

TARPTAUTINIS VERSLAS:

inovacijos, psichologija,
ekonomika

Online ISSN 2345-0932

INTERNATIONAL BUSINESS:

Innovations, Psychology,
Economics

2017, Vol. 8, No 1 (13)

RESEARCH PAPERS

VILNIUS 2017

TARPTAUTINIS VERSLAS:

inovacijos, psichologija,
ekonomika

2017, t. 8, Nr. 1 (13)

MOKSLO DARBAI

Vyriausioji redaktorė / Editor-in-Chief

Prof. habil. dr. DANGUOLĖ BERESNEVIČIENĖ, Kūrybiškumo ugdymo centras, Lietuva /
Center of Creativity Education, Lithuania (edukologija 07 S, psichologija 06 S)

Tarptautinės redaktorių kolegijos nariai / International Editorial Board

Prof. dr. CARL-MARTIN ALLWOOD, Geteborgo universitetas, Švedija / Gothenburg
University, Sweden (psichologija 06 S)

Prof. habil. dr. LietuvosMAakad. ANTANAS BURAČAS, Lietuvos Edukologijos universitetas,
Lietuva / Lithuanian University of Education, Lithuania (vadyba ir administravimas, 03 S,
ekonomika 04 S)

Prof. habil. dr. PETER FRIEDRICH, Tartu universitetas, Estija / Tartu University, Estonia
(ekonomika 04 S)

Prof. habil. dr. LEONAS JOVAIŠA, Vilniaus universitetas, Lietuva / Vilnius University,
Lithuania (edukologija 07 S, psichologija 06 S)

Prof. habil. dr. VLADIMIRS MENSHEIKOV, Daugpilio universitetas, Latvija / Daugavpils
University, Latvia (sociologija 05 S)

Prof. habil. dr. ANITA PIPERE, Daugpilio universitetas, Latvija / Daugavpils University, Latvia
(edukologija 07 S, psichologija 06 S)

Prof. (HP) dr. JUOZAS RUŽEVIČIUS, Vilniaus universitetas, Lietuva / Vilnius University,
Lithuania (vadyba ir administravimas 03 S, ekonomika 04 S)

Prof. dr. DALIUS SERAFINAS, Vilniaus universitetas, Lietuva / Vilnius University, Lithuania
(vadyba ir administravimas 03 S)

Doc. dr. WIESLAW URBAN, Balstogės technologijos universitetas, Lenkija / Białystok
University of Technology, Poland (vadyba ir administravimas 03 S, ekonomika 04 S)

Prof. habil. dr. ALEKSEJ VOROBOJOV, Daugpilio universitetas, Latvija / Daugavpils University,
Latvia (edukologija 07 S, psichologija 06 S)

Prof. habil. dr. Lietuvos MA akad. POVILAS ZAKAREVIČIUS, Vytauto Didžiojo universitetas,
Lietuva / Vytautas Magnus University, Lithuania (vadyba ir administravimas 03 S)

Redakcijos adresas (Address):
Kūrybiškumo ugdymo centras
M. Pretorijaus g. 7–16, LT-06227 Vilnius, Lietuva
El. paštas: danguole.beresneviciene@gmail.com

The journal is abstracted and indexed in international databases:
Business Source Complete (EBSCO);
Business Source Corporate Plus (EBSCO),
Index Copernicus Journal Master List.



Turinys • Contents

Inovacijos • Innovations

- Philippe Rebiere, Hareesh Mavoori. POSITIONNEMENT STRATÉGIQUE DES « BIG PHARMA » EN FRANCE : VISUALISATION INDUCTO-DÉDUCTIVE ET MULTI-PERSPECTIVE DES ESPACES CONCURRENTIELS 7
 Strategic positioning of « Big Pharma » in France: Inducto-deductiv, multi-perspective visualization of competitive spaces
 Prancūzijoje esančios kompanijos „Big Farm“ strateginė pozicija:
 induktyviai- dedukcinė daugiaperspektyvi konkuruojančių erdviių vizualizacija

Psichologija • Psychology

- Aivis Dombrovskis. DREAMS ABOUT THE FUTURE: INDICATORS OF THE CONGRUENCE OF THE GOALS OF CORPORATE DIRECTORS AND MANAGERS 23
 Svajonės apie ateitį: korporacijos direktorių ir vadybininkų tikslų sutapimas

Verslo vadyba – Business Managements

- Justina Gedgaudaitė , Gediminas Beresnevičius. KŪRYBIŠKI „SOGRAPE VINHOS“ IMONĖS SPRENDIMAI INTERNETE 32
 „Sogrape Vinhos“ Company's Creative decisions Online

Kokybės vadyba • Quality Management

- Asta Rakštelienė, Dalius Serafinas, Ramunė Šepetienė. SISTEMINIS NEFORMALAUS MOKYMO VEIKSMINGUMO VERTINIMAS 58
 Systemic evaluation of nonformal training effectiveness

- Edgaras Afarjanc. PATIKSLINTA E-PASLAUGŲ SAMPRATA iR KOKYBĖS CHARAKTERISTIKOS 76
 The refined concept and quality characteristics of e-services

- ABOUT THE AUTHORS 88
 INFORMATION FOR AUTHORS 90



Dreams About the Future: Indicators of the Congruence of the Goals of Corporate Directors and Managers

Aivis Dombrovskis

University of Latvia; Faculty of Education, Psychology and Art
E - mail: aivis_dombrovskis @ inbox.lv

Abstract. This is interdisciplinary research that merges knowledge about psychology and management studies. The examination of the congruence of goals of corporate directors and managers involves a study of whether a qualitative research method – a narrative about future dreams – can determine the congruence of the goals of corporate directors and managers. Nine research participants ($N=9$) took part in the study. They were aged 25 to 46 ($M = 32$; $SD = 8$). One of the respondents was a director, and the others either were managers who were directly subordinated to him. The qualitative research method - narrative about future dreams was adapted in Latvia by Dombrovskis (2014). The goal of the study was achieved, with the author concluding that the method can be utilised successfully to specify the congruence of the goals of company employees. The study focused both individual and common goals, and these were determined to identify their level of congruence.

Keywords: Narrative, dreams, goals, values, manager, director, management

Introduction

The issue of effective corporate management has been of importance since antiquity, with Eider (1999) describing Ancient Greece during the age of Socrates and pointing out that leadership issues were of key importance at that time. Such issues were considered from the military, philosophical and economic aspect, as well as the aspect of overall management of society. According to Eider, "The idea that management skills basically help people to live better lives remains of importance today. This suggests that perhaps, in the more

distant future, we will consider the management is one of the services that we provide to our comrades" (Eider ,1999, p.38). Eider also points out that there are three major aspects of human needs, with these aspects interacting and overlapping. These aspects include the need to achieve common goals, to be able to work in a team, and to look at needs that are necessary to satisfy individuals. Praude and Belchikovs (Praude & Belcikovs, 1996) argue that each company and organisation has its own goal, and the same is true of every employee. People work for companies to help them to achieve their goals, and the work

that they do is aimed at satisfying their own goals in terms of their needs. According to Mezniece (Mezniece, 2015), managers must form secure links between the motivation of employees and the effective work that serves the organisation's needs, thus achieving harmony between individual and organisational goals. If the goal that people want to achieve is sufficiently valuable, then they must try to achieve it. To do so, people look for a leader, and the leader's duty is to satisfy the needs of the people and the organisation. This can best be done if the leader has close interaction with his or her subordinates (Eider, 1999). If a leader or director is to satisfy the needs of the subordinates (Mezniece, 2015), then there must first be identification of the needs and the goals of the subordinates. That is because attempts to achieve a goal are based on the need to satisfy concrete needs.

If a democratic approach is seen as a good management style, in turn, then Praude and Belchikovs (Praude & Belcikovs, 1999) argue that a democratic approach requires common interests, which means that there must be common needs and goals and make it possible to assume that the more there are common needs, the higher might be the indicator of democratisation at the company or organisation.

As the congruence (complete correspondence, equality, coincidence) of interests and goals increases, the likelihood of management conflicts will diminish. According to Praude and Belchikovs (Praude & Belcikovs, 1999) and Omarova (Omarova, 2002), an important cause for conflict situations is a difference in goals.

The aim of this study was to find out whether the narrative method, which involves information from research participants about

their views about their life and work after seven years, can make it possible to identify the goals of employees and to evaluate the congruence of the goals of the director and the managers.

Sample

Nine respondents ($N = 9$) took part in the study. They were aged 25 to 46 ($M = 32$; $SD = 8$). Eight of the research participants were men and one was woman. In terms of socio-demographic indicators, three of the research participants lived in private homes, five lived in flats, and one lived with their parents. Five of the research participants spent their childhood in the countryside, with 4 growing up in an urban environment. When it comes to family status, four of the research participants are married for the first time, two say that they are unmarried, and three are unmarried, but reside together with a partner. One of research participants have one child, two have two, and four have no children. Three of research participants have younger brothers or sisters, one has an older brother, and one has an older brother and younger sister, with the same percentage reporting a younger sister and an older sister. All of the research participants were managers, with one of them being the company director and owner. Three of research participants have a specialised (vocational education) high school education, five have a higher education, and one has a high school education. All of the research participants and their parents are Latvians. Seven of the research participants reported that their parents were still living together, one research participant's parents were divorced, and one indicated a different relationship between the

parents. Asked about their satisfaction with their work, two said that they were a bit less or a bit more than satisfied at the medium level, three rated their satisfaction between medium and good, and four are more or less satisfied with their work.

Instruments and procedure

When we provide narrative information to others, we choose that which is important to us and structure our own identity. The stories that we construct strengthen our identity (Willig & Stainton-Rogers, 2008). McAdams (1993) and Whitty (2002) argue that hopes and dreams help people to understand themselves in the presence on the basis of facts that existed in the past, also having hopes about themselves and their Identity in future. Narrative (Story-writing approach. Whitty (2002)) data can be processed with the help of qualitative content analysis, which makes it possible to encode the data, define the purpose of units, and reveal the hidden meaning of the text (Graneheim & Lundman, 2004). Dombrovskis (2014) adapted the narrative method about future dreams in Latvia in 2014, the author of original method is Monica Whitty (Whitty, 2002).

The study involved top managers of a private enterprise, as well as the director and sole owner of the company. Respondents were first told about the goal of the study, and a secure and creative environment was created for them. Respondents were first asked to fill in a demographic form. Then they were given blank sheets of paper and asked to freely and descriptively offer a detailed statement about their dreams, hopes, expectations and goals for the future. They were asked to write about how

they see their private lives and their work at the company seven years from now. Why seven years? Because people have a myth in our society: every seven-year person have to change something in their life and usually it means to change a job. Research participants were asked not to censure themselves, instead releasing themselves to a free flow of dreams. Research participants were given 40 minutes for this task. The instruction was based on the issue of how research participants perceive their future (Gillespie & Allport, 1955; Mönks, 1968; Whitty, 2001, 2002). Research participants were asked to write the text in third-person form, thus allowing themselves to dissociate themselves from their description of their lives (Haug, 1987). The managers and director were very happy and excited about writing down their views about what their lives will be like seven years in the future.

Data analysis

The narratives were processed with the help of the thematic content analysis method (Willig & Stainton-Rogers, 2008; Pipere, 2011), with a quantitative comparison of how often specific themes were in the narratives (Pipere, 2011). The stories were analysed on the basis of content units (words) in the texts (Baxter, 1991), statements (Krippendorff, 1980), and phrases (Lichstein & Young, 1996) in terms of the dreams and future hopes of the respondents. The categories of content in terms of dreams and future hopes (goals) were merged into themes (Polit & Hungler, 1991), the conducting a comparison of the statements of the top-level managers and the director/owner of the company.

Results

The analysis of the narratives identified 26 content units from the narrative of the managers and the director. Here are some examples about the units:

- Career growth: “Later, when corporate managers and colleagues observed his working skills and the ability to communicate with colleagues and clients, he was given a higher-ranking job as senior manager, and this meant a new phase in his career – new duties, responsibilities and expectations”;
- Effective work: “He will choose his main activities and invest maximal work and effort in terms of working with the highest effectiveness co-efficient, effectively organising and managing a system to ensure maximum benefits for the company, colleagues and himself”;
- Loyalty toward the company: “She has been given and has achieved a goal – providing professional support to the director of the company, being loyal toward the company, and being competent about all issues that relate to the company”;
- Self-improvement: “At first it was not easy, but now he has obtained new knowledge and skills, completing courses and being graduated from university. He has improved himself as a leader”;
- Honesty and fairness in the work environment: “She will be strict, demanding, honest and fair toward herself and her work, as well as in relations with her subordinates”;
- The ability handles one’s formal power: “She will have sacked those who ‘damage’ the company with their negativism, inability to do work or unwillingness to do work”;
- Material aspects of life: “He will have earned enough money and will live in a private home with a big garden and a very elegant and expensive car”;
- Family life: “She will have learned how to separate work from home and how not to bring work-related negations home that cause suffering for her family”;
- Religion as a value in life: “Religion, too, will not be forgotten”;
- Popularising the company: “He has ensured that employees are happy about coming to work and are happy and proud about their jobs at this company, as opposed to coming to work just to receive a salary; he will have made this company popular”;
- Social status: “In the ‘eyes’ of her employees, she must be an honest and fair authority”;
- Helping parents: “Given that seven years from now she will be stable and earn good money, she will help her parents, who will be old-age pensioners at that time”;
- A good working environment: “To ensure good working circumstances for himself and his subordinates, he will constantly work on development and improvements”;
- Experience: “He will be a man with lots of experience”;
- Personal image: “I see him as a smart man who is an expert in his sector, dresses well and in a business-like manner, drives a good, new car, has a family that supports him, and has a successful career with growth in his work”;
- Stability at work: “New and promising employees will come to work, but that will mean competition; still, experience and increased knowledge all the time will allow them to remain stable in their jobs”;
- Effectiveness at the company: “During this period of time he will have helped to introduce several important supplements to the

XXX system, thus making work easier for himself and his colleagues, at the same time helping the process to avoid the possibility of human factors so as to ensure high-quality and precise correlation of data”;

- Clear duties at work: “*He has drafted clear work guidelines and a work plan so that all employees have a clear sense of what is expected of them and what the work plans are”;*
- Self-affirmation: “*During this cycle of seven years, he will have obtained greater understanding about business ethics and etiquette, and that will allow him to demonstrate himself better as a manager”;*
- Material appreciation for the investment: “*Two years from now, he will earn more at this company than before, and that will provide him with a greater understanding that he is an important phase in this company and that others appreciate the work that he is doing”;*
- Moral appreciation of the employee’s work: “*The company will have recognised her investment and will have accepted her as an equal player in the process”;*
- Active social life outside of work: “*He will spend his free time playing sports and travelling”;*
- Co-operation with colleagues: “*When he gets up and prepares for a new day at work, he will prepare a plan so that there is enough time to do professional and management work, as well as to have time for conversations with subordinates and colleagues, as well as other employees”;*
- Support from management: “*Management will listen to his ideas and his proposals on how to improve the company’s operations, also supporting his plans to improve manufacturing.”*

The content units were renamed so as to get a sense about the unit that characterises needs, values and goals, because employees, managers and the director will try to satisfy their needs, which means that this satisfaction of needs becomes a goal. To compare the congruence of the values of the managers and the director, all of the values were evaluated in terms of the managers and the director so as to determine the numerical mass of these values (i.e., the frequency with which each value was mentioned).

Table 1 speaks to the frequency with which goals were mentioned and how often respondents mentioned relevant categories in their narratives about how they see themselves at the company. These were transformed into conceptual units and reduced to keywords. To compare the data, the units were expressed as percentages of the total frequency of mentions, thus obtaining the “mass” of frequency of mentions.

Table 1 shows that the goals that managers and the director have in common are *Career, Effectiveness, Improvement, Power, Life, Money, Assistance, Experience, Self-image, Optimisation, Self-affirmation and Co-operation*.

Table 1 also shows that managers mentioned goals such as *Loyalty, Honesty, Family, Religion, Self, Environment, Stability, Company, Duties, Bonuses, Praise, Relaxation and Support*.

When it comes to differences between the director and manager in terms of goals and values, there were goals that were mentioned by the director, but not by managers, but there were no values that were held only by the director and not the managers.

Analysis of the congruence of goals, as expressed in percentages, shows that of the 26 identified goal units, there was congruence

TABLE 1. A comparison of the objective units (keywords) of the director and managers

No.	Objective (keyword)	Objective mentioned by the director	Objective mentioned by managers	Objective in % of managers in the sample (apart from the director) who mentioned	Objective in % of the time that the director mentioned
1	Career	3	21	6	9
2	Effectiveness	4	49	13	13
3	Loyalty	--	11	3	--
4	Improvement	6	25	7	19
5	Honesty	--	2	1	--
6	Power	1	19	5	3
7	Life	2	11	3	6
8	Money	1	17	5	3
9	Family	--	25	7	--
10	Religion	--	1	--	11
11	Self	--	3	1	--
12	Status	--	11	3	--
13	Assistance	1	1	--	3
14	Environment	--	15	4	--
15	Experience	5	7	2	16
16	Self-image	3	15	4	9
17	Stability	--	8	2	--
18	Company	--	10	3	--
19	Optimisation	2	36	10	6
20	Duties	--	3	1	--
21	Self-affirmation	2	11	3	6
22	Bonuses	--	15	4	--
23	Praise	--	10	3	--
24	Relaxation	--	11	3	--
25	Co-operation	2	21	6	6
26	Support	--	7	2	--

between the director and managers in 46% of the cases. This can be attributed to a vertical comparison, because the director, who is also the owner of the company, is less dependent on employees than vice versa, and that is why there are differences in goals. The director, for instance, will not emphasise *Duties* or *Bonuses*, because the director freely determines his duties and those of others, as well as whether or not to award bonuses.

After comparing the goals, the author grouped the goals together into five of the most

important goals so as to determine the congruence of the goals of the director and the managers.

Table 2 offers five groups in accordance with their importance, with 1 meaning the most important goal, 2 meaning the next most important goal, etc. We see that *Improvement* is the top goal for the director, while *Effectiveness* is at the top of the list for managers. In second place are *Experience* for the director and *Optimisation* for the managers. In third place are *Effectiveness* and *Improvement* and *Family* re-

TABLE 2. Priorities in the goals of the director and the managers

Director's goals	Ranking by the director of the group	Employee goals	Ranking by the employees of the group
Improvement	1	Effectiveness	1
Experience	2	Optimisation	2
Effectiveness	3	Improvement, Family	3
Career, Self-image	4	Career, Co-operation	4
Life, Optimization, Self-Affirmation, Co-operation	5	Power, Money	5

spectively. *Career* is the fourth most important goals for the director and the managers, but at the same level are *Self-image* for the director and *Co-operation* for the managers.

In last place in the “Top 5” are *Life*, *Optimisation*, *Self-affirmation* and *Co-operation* for the director, with managers choosing *Power* and *Money*.

In looking at the importance of the groups of goals for the director and the managers, we can determine the congruence of the goals, finding that the top five areas in which the goals are congruent for the director and the managers are *Effectiveness*, *Optimisation*, *Improvement*, *Career* and *Co-operation*.

In analysing the congruence of the five most often mentioned groups of goals by the director and the managers, we find that goals are congruous in terms of 42% of the top five goals.

Discussion and Conclusions

The qualitative research method: A narrative about the dreams, hopes, expectations and goals of employees when it comes to their future, what they think about their private life and their life and work at the company seven years from now, with the narrative used to identify the goals, priority goals and congruence of goals among employees at various levels of the enterprise.

The research found that the goals which are congruent for the director and the managers apply to the effectiveness of operations, optimisation of processes at the company, self-improvement, plans, possible career growth, as well as improved ways of communicating amongst each other.

Congruence in the goals of the director and the managers and in the top five goals can be seen in nearly one-half of the identified goal units.

In terms of psychology and management studies, it would be interesting to look in future at whether there are links between the congruence of the goals of a company and its managers on the one hand and the satisfaction of managers with their work on the other hand, because among the identified goal units, nearly one-half were congruent, while the question about satisfaction with work showed that 22% of the respondents said that they were a bit less or a bit more than satisfied at the medium, level, 33% rated their satisfaction between medium and good, and 44% are more or less satisfied with their work. This would propose this research question: “As the congruence of the goals of company managers and employees increases, does the satisfaction of employees with their work change?”

References

- Baxter, L. A. (1991). Content analysis. In: B. M. Montgomery, & S. Duck (Eds.), *Studying interpersonal interaction* (pp. 239–254). The Guilford Press, New York, London.
- Dictionary., Retrieved from <http://www.vardnica.lv/svesvardu-vardnica/k/kongruence>. (2009-2016). [In Latvian]
- Dombrovskis, A., (2014). Latvijas sieviešu feministiskās identitātes dimensijas prognozējošie faktori [Factors that predict the feminististic identity dimension of Latvian females]. Nepublicēts promocijas darbs [unpublished dissertation]. Daugavpils Universitāte [University of Daugavpils]. [In Latvian].
- Eiders, Dz., (1999). Efektīvas vadības skola., [John Aidar] [Effective Leadership Masterclass] SIA "Asja". [In Latvian]
- Gillespie, J. M., & Allport, G.W. (1955). *Youth's outlook on the future* (A Cross – National Study). New York: Doubleday.
- Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: Concepts, procedures and measures to achieve trustworthiness. *Journal of Nurse Education Today*, 24, 105–112.
- Haug, F. (1987). *Female sexualization: A collective work of memory*. London: Verso.
- Krippendorff, K. (1980). *Content analysis. An introduction to its methodology*. Beverly Hills: SAGE.
- Lichstein, P. R., & Young, G. (1996). My most meaningful patient. Reflective learning on a general medicine service. *Journal of General Internal Medicine*, 11 (7), 406–409.
- McAdams, D. P. (1993). *Stories we live by: Personal myths and the making of the self*. New York. Morrow.
- Mezniece, I., (2015).[Mezniece, 2015] , Kas ir darbinieku motivēšana [What is motivating of employees?], Retrieved from <http://www.enjoyrecruitment.lv/lv/blog/kas-ir-darbinieku-motivesana>., 2005 -2015. [In Latvian]
- Mönks, F. (1968). Future time perspective in adolescents. *Human Development*, 11, 107 – 123.
- Omarova, S., (2002). Cilvēks runā ar cilvēku [Person speak to person]., Kamene. [In Latvian]
- Pipere, A. (2011). *Datu Analize Kvalitatīvajā Pētījumā* [Analysis of data in qualitative research]. Iekļauts: Mārtinsone, K., *Ievads Pētniecībā: Stratēģijas, Dizaini, Metodes* [In Martinsone, K., Introductions in investigations: Strategies, Designs, Methods] (pp.220–240). Raka. Rīga. [In Latvian]
- Polit, D. F., & Hungler, B. P. (1991). *Nursing research. Principles and methods* (4 ed.). J.B. Lippincott Company, Philadelphia, New York, Hagerstown.
- Praude, V., & Belcikovs, J., (1996)., [Praude V., & Belchikov, J.] *Menedžments* [Management]., Vaideoleote.. [In Latvian]
- Whitty, M. (2002). Possible selves: An exploration of the utility of a narrative approach. *Identity: An International Journal of Theory and Research*, 2, (3), 211–228. Lawrence Erlbaum Associates. Inc.
- Whitty, M. T. (2001). The myth of the superwoman: Young men and women's stories of their future lives. *Journal of Family studies*, 7, (1), 87–100.
- Willig, C., & Stainton-Rogers, W. (2008). Narrative psychology. *The SAGE Handbook of Qualitative Research in Psychology. Sage Research Methods Online*. SAGE Publications, Inc., SRMO Beta Tester, pp. 147–164. DOI: 10.4135/ 9781848607927.

Svajonės apie ateitį: korporacijos direktorių ir vadybininkų tikslų sutapimas

Aivis Dombrovskis

Santrauka

Tai – tarpdisciplininis tyrimas, apimantis psichologijos ir vadybos mokslų žinias. Straipsnyje yra nagrinėjama, kaip korporacijos direktorių ir vadybininkų tikslai tarpusavyje sutampa ar prieštarauja vieni kitiems. Atliktas kokybinis tyrimas, apklausiant tiriamuosius apie jų ateities svajones. Tyime dalyvavo 9 tiriamieji, kurių amžius svyravo nuo 25 iki 46 metų (vidurkis 32 metai, standartinis nuokrypis – 8 metai). Tyime dalyvavo korporacijos direktorių ir 8 vadybininkai, kurie buvo jam

tiesiogiai pavaldūs. Kokybinis tyrimas – pasakojimas apie ateities svajones Latvijoje buvo adaptuotas Dombrovskio (2014). Tyrimo tikslas buvo pasiektas, autorius padarė išvadą, kad šis metodas gali būti sėkmingesnai taikomas norint nustatyti kompanijos darbuotojų tikslų sutapimą. Studijoje buvo tiriami tiek individualūs, tiek bendri kompanijos tikslai, nustant šių tikslų sutapimo lygi.

Raktiniai žodžiai: pasakojimas, svajonės, tikslai, vertybės, vadybininkas, direktorius, vadyba.

Įteikta / Submitted: 2017-02-15

Priimta / Accepted: 2017-05-15



About the authors

EDGARAS AFARJANC – doctoral student at the Department of Management, Vilnius University, management expert, developing and managing e-service projects, previously performed over 50 project of implementing management systems, author of research papers in Lithuanian and English languages, participant of international conferences, certified management systems auditor. Address: M.K. Ciurlionio str. 84B-19, Lt-03210, Vilnius, Lithuania, tel. +370 672 258 78; e-mail: edgaras@pigiausiosdalys.lt, www.pigiausiosdalys.lt

GEDIMINAS BERESNEVIČIUS – Head of the Department of Education of Gifted and Talented Children of the Lithuanian Centre of Non-formal Youth Education. He teaches courses on education of creativity at the Faculty of Communication of Vilnius University. He obtained MA in physics and astrophysics from the Vilnius University and the PhD in education from the Šiauliai University. His research focuses on the education of creativity, creative thinking, problem solving strategies. He is the author of 52 scientific and popular articles. He is also the editor of six books on science fiction. Address: Faculty of Communication of Vilnius University, Saulėtekio ave. 9, Vilnius, Lithuania. E-mail address: gedber@gmail.com

AVIS DOMBROVSKIS – The expert at psychology of The Latvian Academy of Sciences, Senior Lecturer at University of Latvia, Doctor of psychology, private psychotherapist. Hi has the University degrees at Biology, Economy, Pedagogy, Psychology. The area of interests of research are Identity, Identity Crisis, Family, Feminism, Gender Psychology and

Differential Psychology. At University of Latvia he works as senior lecturer and giving lectures - an introduction in psychotherapy; consulting in psychology, differential psychology and lead work with groups of psychology trainings in theory and in practical work. E-mail: avis_dombrovskis@inbox.lv; Web.: www.adhypnosis.com; Facebook: Aivis Dombrovskis

JUSTINA GEDGAUDAITĖ – has been studying in Vilnius University, Creative Communication studies and has a Bachelor degree in Communication. Justina currently studies at Lithuanian Sommelier School. She is working as a communication specialist at wine shop „Vyno klubas“ and as a reporter for the only wine magazine in Lithuania „Vyno Žurnalas“. Addr.: Stumbų st. 15, 08101, Vilnius. E-mail address: gedgaudaitė.justina@gmail.com.

HAREESH MAVOORI est professeur associé à ICN Business School à Nancy, en France, titulaire du PhD de Northwestern Université (USA). Ses intérêts en recherche portent sur l'innovation transdisciplinaire, les systèmes complexes et les méthodes de recherche en gestion. Il a publié (h-index = 14) dans des revues internationales dans plusieurs domaines de sciences naturelles et sciences de gestion, et exerce en parallèle des activités de conseil au sein de la direction de recherche auprès d'une large audience (professeurs, chercheurs, doctorants en sciences de gestion).

Asta RAKŠTELIENĖ – currently studies at Quality Management masters program at the department of Management, Economics faculty, Vilnius uni-

versity. Addr.: Saulėtekio ave. 9, II bld., 10222, Vilnius, Lithuania. She is holding masters degree of Management and Business Administration acquired at the Vilnius university, works as Head of Quality Management department at European Social Fund Agency, Addr.: Gynėjų g. 16, Vilnius. She has over 7 years of experience in developing, improving organizational management systems, process and risk managemet. Tel. +370 5 2366155. E-mail: asta.raksteliene@ef.stu.vu.lt

Docteur en sciences de gestion Sorbonne Université, PHILIPPE REBIÈRE est professeur associé de stratégie à ICN Business School à Nancy, en France. Ses recherches portent sur la dynamique des groupes stratégiques de l'industrie pharmaceutique. Il est auteur d'articles parus dans des revues internationales orientées vers le management stratégique .il intervient comme *visiting professor* à l'Université Nationale d'Economie de Kiev et à ECUST (Université des sciences et technologies de Shanghai) . Auteur de multiples études de cas parus à NACRA (USA) dont certaines ont été primées à CCMP Publishing Paris.

Dalius SERAFINAS – currently works as professor at Vilnius university's Management department of Economics faculty, Chairmen of Quality Management masters program. Addr.: Saulėtekio ave. 9, II bld., 10222, Vilnius, Lithuania. Also he is a president of two associations – Lithuanian Quality Management and Innovations; and International Guild of Quality, he is a board member of Lithuanian SME Board, he has over 20 years of experience as QMS / ISO 9001 auditor, quality consulting company JSC „Kvalitetas“ manager. Tel. +370 687 76262. E-mail: dalius.serafinas@ef.stu.vu.lt

Ramunė ŠEPETIENĖ – currently studies at Quality Management masters program at the department of Management, Economics faculty, Vilnius university. Addr.: Saulėtekio ave. 9, II bld., 10222, Vilnius, Lithuania. She holds PhD degree of Medicine sciences acquired in Lithuanian university of Health Sciences. She works at Cardiology Institute, LSMU, Sukilėlių str. 15, Kaunas. She has over 11 years of experience in management and administration in medicine sector. Tel. +370 5 2366155. E-mail: ramune.sepetiene@ef.stu.vu.lt



1. *International Business: Innovations, Psychology, Economics* publishes only original scientific research papers and book reviews.
2. **Submission to the Editorial Office.** Please send the electronic Microsoft Word version of your paper (format A4, font *Times New Roman*, height 12, spacing 1.5, volume half to one printer's sheet, i.e. 20 000 to 40 000 characters with spaces, in exceptional cases up to two printer's sheets (if agreed with the Editor-in-Chief), e-mail address: danguole.beresneviciene@gmail.com
3. **The title page must include:** 1) a brief and informative title of the paper; 2) author(s) name(s); 3) name of the institution or subsidiary bodies which employ the author(s); 4) author(s) scientific degree, academic name, title, university, department, the number and titles of publications of scholarly papers and books, affiliation with scientific associations, editorial boards, area of scientific interests; 5) e-mail address, phone number, work address, correspondence address, date of the paper submission for publication.
4. **Parts of the paper:** Abstract, Key words, Introduction, Methods, Results and Discussion, Conclusions, References.

Abstract should describe the goal of the study, contain a brief description of methods and the main findings. At the end, three to five key words are added. The abstract is printed before the main text.

Introduction presents the idea of the study, methods, aims, objectives or hypotheses. It is desirable that the literature sources quoted in the first section would have a direct relation to the results of the study.

Methods describe the study material, its examination procedures and methods applied.

Results provide a detailed description of tables, graphs and a statistical data analysis.

Discussion offers a comparison of the obtained results with the published findings of other authors.

References.

Summary in English (or in Lithuanian, if the paper is written in English).

The article must have clearly separated paragraphs. All titles (chapters, sections, tables, figures) are printed in small letters and numbered.

5. **Symbols.** The paper should be edited, its printed text must be proofread. It is desirable that authors use only standard abbreviations and symbols. Non-standard abbreviations and symbols should be explained in the text when used for the first time. All measurement results are provided in the international SI system units.
6. **Tables and illustrations.** A serial number and a short title are written above the tables. All explanations must be in the text or in a short note under the table. Abbreviations and symbols used in the table should be consistent with the main text, images, and drawings.
7. **Links. Citation.** All cited sources must be reflected in the bibliography. References in the text are written in brackets (only the author's surname and the year of publication). If the author is mentioned in the text, only the year is mentioned in brackets after his name. When the same author with the same publication is referred to in the same paragraph, only his surname is mentioned, and the year is omitted.
When citing two authors' sources, specify the names of both authors. When the number of authors is 3–5, for the first time all the authors are mentioned, and later only the first author's name is written and "et al." (in the original language) is added. When the number of authors is six or more, both the first and other times please refer to the first author only and add "et al." (in the original language).

If the source author is an organization or there is no author, only the organization name (or the source name) and the year are mentioned. In case of citing various publications of the same author in the same year, letters a, b, c, etc. should be added to the year.

In case of exact citation of a work, please specify the source page.

More information about the source quotes can be found at: <http://www.library.uq.edu.au/training/citation/apa.pdf>

8. **List of references** in alphabetical order is attached at the end of the paper. Citations are made in accordance with the APA (American Psychological Association) guidelines: <http://www.library.uq.edu.au/training/citation/apa.pdf>

Please first name sources in Latin and then in non-Latin (e.g., Russian, Bulgarian) scripts.

Below you will find examples of the list of references.

a) Periodicals

Journal paper:

Schafer, J. L. & Kang, J. (2008). Average causal effects from nonrandomized studies: A practical guide and simulated example. *Psychological Methods*, 13, 279–313.

Unpublished paper:

Kregždė, S. (in press). *Fundamentalios psichologinės atramos švietimo reformai ieškant*.

Electronic article:

Shu-Cheng, Steve, Chi-Friedman, Raymond A. and Yang, Mei-Yu (2009). Are supervisors fair mediators? The effects of personality traits and age difference on expected mediation fairness. *Social Behavior and Personality*, 37 (1), 59–118. Retrieved from http://www.swetswise.com/titleBank/getAtoZList.do?title_id=187408

b) Books and book articles

Book:

Jovaiša, L. (2008). *Profesinio konsultavimo psichologija*. Vilnius: Agora.

Book whose author is an organization or a group of people:

Lietuvos statistikos departamentas (2010). *Lietuvos statistikos metraštis*. Vilnius: Informacijos-leidybos centras.

Book with no author or editor:

Lietuvos Respublika. Konstitucija. (1996). Vilnius: Lietuvos informacijos centras prie Teisingumo ministerijos.

E-book:

Pettinger, R. (2002). *Global Organizations*. Oxford: Capston Publishing. Available from NetLibrary database.

c) Conference and symposia proceedings

Presentation when the paper is published in the official conference proceedings:

Bohrer, S., Zielke, T. and Freiburg, V. (1995). Integrated obstacle detection framework for intelligent cruise control on motorways. *Paper presented at IEEE Intelligent Vehicles Symposium*. Detroit, MI: Piscataway.

Presentation reported at a conference but not published:

Bowden, F. J. and Fairley, C. K. (1996, June). *Endemic STDs in the Northern Territory: Estimations of effective rates of partner change*. Paper presented at the scientific meeting of the Royal Australian College of Physicians, Darwin.

9. **Summary** in English and in Lithuanian – half the printed page, presented on a separate sheet. It must mention the purpose of the study, a brief description of the methods, key results, with specific numbers and their statistical reliability, and the main findings. Appended at the end are three to five key words. The summary is printed under the main text.

10. **Article originality.** The authors are responsible for the originality of their papers and the accuracy of cited sources.

11. **Copyright.** Papers presented to *International Business: Innovations, Psychology, Economics* must be authentic and original works, previously unpublished and not submitted to another publication simultaneously. Authors, when submitting their manuscripts, attest that their work does not violate any existing copyright, and indemnify the rights of this journal from any copyright infringement. To enable the immediate and legal dissemination of a publication, scientific papers and manuscripts become the legal property of the publishers, in the absence of other conditions.

We kindly invite to cooperate with our journal.

TARPTAUTINIS VERSLAS:

inovacijos, psichologija,
ekonomika

2017, t. 8, Nr. 1 (13)

MOKSLO DARBAI

Sudarė vyriausioji redaktorė *Danguolė Beresnevičienė*

Už straipsnių turinį atsako autoriai
Maketuotoja *Vida Vaidakavičienė*

6,4 aut. l. 5,75 sp. l.
Išleido Kūrybiškumo ugdymo centras
M. Pretorijaus g. 7–16,
LT-06227 Vilnius, Lietuva

Spausdino UAB „BMK leidykla“
J. Jasinsko g. 16, Vilnius