool that can be used to build mutually beneficial relationships between the enterprise and its publics". However, regardless of the fact the analysis of the answers in general indicate that in the respondent's opinion he understands public relations as the provision of communications only for the organisation's interests, when speaking about building mutually beneficial relationships as in the definition.

Respondent No. 9 states: "Based on my conviction I'm trying to implement in my job the idea of public relations that communications is a process which is controllable in the society where we can incorporate various kinds of content and aims that we would like to achieve through communications. We can use various countless ways to manage this process or convey the information from person A to B or from point B to A. We need to mention public relations here which is building relationships – either relationships building between the enterprise and its target audiences or between the product and the consumers. It is building relationships". This citation and the other answers of the respondent on the whole indicate that the respondent views public relations from the point of view of organisation's interests. Although building relationships is mentioned, one can, however, find a certain contradiction. It could be concluded that in the respondent's opinion public relations is work with the provision of various kinds of information to the public.

Respondent No. 27 thinks that public relations is building long term relationships with the publics that are related to the organisation's operations. However, the reality according to the respondent is harsh. He indicates that public relations is yet to be implemented in Latvia. There still exists the opinion that "there is the knowledgeable elite who know what is better and the only problem is how to narrate it to the public so that they better understand what we have decided for their benefit (according to the principle "We will teach you to love Rainis")".

Respondent No. 3 explains: "In my opinion public relations is communication. Organised communication. When communication is organised it is public relations. Communication can be divided into three parts; first is communication, second is interaction. And the third block is perception." Respondent No. 27 points out that understanding of interaction and perception does not exist in Latvia. He thinks in Latvia „public relations only works as information; people have forgotten about actions and the need to follow up. They do not know how to use information. For instance, information provided by organisations does not match their actions. When customers complain there is no action and the complaints are ignored. Another problem is that public relations is considered to be mass communications and "one to one" relationships is left out. For example, public relations practitioners convey information to the public but do not convey the same to employees. Consequently, there are problems while dealing with customers. Public relations practitioners do not have an alternative plan and do not work at the strategic level. They draft "papers" and send it to mass media. Moreover, the news prepared is often in a cumbersome and incomprehensible manner as these public relations practitioners lack interpretation skills, i.e. they lack the ability to convey the text in their own words and adapt it to the needs of the public". Respondent No. 27 deems that "public relations practitioners have adopted a top down approach of information transmission from soviet times without using the experience of horizontal and vertical relationships or building trust".

Summarising the respondents' opinions it could be concluded that slowly the opinion is emerging in Latvia that the aim of public relations is to build, maintain and improve mutual understanding and supportive relationships; however the answers of respondents indicate that it is more at the theoretical level – respondents know that such a statement exists in theory, but their answers, on the whole, do not express this conviction. In practice the aim of public relations is defined as the provision of general communications or communications to support marketing activities which is once again affirmed by the dominance of communications approach and marketing approach to public relations in Latvia.

Sometimes the aim of public relations is mentioned as a positive organisational image/reputation in itself and not a result as mentioned in the criteria above. It is possible that an essential nuance is not fully understood – if image/reputation is foremost, then the means to achieve the aim is not defined. If relationships are in the forefront it indicates the ethical nature of the process and mutual benefit. A positive image/reputation is the logical result of relationships. Moreover, one does not need to make any special efforts – a positive image/reputation is automatically created as a result of mutual of supportive relationships. The proposal of image/reputation as the aim indicates the use of a reputation management approach to public relations.

Public relations publics

The next ideal public relations criterion is "Public relations is work with specific internal and external publics". This means – clearly identifying stakeholders of an organisation and working with them and not the society at large.

All respondents during the interview indicated that in practice communication is mainly with external publics and not with the internal target audience. For example, respondent No. 13 deems that equal importance should be given to implementing internal, as well as external activities and not only external ones. "It is so in all organisations," the respondent points out. Respondent No. 10 states that the most common mistake is forgetting about the internal audience and basically thinking only about how to work with customers, "they do not understand that one cannot work with external audiences if there is not work done with internal". Respondent No. 1 also observes that "basically the focus is on external activities, in particular during the crisis." Respondent No. 3 thinks, the situation is improving and more and more attention is given to internal communications; however it is a recent occurrence and 3–4 years ago no one thought about internal communications Also more attention is focused on external communications in the area of crisis communications.

Respondent No. 12 agrees that "nowadays, perhaps, there is insufficient work with internal and more focus on external" and explains why internal communications should be accorded greater attention: "Every employee is a visiting card of the enterprise. By concentrating and establishing successful internal communications it is very easy to build external communications as we can save resources and a communication group is formed which works in the market on its own and, moreover, in a very positive manner." The respondent cites international enterprises that have opened their branches in Latvia as a positive example as they have established internal communications in a very goal oriented manner as a result of which the employees are very proud of their jobs.

Respondent No. 21 points out that: "People working in enterprises always want to know what the purpose of their work at the enterprise is and wish to feel their importance. You can motivate employees with PR and you can praise them. Therefore internal public relations is very important. I would like to compare the workplace to a ship, e.g. if we are all on board a ship we must all know where we are travelling to and what our duties are. It is even more important during a storm to know which direction to move, left or right. People need to be motivated. If people do not understand properly what they are doing they become angry and indifferent. They cannot produce anything productively then."

On the whole it could be concluded that in practice public relations in Latvia is related to work with external publics and internal publics are left out. Best practices of work with both internal and external publics can be found in the branches of international companies in Latvia. Work with external publics alludes to communications and reputation management approach to public relations and definitely does not point out to a reputation management approach.

Public relations planning

Ideally public relations is a planned long term process. In practice it is, however, not always so in Latvia.

The majority of respondents (1, 2, 9, 11, 13, 27 etc.) underlined during the interview that public relations should be a long term process and pointed out that on a daily basis it is not quite the same.

Respondent No. 27 deems that „public relations works as a "*fire-fighter*" – extinguishing crises as they appear without thinking about what to change in the construction of the house to avoid such crises". Respondent No. 21 points out: "Public relations is a long term issue – about 5–10 year issue, and only a few enterprise managers are able to consider it as such."

Respondent No. 11 mentions that regardless of the fact that public relations is long term issue, "results, achievements of aims from public relations are expected in the short term". Organisation managers want to see results faster and get confirmation of the effectiveness of public relations activities.

On the whole it could be concluded that respondents understand that public relations is a long term process, but in practice there are problems in this connection. This is also confirmed by facts that public relations in Latvia is to a large extent implemented at the tactical level and not at the strategic level and indicates a communications and marketing approach to public relations.

Nature of communications

One of the criteria states that public relations is used as an ethical two way communications. This is the criterion that least corresponds to the current public relations practice in Latvia. As concluded earlier in this sense it is similar to the situation in other post socialist countries where the past heritage plays an essential role in the thoughts and actions of people.

Many of the respondents (respondents No. 2, 5, 6, 8, 9, 10, 11, 21, 22, 25, 27, 28, 29 etc.) indicate that the communications environment in Latvia is unethical. "Dissemination of compromising information, distortion of information, providing special spin to the information. Dirty, as dirty as you can imagine," acknowledges respondent No. 28. He points out that the public receives a "framed information, information fragments, one sided information". Respondent No. 6 states that there is a lot of false information in the communications environment, in particular now that the Internet is so accessible. If the customer commissions, the agencies distribute even false information, rumours. Characterizing mass media the respondent points out – it is a show where the same people who are involved are also watching it.

"If is difficult to say whose responsibility is greater – public relations or the media, because if the media does not filter the information it is hardly the fault of public relations professionals. The space is full of lies, distortions and all kinds of ugly allegations from all sides – it is so," reveals respondent No. 28. Respondent No. 10 maintains "the most disturbing fact is that media can be bought, as well as the moral standards of public relations colleagues are so low and impropriety is an everyday behaviour".

Respondent No. 11 points out a few more facts that deform the communications environment. One – enterprise employees write comments on the Internet praising their products themselves. Second – articles in blogs are also bought nowadays. The author deems that such actions over time will lead to the fact that people will read comments and articles less and less and their level of trust will decrease. Accordingly, they will start looking for other sources to get a feedback.

Summarising the respondents' answers it could be concluded that 'black public relations' similar to that in Russia will become common in Latvia. As Latvia and Russia were closely related for a long period of time there are still a lot of common traits and one should assume that in this context Latvian public relations /communications practice could have been affected by Russian public relations/communications theory and practice. Respondents also point out such Russian influence (respondents No. 3, 8, 15, 21, 27). Respondent No. 21 underlined several times: "We look up to Russia and learn from them. (..) We imitate the Russians a lot."

The research also reviewed whether propaganda is still used today similar to the Soviet times to communicate with the publics and whether respondents understand the concept of "propaganda" in the same way.

The analysis of respondents' answers indicates that the majority perceive the word "propaganda" as something negative and undesired from the Soviet times. Respondents refrained from giving a precise definition. Some respondents explained that propaganda in their opinion is compulsion, leading the society as a crowd "blind herd of cattle" (respondent No. 21), "propaganda is when you do not have the right to evaluate and analyse yourself like in Soviet times" (respondent No. 6), brainwashing people, influencing them (respondent No. 15).

Respondent No. 13 explains: "In my opinion propaganda is a more in depth and serious science than PR. If public relations looks at the communications tool rather superficially then propaganda looks at it at level of human and mass consciousness and their further decisions."

A couple of respondents did not find anything wrong with the word “propaganda”. Respondent No. 3 points out: “One can speak about such kind of propaganda like soap manufacturing propaganda, i.e. propaganda aimed at buying some kind of detergents. I do not see anything wrong with the word “propaganda”, it is just a bad word historically.” Respondent No. 12 deems “propaganda is ideological information, creation of an ideology and does not have a wrong meaning. (..) and therefore has a significant role in communications and public relations. Ideology can only be created if public relations is the basis for it.”

Respondent No. 7 considers public relations and propaganda to be synonyms. The respondent explains: “Propaganda has always existed; it is public relations – one way communication. It is informing the society.” Respondent No. 16 also expresses a similar opinion: “Modern day public relations can be called propaganda.” Respondent No. 15 considers that public relations of the Soviet era could be termed propaganda.

The majority of respondents (respondents No. 1, 2, 5, 7, 8, 9, 10, 13, 15, 16, 21, 22, 28 etc.) affirmed that propaganda is still consciously used nowadays. Respondent No. 9 acknowledges: “We still apply propaganda methods today. We just do not apply it in a goal oriented and iron fisted manner as done by Goebbels. (..) And seeing how the people react to all this, I am sorry to say that sometimes I feel that it is the real method with which we have to work.” Respondents are convinced that “propaganda has always existed” (respondent No. 7), “modern day PR can be termed propaganda” (respondent No. 16). However today propaganda is not the same as it was during the Soviet times. „I do not want to say that public relations is blatant propaganda; it has manipulative propaganda features” (respondent No. 1). Respondent No. 3 indicates that today propaganda is not as powerful as it was during the Soviet times and will never be so as “there are no resources as before when millions could be spent on brainwashing the minds of people”.

Part of the respondents (e.g., respondents No. 2, 5, 8, 16, 21, 22, 23, 26) emphasise that propaganda is mostly used in politics. Respondent No. 2 thinks that politics cannot exist without propaganda. Respondent No. 5 points out that “the majority of Latvian political parties work with political propaganda. (..) Positivism campaign during the elections of the 9th Saeima is a classic case of political propaganda, especially a successful one.”

Latvia in practice does not fulfil the criterion regarding communications ethics.

Enquiring respondents on whether feedback from the public is gathered nowadays and whether one way or two communications is used, all the respondents pointed out that an increasing number of organisations are starting to understand the necessity of two way communications, however, it is not used on a large scale.

The situation could be improved with the help of Internet capabilities, however, as respondent No. 2 indicates: “Internet facilitates a lot but there is still a weak feedback. A lot of enterprises are used to disseminating information that is favourable to them and therefore disperse it through some narrow controlled channels and are not especially interested in who reads such information and what their opinions are etc. There are, of course, exceptions. We also try to teach our customers and show ways how to get the feedback, but such is not the generally accepted practice." Respondents No. 6 and 11 state that agency customers are afraid of the feedback and what they might, possibly, find out. Therefore, they do not wish to place their information of the Internet as they are afraid of comments. Respondent No. 11 has noticed that an organisation's employees themselves write positive comments.

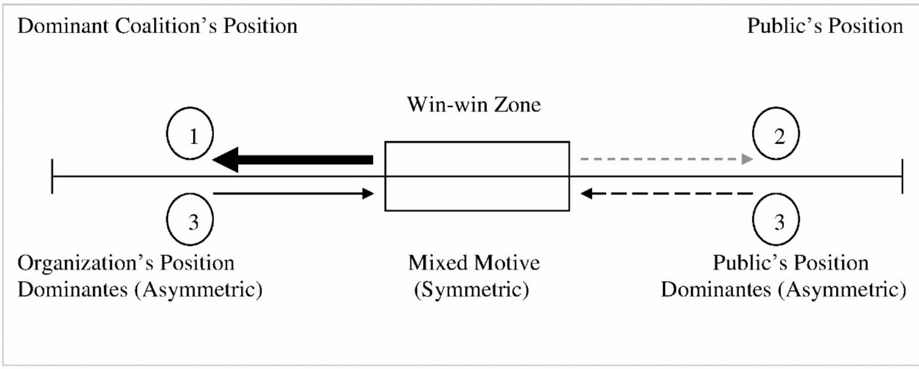
Respondent No. 22 maintains that work is being carried out on ensuring feedback: „If I place information on the Internet or in any other channel it is very important to me how many people have read it." This answer shows that two way communications is understood as just as analysis of opinions gathered and not as an active dialogue. Consequently, one can talk about asymmetrical and not symmetrical two way communications.

Respondent No. 9 reveals that "no one tests either at the end, the middle or start of the campaigns being implemented". Respondent No. 24 admits that a lot can still be achieved by one way communication. "Ideal public relations is a dialogue with the society, but in reality taking into account the busy schedule of people and the over saturation of information, one way communications can be very effective and its volume is very important. (..) Still under modern day social circumstances a lot can be achieved with this old approach," the respondent points out. Respondent No. 8 is also of a similar opinion that "public relations can be created through one way communications is a generally accepted practice".

Respondent No. 1 deems that communicators do not really understand what is one way or two way communications. "Even more majority think that they are implementing two way communications but if we study it more thoroughly we can see that it is one way communications" states the respondent.

Some of the respondents (respondent No. 19) did not understand the concept of "one way communications" and "two way communications" during the interview and asked for clarification regarding its meaning. This indicates the lack of education in the field of public relations.

Taking into consideration *David M. Dozier*, *James E. Grunig* and *Larissa Grunig*'s symmetrical and two way communications model and based on the research results communications practice in Latvia can be illustrated as shown in *Figure 1.*



1 *Pure Asymmetry Model* – Communication used to dominate public, accept dominant coalition's position. This model is expressly prevalent in Latvia.

2 *Pure Cooperation Model* – Communication used to convince dominant coalition to cave in to public's position. This is not applied in practice in Latvia.

3 *Two-Way Model* – Communication used to move public, dominant coalition, or both to acceptable „win-win" zone. This model is used rather rarely. The arrows show that the organisation's position is dominant in Latvia.

Figure 1. Communications practice in Latvia (according to *David M. Dozier*, *James E. Grunig* and *Larissa Grunig*'s symmetrical and two way communications model).

The figure shows that preference in Latvia is given to one way communications with the public. Primarily one way asymmetrical communications model is implemented (arrow 1). Two way communications is relatively rare in Latvian communications practice and in this context one can mention basically asymmetrical two way communications (Figure 1, arrow 3). The respondents' answers do not indicate that a pure cooperation model is used in Latvia (ibid, arrow 2).

The dominance of one way communications in Latvia is also affirmed by the results of the research carried out by the Latvian public relations specialist Baiba Petersone. It revealed the factors why one way communications is predominant in practice (Pētersone 2006, p. 12):

- The lack of education and professional experience of practitioners in the public relations field (majority of practitioners are former journalists who

deal with publicity now, and cooperate with former colleagues as they do not have the skills for conducting research);
- Lack of professional standards that justifies the practitioners' unethical practices in their fight to get more customers and market niches.

In addition to the above mentioned factors one should also mention the inheritance of former socialist system that is reflected in the thinking and actions of people, as well as the lack of financial resources that results in the lack of human resources as well. Not all organisations can allocate sufficient financial resources to recruit enough public relations practitioners or hire public relations agencies. Due to the huge working load of practitioners there is a lack of time to carry out research and dialogue with the stakeholders.

To ssum up, it can be concluded that the criteria that determine ethical two way communications basically do not correspond to public relations practice. One way unethical communications is predominant in Latvia. Such practice does not indicate a relationship management approach to public relations.

Reasons for diverse approaches to public relations in Latvia

As shown by the research results, public relations practice in Latvia and the understanding of the concept can be divided into four approaches. The communications and marketing approach is basically predominant. The reputation management approach and relationship management approach to public relations can also be observed.

The various approaches to public relations have to a large extent been influenced by the USA and Russian public relations theory and practice and indirectly by Great Britain, Germany, and Sweden as well. Indirectly – because the understanding of the concept of public relations and its practice in the above countries have been to a large extent influenced by the USA public relations concepts.

The American public relations understanding and practice have influenced Latvia in two ways. The research works on the strategic management paradigm in public relations having become more popular, Latvia has started adopting the paradigm and the relationship management approach to public relations. But this concept is not widespread in Latvia yet. On the other hand, studying the USA marketing theory where public relations is defined as a marketing support function, the view that public relations is solely a marketing support function is being adopted in Latvia. This latter understanding dominates in Latvia to a large extent as marketing theory and practice were known in Latvia even before the concept of public relations. The first books on marketing appeared in Latvia at the beginning of the 90ies, but ones in public relations only after 2002. The dominance of this approach in Latvia is affirmed by the content of public relations and business administration study programmes of Latvian higher education institutions.

The development of public relations in Latvia has also been influenced by the country's past (communications culture of the Soviet regime), remnants of people's thinking and actions and by public relations theory and practice of the neighbouring superpower Russia with whom Latvia shares a common past and is still closely associated. The influence is further fostered by the fact that almost 28% of Latvian inhabitants are Russian by nationality and large part of Latvians speak Russian very well and hence read literature, information sources published in the Russian language, as indicated by the respondents. As a result of the above mentioned influence practice is adopted without any restrictions regarding the nature of information and therefore the communications, marketing and reputation approaches are the most commonly observed ones in practice in Latvia.

The communications approach to public relations has evolved historically. Such public relations was practised in the US and other countries during the beginnings of public relations and is still widespread in practice. Such public relations practices has not developed over time and attained its next development stage when it is implemented at the strategic level as a management function. The communications approach to public relations is the most widespread approach and is most often expressed as one way communications with the mass media as the intermediary. This practice to a large extent has been furthered by the fact that the first public relations practitioners in Latvia were former journalists who were very knowledgeable in the media specifics. It is difficult to determine from whom Latvia has adopted this approach. It is possible that such an approach was created by necessity as in other countries – publicity was necessary and it was carried out as one was able to without adopting the practice from any particular country. This was pointed out by the interviewed respondents who were among the first founders of this field in Latvia.

Conclusions

Public relations practice in Latvia, on the whole, does not correspond to the five ideal public relations criteria put forward at the beginning of this paper. Public relations is basically implemented as a management function in practice on a small scale; the aims of public relations are defined as the provision of general overall communications or communications as marketing support and sometimes the aim is organisational image/reputation; to a large extent work is carried out with external public and internal publics are left out; public relations is implemented as a "fire fighting" function , on a short term basis and unethical one way communications dominates.

Although public relations in practice does not correspond to the criteria put forward, it corresponds to the respondents' theoretical understanding of public relations on the whole. The majority of respondents view public relations as a management function, a part of them mentioned relationships as the aim of public relations and all respondents point out the necessity of working with both external as well as internal publics. Respondents understand that public relations should be planned in the long term and ethical two way communications should be used.

Based on the analysis of scientific literature that defines four approaches to public relations it could be concluded that public relations practice and understanding of the concept can also be divided into four approaches to public relations in Latvia as well. The communications and marketing approach to public relations dominate in practice, but a reputation management approach as well as a relationship management approach can be observed as well.

The diverse approaches to public relations have to a large extent been influenced by public relations theory and practice in the USA and Russia and indirectly by Great Britain, Germany and Sweden as well. Indirectly because the understanding of the concept of public relations and its practice in the above countries has been to a large extent influenced by the US public relations concepts.

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INFORMATION SUPPORT FOR INSTITUTIONALIZATION OF CIS TRANS-BORDER COOPERATION

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Abstract

The importance of the trans-border cooperation institution formation as shown by the problem of the institutionalization in the field of the trans-border cooperation and the determination of the results of the institutionalization decisions made are analysed in this paper. The author claims that the institutional basis for trans-border cooperation among CIS countries consists of formal norms and rules, which are reflected in the legal and normative acts enforced at different levels of interaction among the Commonwealth countries. The organizational forms of trans-border cooperation information support at the level of the intergovernmental institutions and structural subdivisions of the CIS community, structural, central, regional and local (municipal) authorities, dealing with trans-border cooperation, in particular, a specific organizational form of the trans-border cooperation, borrowed from the EU experience, which can be defined as European region are investigated in the paper. The author concludes that information support for the institutionalization of CIS trans-border cooperation, on the one hand follows the EU experience, and on the other takes into consideration the traditions developed in the post-Soviet space.

Keywords**:** institutionalization, institute, institution, information support, cluster, norms, organization, the CIS, trans-border cooperation, Ukraine

Introduction

Research problem and its significance. According to the theoretical, practical and applied aspects, the research problem seems to be topical. Institutionalism has actually become one of the most widespread used research methodologies based on which different problems of the modern development are studied. It is a method applicable to not only internal political problems, but also the international aspects of political development. Institutional approach helps to find out the main features of trans-border cooperation of the separate countries and regions, researching institutes, which guarantee their development.

A range of factors determine **the topicality** of the formation of the trans-border cooperation institute.

Firstly, the definition of institute helps to realize systematic view of the trans-border processes and to perform integral functions. N. Mikula claims that the institute of trans-border cooperation, maybe, is not the most important in the transformational processes, but “it is the closest to the separate citizen, to all the spheres of his life at the border and peripheral (provincial) region. On its basis all the new mechanisms and instruments of the social, economic, political, ecological, cultural, educational and spiritual life of the population can be tested and adopted…” (Mikula, 2004, p. 44).

Secondly, institutional transformations at the trans-border level have an impact on the system of the government cooperation in border territories, its stability and efficiency. Thus institutionalization of the border territories cooperation makes trans-border interaction more effective, helping to overcome the problems in the different forms of cooperation. Byelorussian researchers point out that a structural organization effectively influences the functioning of the European region. A unified approach to institutionalization among neighbouring territories simplifies trans-border cooperation development and helps to overcome barriers on the separate borders (Vardomsky, 2008).

Thirdly, institutional changes at the trans-border level influences the economy, policy and socio-cultural development, especially the information and communication support of trans-border region interaction.

Finally, the development of institutional cooperation within the Community of Independent States, today, is a factor that influences the relationship between our country and its foreign partners (members) of the Commonwealth.

All these factors define the necessity of analysis of institutionalisation in the field of the trans-border cooperation, thus finding the results of the institutional decisions.

Theoretical and methodological basis of the analysis

The literature used contains scientific research carried out by domestic and foreign researchers in the field of institutionalism, in particularly investigations dedicated to the institutional methodology analysis by T. Nort (North 1997) and S. Huntington (Huntington 2004). The works about trans-border cooperation of the European researchers from the Association of European Frontier Regions J. Gabbe, H. Martinez, K. Mankopf (AEBR 1999), Russian researchers –

A. Zykov (Zykov 2009) and L. Vardomskiy (Vardomsky 2008), Byelorussian – L. Davydenko and A. Lytvyniyk (Davydenko and Litvinyuk 2010)., Ukrainian – N. Mikula (Mikula 2004; Mikula and Tolkovanov 2011), P. Chernomaz (Chernomaz 2011) and others (Mikula, Borshchevskyi, Vasyltsiva (ed.), 2009) were used.

The important **methodological resource** for our investigation is the institutional approach. Due to its principles, we have got a possibility to investigate the regularity of rising, development, functioning and changes of the trans-border cooperation institute. All these factors determine its establishment and development. Institutional method gives such a possibility to treat trans-border cooperation as institute due to which the activity in the border countries is realized; uncertainty of the work is decreased, daily life is structured, relationships between people are organized and limited frames of their interaction are defined.

According to D. Nort, institution can be defined, as certain frames, where within their boundaries people interact with each other. It consists of the formal written rules und unwritten codes of the behaviour (North, 1997, p. 19). Thus "formal and informal institutional limitations lead to the rising of certain organizations, structuring interaction in the society. These organizations appear on the stimuli basis, which constitute the institutional system. That is why the results of their activities depend on the whole system" (North, 1997, p. 23). The combination of the institutes and organizations causes the rising of the appropriate institute. The process of its formation can be defined as institutionalization.

According to S. Huntington, "a simple political society has an ethnic, religious or occupation basis and doesn't need highly developed political institutes". It is characterized as a unity in the sense of Durkheim mechanical solidarity. The more complicated and the less homogeneous society is, the more progress and support of the political unity depend on the political institutes functioning (Huntington, 2004, p. 28–29).

In our opinion, S. Huntington's idea about "in that way, how the societies became more numeral, more complicated in the structure and realize more and more varied activities, achievement and support of the high level of the unity greatly depends on political institutes", can be referred to the trans-border interaction. Logically, his conclusion about the main features of political modernization can be spread to processes of international cooperation modernization within trans-bordering. It is necessary to form political institutes, which can attract great masses of population to these changes; they also should be independent and not to give in to populist and lobby pressure (Huntington, 2004, p. 30).

Each public state (trans-border cooperation state is not the exception) has to be institutionalized to become stable. It means that institutes have to be created, that is in S. Huntington's opinion "stable, significant and repeated forms of behaviour" (Huntington, 2004, p. 32). Existence of such forms of behaviour is impossible without organizational structures, which originate from their basis. Thus, the availability of the institutes (formal and informal rules) and their functioning in the society lead to the creation of the appropriate organizations. At the same time, combined institution and organization activity that is repeated and significant for society can lead to the creation of certain institutes. That is why we considered such terms as “institutions”, “organizations”, “institutes” to be separate, defining them as three different aspects of the trans-border development. Within trans-border relations, certain principles and interaction rules are formed on which basis different organizations begin to act and this helps to regulate these relations. As a result, institutionalization i.e. the formation of the trans-border cooperation institute occurs that has its own characteristic features.

We agree with N. Mikula that the institute formation in the society requires the combination of five main elements: legislation (we define as formal institutes, legislative basis), culture (in our opinion it contains informal institutions – norms and rules which are spread in the society), organization, government (control) and subjects. The researcher claims that “the formation of the trans-border cooperation institute expects the creation of the legislative environment, availability of the culture and traditions in the cooperation of the inhabitants of the neighbouring countries border territories, subjects, institutionalization cooperation support and also the coordination realization and control under this activity” (Mikula 2004, p. 41).

Such an approach can be applied to the understanding of the trans-border cooperation institutes, which exist on the different borders of Ukraine (with the European Union (EU) and Community of Independent States (CIS) countries). In these two cases we can speak on the trans-border cooperation institute formation, which has common structural features and different forms of manifestation. We shall pay attention to the specific features of trans-border cooperation institute within the SIC.

Institutional principles of the trans-border cooperation among CIS countries

Institutional principles of trans-border cooperation among CIS countries consist of formal norms and rules, which are reflected in the legal normative acts that function at different levels of interaction among Commonwealth countries. This problem has been analysed in detail earlier in the article. Due to this, we have made such conclusions: trans-border cooperation within CIS is based on the legal basis, developed by the EU and other European organizations; trans-border Ukrainian interaction is realized on the basis of intergovernmental legal documents of CIS countries, Ukrainian legislative acts, the decisions made by the regional authorities on the both sides of the Ukrainian, Russian and Byelorussian border and the decisions of the municipal authorities of separate territories (Tykhomyrova, 2013a).

The analysis of the information aspect of the legal and normative support of trans-border processes within CIS countries shows that special legal and normative acts, as to the regulation of the information on trans-border cooperation among CIS countries, are absent. That is why documents, which determine principles and peculiarities of the information and communication relations within the CIS countries, are considered to be an important factor of its successful realization (Tykhomyrova, 2013b).

Organizational principles of the trans-border cooperation institute formation

Not only formal frames of interaction but also the realization of considerable organizational work as well is needed at the beginning of the application of the trans-border cooperation institute within the CIS. It comprises several levels – a common one and the levels of the trans-border interaction for information support.

1. Intergovernmental institutes and structural subdivisions of the CIS community at the functional, territorial and branch levels. For instance, at the beginning the Council of the Leaders of the Border Regions of the Russian Federation and Ukraine (1994), then the Council of the Leaders of the Border Regions of Ukraine, Russia and Byelorussia (1996), the Council of the Interregional and Border Coordination of the CIS State-members (2008), Intergovernmental Committees of the CIS State-Members (it is a body of the CIS branch cooperation for the improvement and development of mutual interaction between public authority and municipal government). Association of the National Information Agencies of CIS State-members and Intergovernmental Television and Radio Broadcasting Company "Myr" relate to the information and communication aspects of the trans-border cooperation institute.

The Council of the Interregional and Border Cooperation is a body of the CIS branch cooperation for the improvement and development of the mechanisms of mutual interaction between public authority and municipal governments. The Council consists of office leaders, responsible for interregional and border coordination among Armenia, Byelorussia, Kazakhstan, Kirghizia, Russia and Tadzhikistan. The observers are representatives of the Intergovernmental Assembly, the Councils of leaders of the Chambers of Commerce and state representatives – the CIS members, who are not members of the Council. The Council cooperates with the Council of CIS Economy, the Council of Constant, Invested with Full Power, Representatives of States – members of the Commonwealth, attached to the statute and other bodies of the Commonwealth, Economic Commission, attached to the Council of the CIS Economy, the

Legislative CIS Committee and other bodies of the Commonwealth. Its main functions are to define the priority directions, to examine the conceptual and practical questions regarding interregional and border cooperation on the Agreement among state-members; to prepare proposals concerning coordination of joint actions according to the main directions of the interregional and border cooperation. Also to draft proposals for further development of the interregional and border cooperation for consideration during the sessions of the Council of CIS State Leaders, the Council of CIS Government Leaders and the Bodies of CIS Branch Cooperation; to develop proposals on the legal and normative regulation of the relations concerning interregional and border cooperation issues (CIS 2013). During one of the last sessions of the Council (2013) issues regarding the state of interregional and border cooperation among CIS states, a project of the interregional and border cooperation Concept till 2020, a course of the Convention on the border cooperation of the Commonwealth states issues were examined.

Interdepartmental commission on the support of Ukrainian trans-border cooperation issues has the status of a constant active consultative body of the Cabinet of Ministry. Its main tasks are: to support the coordination of the bodies of executive power in the field of trans-border cooperation development and increase the effectiveness of functioning of the present European regions and new ones; to prepare proposals on state financial support for the implementation of trans-border cooperation projects within the state program of the trans-border cooperation development and projects according to international Ukrainian agreements concluded, to analyse the root causes of problems faced in the process of implementation of state policy regarding trans-border cooperation; to prepare proposals for public authorities and municipal governments regarding decisions making on trans-border cooperation and European regions development, to create the projects of the legal and normative acts on trans-border cooperation issues, to examine the proposals and recommendations regarding financial support for projects on trans-border cooperation etc. The activity of the given commission refers to EU projects, within Ukraine in cooperation with CIS countries.

2. Structural subdivisions of individual CIS state-member authorities. At the central authority level the Ministry of Economic Development and Commerce and the Ministry of Regional Development, Building, Housing and Communal Services are engaged in Ukrainian trans-border cooperation issues. In Byelorussia – it is the Interdepartmental Coordination Council on border cooperation with neighbouring countries. At the central and regional authority levels, separate structures related to trans-border cooperation are created, offering support for trans-border relations development (example, in the Ministry of Regional Development of the Russian Federation there is the Department of the International Relations and Border Cooperation Development, in the Administration of the President of the Russian Federation there is the Department of Interregional Relations). There is an Interdepartmental Commission for Support in Trans-border Cooperation issues in

Ukraine which is a consultative body of the Cabinet of the Ministers of Ukraine. It consists of the head, the deputy head, and representatives of the central authority, the Common Representative Body of employers at the national level and the Common Representative Body of the all-Ukrainian Trade Unions and its Associations.

The researchers claim that municipal governments of the CIS border regions usually don't have independent subdivisions, which supervise trans-border cooperation issues. However, in the case of their creation, they have more coordination than regulation functions (Vdovenco, 2009).

The EU practice affirms great attention to activities, directed at strengthening the institutional cooperation within European regions, where the creation of the stable institutional forms of trans-border cooperation is expected. Thus, in the Program of trans-border cooperation among Poland-Byelorussia-Ukraine (2007–2013) it was mentioned that the exchange of different information and experience, the creation of cooperation networks and Internet projects would be appreciated. Great attention was paid to cooperation among public institutions, especially municipal governments in the field of strategic and space planning. The aim to increase the level of integration on the Program territory foresees joint actions in the creation of the trans-border cooperation structures between non-governmental and non-profit organizations in different directions, such as culture and cultural heritage, ecological and natural heritage, youth policy, social security, public health and the development of the local community etc. (EU 2007).

3. European regions. Taking into account the EU experience, the practice of the creation of special trans-border cooperation organizations, such as European regions in Ukrainian and CIS countries is widespread. The institutional model of trans-border interaction consists of European regions, the main activity goals and tasks of which are defined by their statutes and agreements on border cooperation among municipal governments of border territories (Mikula and Tolkovanov, 2011, p. 22).

Ukrainian researchers consider European regions to become the special characteristic sign of neighbours in the whole system of European borders: "Europe established special rules, which have become generally recognized within the EU and on its external borders. The European network of the European regions is formed and it is the only platform of the border community communications with the same life support problems, which helps to recognize them at the European level. They show not only economic interest of business circles on the both sides of the border but also tolerance towards cultural and language issues. There is a different level of confidence towards borders, where similar institutes are created" (Euroregion "Dnepr" – the problem of the development and functioning 2004).

The trans-border interaction at the beginning stage of the CIS existence was realized with the help of interpersonal contacts of municipal government representatives, companies, institutions and organizations. Specialists affirm that the basis of the acquired status of the "border" regions cooperation had been worked earlier under the relations within the united Soviet space. The first internal European regions that emerged within the CIS were "Dnipro" (Ukraine, Russia, Byelorussia) and "Slopoda" (Ukraine, Russia) created in 2003, then "Yaroslavyna" (Ukraine, Russiacreated in 2007 and "Donbas" (Ukraine, Russia) created in 2010.

It is a necessary that optimal and effective bodies be created according to the legal norms of the sides and European region needs in order to realize the aim of European region development. The typical structural elements of the European regions in the EU are *the Councils*, which make decisions about strategic directions of trans-border cooperation and include the representatives of regional and central authorities; *the Presidiums,* which realize common (strategic) governance of the European region activity, representing the Council at the work level; *the Secretariats*, which realize organizational and technical matters and coordinate the work of labour groups; *the Labour groups*, which work on cooperation issues in separate fields of trans-border cooperation. The CIS European regions have a similar organizational structure. The European region Statutes mentions the Councils, the Secretariats and the Labour groups. The possibility of the similar structure changes is also foreseen in the case of the mutual agreement between the Sides.

The Statute of the European region "Yaroslavna" with regards to the Council stipulates: the election of the Council Speaker; the determination of the Council and Secretariat regulations; the realization of control over Secretariat activity and the ratification of annual accounts; decision-making regarding admission of new participants or terminating participation in the European region; decision-making regarding the financing of joint projects realized within the European region and ratification of their budgets. The Secretariat obligations are to prepare projects regarding decisions, to give them into the Council for consideration and to prepare other models concerning joint actions within border cooperation; to prepare the Council sessions; to coordinate labour group activities; to realize other functions connected with providing organizational support for Council activity and the realization of European region projects. The labour groups prepare proposals and materials to be submitted to the Secretariat for consideration and invite experts to work on problematic issues, connected with project realization (Euroregion "Jaroslavna", 2012).

Specialized structures of regional authorities work to provide information support for trans-border interaction at the European region level. As to the Agreement on cooperation in the information field of the European region "Dnipro" such structures are represented by the Committee for Print, Television, Radio Broadcasting and Mass Media of Bryansk region (Russia), by the Department of Press and Information Matters of Chernihiv Regional State Administration (Ukraine), by the main Department of Ideological Work of the Gomel Regional Executive Committee (Byelorussian Republic). These organizational structures have to support cooperation in terms of information activity among the subjects, including electronic and printed mass communication media, polygraphy and book trade companies of Bryansk region (Russia), Chernihiv region (Ukraine) and Gomel region (Byelorussian Republic). They support and encourage mutually beneficial cooperation among mass media editorials of their own regions and also among responsible departments and organizations, which work in the field of mass media, especially among television and radio broadcasting companies, printed editions, information agencies and Internet editions. These structures provide for the exchange of information materials, newsletters, printed productions; exchange of specialist delegations in the field of mass media, journalists, book editors and book distributors; experience exchange in the field of training specialists, staff-decision making; participation in the international press exhibition and other polygraph productions. They support the exchange and dissemination of periodical printed and book productions in the territories of their regions and the realization of the joint actions organized by journalists of Ukrainian, Russian and Byelorussian border regions such as patriotic, social and moral competitions, aimed at the popularization of the good neighbouring relations between countries and strengthening of the interregional and municipal cooperation (Agreement 2010).

4. A trans-border infrastructure of civil society is beginning to develop at the borders of CIS countries. The representatives of the civil society take active part in CIS trans-border cooperation. It is joint activity of NGO, business institutions and authorities involved in project implementation supported by the foreign donor organizations as well as a separate form of the trans-border cooperation – NGO trans-border cooperation. Similar practice is actively applied in trans-border interaction within the EU and supports not only trans-border relation development but also the formation of the civil society in certain countries.

Beginning from 2009 two CIS countries – Ukraine, Moldova and Rumania that has already joined the EU began to implement a project “Increase the influence of the non-governmental organizations and mass media on transparency at the level of the authorities in the Ukrainian, Moldavian and Rumanian trans-border region” within the Program “East-East: Partnership without Limits ”. At the beginning this project was aimed at the generalization and dissemination of NGO best practices in the European region “Verhniy Prut” on the development of interaction skills among NGOs, mass media and the authorities.

During the second stage of the project realization a NGO Trans-border Platform on interregional cooperation matters was created, which has to support the stable development of the regions and communities of East, Southeast and Central Europe of the clear purpose of furthering community participation in interregional trans-border cooperation and their possibilities. The members of the Platform have to take part in trans-border cooperation policymaking at the European, national and regional levels; delegate their representatives to trans-border cooperation administration; increase organizational ability of their members in the field of model building and realization of trans-border cooperation programs and projects; develop partner relations among the Platform members for project activity in the field of interregional and trans-border cooperation; monitor the regulation and procedure of maintenance in order to effectively realize trans-border cooperation programs; cooperate with other platforms of civil society institutes for the development of trans-border cooperation. The Platform is open to community organizations, which do the same work, share the same principles, aims, tasks and activities (The European space 2011).

Such an experience, undoubtedly, should be applied in trans-border cooperation of the CIS countries, especially on the Ukrainian borders with Russia and Byelorussia. This direction of institutionalization of relations among neighbouring countries wasn't a widespread practice in CIS trans-border relations; however, we have already got the first results. The example of such an organization can be the Centre for Interregional Border Cooperation (2010), created by the National Experimental University "Belgorod State University" for the organization of the interregional and border cooperation, carrying out information and analytical activity, model building and realization of the projects and programs, the organization and management of conferences, seminars, theoretical and applied research in the field of interregional border cooperation.

The tasks of this non-governmental centre is to analyse relations between Russia and the main external political partners, to monitor the most vital problems and the directions of trans-border cooperation; to study the main principles and mechanisms regarding model building and governmental decision-making within the border region; to build the forms and models of border interaction, to study the possibilities and mechanisms of the decision-making process; to modulate the process of interregional cooperation governance, to make practical recommendations about the increase in effectiveness of subjects of border relations; to investigate inter-branch relations in the regions, to build the model of the social and economic border projects and programs of interregional cooperation, to study the main tendencies of Russian and Ukrainian relations, to make projects and programs related to Russian and Ukrainian cooperation; to make strategies and realize the programs for the European regions etc. (Center, 2010).

5. Trans-border clusters which include institutions and organizations situated in the border territories of the neighbouring states can be referred to as new forms of trans-border cooperation, which have the specific institutionalization character in conditions of the network society. The conception of the cluster development formulated by M. Porter at the beginning of the 90s, which was widely spread around the world (Porter, 2000), has been taken into account. Nowadays the cluster approach is being adapted to trans-border relations and cluster policy stimulates trans-border cooperation in the form of establishment of territory networks among companies in the related fields.

Ukrainian scientists define trans-border clusters as a voluntary organization of the independent companies, associated institutions and other subjects of trans-border cooperation. They are geographically situated in the trans-border region (space); they cooperate and compete and specialize in the different fields connected with common technologies and skills and complement each other in providing joint products or services which as a result give the opportunity to get synergetic and networking effects, combining knowledge and skills (The concept of national strategy formation and development of trans-border clusters 2013).

Trans-border clusters unite a lot of interested sides, representatives of the business circles (customers, providers, financial institutions, organizations etc.), as well as non-business organizations (research institutions, organizations, which give professional training, state sector institutions), whose support is very important. There is great Ukrainian experience in the field of the trans-border cluster development. Thus in 2008 on the basis of the Kharkiv National Economical University, open-end company “Kharkiv Regional Fund of the Enterprise Support”, Belgorod State University and Belgorod Regional Fund of the Small-scale Enterprises, the trans-border tourist cluster was created. Its activity is spread along Zolochiv and Haivoron regions of Ukraine and Russian Federation. The main aim of the trans-border tourist cluster is the revival of rural tourism courses and historical monuments (Mikula and Tolkovanov, 2011).

In 2007, a building cluster, with the participation of Kharkiv State Technical University of Building and Architecture, Belgorod State Technological University named after V. Shuhov, Belgorod Regional Fund of the Small-scale Enterprises and open-end company “Kharkiv Regional Fund of the Enterprise Support” was created. The main aim of this cluster is cooperation in the field of designing and building between Ukrainian and Russian companies. There is a big scientific and industrial potential in Luhansk and Rostov regions, (“Donbas” European region), which can be effectively realized by way of the trans-border scientific cluster creation. Educational and scientific regional institutes are provided with unique scientific-research equipment, and its common usage can considerably expand a range of the scientific-research and experimental works. Today the most possible cluster creation is in fields such as: transport, machinery construction, agrarian cluster, medical cluster, and cluster of new-technologies (scientific cluster) (Mikula and Tolkovanov, 2011).

Conclusions

Institutional basis of trans-border cooperation of the CIS countries consists of formal norms and rules, which are shown in the legal and normative acts, which act at different levels of interaction among Commonwealth countries. Organizational forms, in particular of trans-border cooperation information support at the level of intergovernmental institutions and structural subdivisions of the CIS community, structural, central, regional and local (municipal) authorities, (a specific organizational form of the trans-border cooperation, borrowed from the EU experience) can be defined as European regions. Institutionalization of CIS trans-border cooperation information support, on the one hand follows the EU experience, and on the other takes into the consideration the traditions developed in the post-Soviet space. There is a need for improvement, agreement and coordination of the information policy and for further research in this area.

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KOPSAVILKUMS

KVALITĀTES VADĪBAS SISTĒMA KĀ KOMPLICĒTU PREČU EKSPORTA PAAUGSTINĀŠANAS INSTRUMENTS

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Latvijas ekonomikas dzinējspēks ir komplicēts eksports. Eksportējot zemas kvalitātes un lētas preces, nav iespējams nodrošināt valsts izaugsmi un labklājības līmeņa celšanos. Lai nodrošinātu eksporta preču un pakalpojumu kvalitāti, ar to saprotot ne tikai fiziskās īpašības, bet arī zīmolu kā kvalitātes garantu, visefektīvāk ir izmantot kvalitātes vadības sistēmu un metodes. Kvalitātes vadības sistēma ir vērsta uz efektīgu resursu izlietošanu un produktivitātes paaugstināšanu no katras ieguldītās vienības. Sistēmas nekad nav pabeigts process, bet gan uzņēmumu pilnveidošanas mehānisms.

Atslēgas vārdi: zīmols, eksports, kvalitātes vadības sistēmas un modeļi, attīstības tendences

NODOKĻU PĀRKĀPUMU SODI UZŅĒMĒJDARBĪBĀ LATVIJĀ

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Līdzsvarotu un sakārtotu uzņēmējdarbības vidi valstī raksturo tāda fiskālā politika, kuras rezultātā Valsts kasē ienākošie nodokļu un nodevu ieņēmumi ir pietiekoši, lai veidotu makroekonomiskos priekšnoteikumus ekonomikas izaugsmei. Uzņēmējdarbības nodokļu un nodevu ieņēmumu apjomu būtiski ietekmē ēnu ekonomikas īpatsvars. Līdz ar to sodi par nodokļu pārkāpumiem ir svarīgs un iedarbīgs instruments ēnu ekonomikas mazināšanā. Autoru veiktā aptauja uzņēmēju vidū apstiprina pieņēmumu, ka uzņēmēji nepilnīgi pārzina normatīvajos aktos paredzētos sodus nodokļu pārkāpumu gadījumos. Ņemot vērā to, ka Zviedrija ir lielākā ārvalstu tiešo investīciju devējvalsts, autorēm bija interesanti salīdzināt Latvijas un Zviedrijas nodokļu pārkāpumu soda sankcijas, secinot, ka Zviedrijā ir vienkāršotāka aprēķinu metodika. Latvijā nodokļu administrācija veic vienlaicīgi arī piedziņas funkcijas, savukārt kaimiņvalstī ar to nodarbojas divas valsts institūcijas. Zviedrijas uzņēmēji ir atbildīgi pret faktu, ka nereģistrēta saimnieciskā darbība tiek pakļauta tiesvedībai ar iespēju saņemt reālu cietumsodu. Līdz ar to Zviedrijā nodokļu pārkāpumu sodu mehānisms, būdams vienkāršāks, darbojas ļoti efektīvi, par ko liecina nelielais ēnu ekonomikas īpatsvars no IKP, 2012. gadā sasniedzot 14%, bet Latvijā pēc šīs pašas metodikas (MIMIC – multi indikatoru un cēloņu metode) ir aprēķināti 26% no IKP. (*The Shadow Economy in Europe*) Ēnu ekonomikas samazināšanai likumdevējiem būtu jāpiedāvā atbalsta mehānismi un bonusi tiem uzņēmējiem, kuri atbilstoši nodokļu normatīvajiem aktiem veic nodokļu maksājumus.

Atslēgas vārdi: izvairīšanās no nodokļu maksāšanas, ēnu ekonomika, soda nauda, nokavējuma nauda

INFORMĀCIJAS DEMOKRĀTIJAS OPTIMIZĀCIJAS KONCEPTUĀLAIS PAMATS UKRAINĀ

Mytko Antonina

Rakstā analizēts informācijas demokrātijas optimizācijas process Ukrainā. Informācijas demokrātija var palīdzēt risināt šādus jautājumus: sabiedrības uzticēšanās līmeņa valdībai paaugstināšana un atbildības par savu rīcību uzņemšanās no politiķu puses, valdības leģitimitāte un varas procesu izpratne sabiedrībā, pilsoņu intereses un publiskie pakalpojumi, vienlīdzīga iespēja piedalīties politiskajos procesos, efektīva pārstāvniecība un politisko lēmumu pieņemšana, pilsoņu piedalīšanās politikas veidošanā publiskās konsultācijās un debatēs. Informācijas tehnoloģijas kā demokrātijas instrumenta ieviešanas pieredze Ukrainā liecina par to, ka cilvēki izmanto jaunās iespējas piedalīties politiskajos procesos, īpaši izmantojot interneta iespējas, dziļāk apzinot valsts un vietējo pašvaldību būtiskākos politiskos jautājumus.

Atslēgas vārdi: informācijas demokrātija, optimizācija, interneta platforma, informācija, vara, valdība, iespējas

AUGSTKOLU MĀCĪBSPĒKU ĒTISKAS UZVEDĪBAS NOVĒRTĒŠANAS KRITĒRIJI

Piotr T. Nowakowski, PhD

Novērtējot universitātes mācībspēku uzvedību, jāņem vērā individuālo aspektu kopums. Tomēr, lai analizētu viņa/viņas profesionālās dzīves vērtības, būtu ieteicams izstrādāt analīzes un novērtējuma sistēmiskus kritērijus. Šajā rakstā aplūkotas divas pieejas (Homplevica, kā arī Viatkovska un Banaha), kas papildinātas ar Nazara un Poplavska izstrādāto ētisko kritēriju novērtēšanas sistēmu. Lai šis novērtējums aptvertu būtiskos akadēmiskā darba aspektus un tādējādi būtu ticams, jāuzsver divu akadēmiskā darba pamata dimensiju, proti, pasniegšanas un pētīšanas, loma, kā arī šādi papildu aspekti: pasniedzēja attiecības ar sociālo vidi, saviem kolēģiem, darba vidi un personisko dzīvi personības un pētniecības attīstības aspektā. Ja šādas papildu dimensijas netiek ņemtas vērā, tad pētnieka novērtējums var izrādīties nepilnīgs.

Atslēgas vārdi: vērtēšanas kritēriji, mācībspēku ētiskā uzvedība, pasniegšanas aspekts, zinātniskais aspekts

SABIEDRISKO ATTIECĪBU IZPRATNES DAŽĀDĪBA LATVIJĀ

Inga Pūre, Mg. oec., Mg. philol.

Sabiedrisko attiecību prakse Latvijā ir iepazīta nesen. Pirmās sabiedrisko attiecību iezīmes var saskatīt Latvijas Trešās Atmodas laikā, 20. gadsimta 80. gadu beigās. Līdz Trešās Atmodas laikam valstī, kurā valda totalitārisma režīms, centralizētās plānošanas un kolektīvisma politika tautsaimniecībā, sabiedriskās attiecības netiek īstenotas.

Šodien, kad ir pagājuši vairāki gadi, kopš Latvijā tiek īstenotas sabiedriskās attiecības, izpratne, kas ir sabiedriskās attiecības, ir ļoti dažāda. Sabiedriskās attiecības tiek jauktas ar citiem jēdzieniem, kā, piemēram, propagandu un mārketingu. Daudziem organizāciju vadītājiem trūkst izpratnes par sabiedriskajām attiecībām kā svarīgu menedžmenta funkciju, līdz ar to sabiedriskās attiecības bieži tiek īstenotas operatīvā un taktiskā, nevis stratēģiskā līmenī. Tas neļauj sabiedrisko attiecību praktiķiem pilnvērtīgi darboties un sasniegt iecerētos rezultātus.

Šajā rakstā tiek analizēts, kā Latvijā tiek izprasts jēdziens "sabiedriskās attiecības", vai var izdalīt atšķirīgas pieejas sabiedriskajām attiecībām un vai Latvijā praktizētās sabiedriskās attiecības atbilst raksta autores izvirzītajiem pieciem sabiedrisko attiecību kritērijiem.

Rakstā ir apkopoti un analizēti padziļinātās intervijās ar 30 vadošajiem Latvijas sabiedrisko attiecību praktiķiem un akadēmiķiem iegūtie fakti un viedokļi. Ierobežotā apjoma dēļ rakstā netiek atspoguļota visa intervijās iegūtā informācija. Rakstā ētisku apsvērumu dēļ respondentu vārdi un uzvārdi netiek minēti, katram no tiem ir piešķirts savs numurs.

Atslēgas vārdi: sabiedriskās attiecības, izpratnes dažādība, komunikācijas pieeja sabiedriskajām attiecībām, mārketinga pieeja sabiedriskajām attiecībām, reputācijas menedžmenta pieeja sabiedriskajām attiecībām, attiecību menedžmenta pieeja sabiedriskajām attiecībām, Latvija

NVS PĀRROBEŽU KOOPERĀCIJAS INSTITUCIONALIZĀCIJAS INFORMATĪVAIS NODROŠINĀJUMS

Tykhomyrova Y., PhD in political science

Šajā rakstā tiek analizēta pārrobežu kooperācijas institūcijas izveidošanas nozīme, kas izriet no problēmām pārrobežu kooperācijas institucionalizācijā un institucionalizācijas sekas. Autore apgalvo to, ka NVS valstu pārrobežu kooperācijas institucionālais pamats ir formālas normas un noteikumi, kas atspoguļoti juridiskos un normatīvos aktos, kas tiek pielietoti dažādos valstu sadarbības līmeņos. Tiek aplūkotas pārrobežu kooperācijas informatīvā nodrošinājuma formas, kas saistītas ar pārrobežu sadarbību, starpvaldību institūciju un NVS kopienas struktūrvienību, centrālo, reģionālo un vietējo pašvaldību līmenī ir aizgūtas no Eiropas Savienības, kas rakstā tiek dēvēta par Eiropas reģionu, pieredzes. Autore secina, ka NVS pārrobežu kooperācijas institucionalizācijas informatīvais nodrošinājums, no vienas puses, izmanto ES pieredzi, kamēr, no otras puses, ņem vērā tradīcijas, kas veidojušās postpadomju telpā.

Atslēgas vārdi: institucionalizācija, institūcija, informatīvais nodrošinājums, klasteris, normas, orgnizācija, NVS, pārrobežu kooperācija, Ukraina