

Dariusz Tworzydło

doctor of economic sciences, promoted in 2000 on the basis of a thesis under the title of *Marketing-mix as an influence instrument of a commercial bank on individual customers* (supervisor: Prof. dr hab. Jerzy Węclawski), diploma No. 149 of 24 October 2000, employed from 2015 as a lecturer at the Jan Karski Institute of Political Sciences of the Captain Witold Pilecki State Higher Vocational School in Oświęcim.

Paper for conducting habilitation programme

As a specific academic achievement, as referred to in article 16 item 2 of the law of 14 March 2013 for academic degrees and titles, I indicate a coherent body of academic achievements, in a series of seventeen articles under the title: *Public relations – ethical considerations and effective communication, and the challenges of the present time*, which provides an overview and specific summary of several years of research carried out by me and analysis of the scientific problem of the use of the tools of public relations in the management of the image of enterprises, organizations and individuals with a particular focus on measuring the effects of activities in the field of communication. These are the following publications:

- [1] Tworzydło D., *Media and public relations. Is ethical dialogue possible?*, [in:] ed. P. Kuca, Furman, *The transformation of the local and regional media*, University of Rzeszów Press, Rzeszów 2015.
- [2] Tworzydło D., *Nowe technologie w public relations*, 'Marketing and market' 2013, no 3, article also released in English under the title *New Technologies in Public Relations*, including an academic paper.
- [3] Tworzydło D., *Public relations and media – conflict of interest or benefits of synergies?*, [in:] eds. I. Borkowski, K. Stasiuk-Krajewska, *Journalism and media 4. Brand, media, communication*, University of Wroclaw Press, Wroclaw 2013.
- [4] Tworzydło D., *Public relations in politics. The benefits of the process of building relationships and errors in the interpretation of the definition*, "Politics and society" 2013, no. 1.
- [5] Tworzydło D., *A study on communication and relationships as a basis for effective action in the field of internal public relations*, [in:] K. Stasiuk-Krajewska, Z. Chmielewski, D. Tworzydło, *Public Relations. New trends*, Newline Press, Rzeszów 2013.
- [6] Tworzydło D., *Communication in times of crisis as an element of building an efficient brand*, [in:] "MINiB 3. Marketing of Scientific and Research Organizations. New point of view of European Marketing" 2012, no. 223.
- [7] Tworzydło D., *Image-economic effects of the global crisis on the basis of a study carried out in Polish companies*, "Scientific Notebooks of Rzeszow University of Technology" 2010, no. 17.
- [8] Tworzydło D., *Aspects of the definition of public relations, and Crisis and the media*, [in:] D. Tworzydło, P. Kuca, *Media relations with the authorities*, Newline Press, Rzeszow 2010.



- [9] Tworzydło D., *Public relations in corporate organizational structure. Assumptions of the model and reality*, [in:] ed. R. Maćkowska, *Public relations. Effective communication in theory and practice*, Scientific papers of the Karol Adamiecki Academy of Economics in Katowice, Katowice 2010.
- [10] Tworzydło D., *Analysis of the quality of communication and its use in the process of shaping the image of authorities*, [in:] eds. R. Maćkowska, H. Przybylski, *Public relations. Current issue of the art of communication in theory and practice*, Katowice Academy of Economics Press, Katowice 2009.
- [11] Tworzydło D., *Crisis situations. The search for solutions and methods of prevention*, [in:] ed. H. Przybylski, *Public relations. Theoretical and practical aspects of the art of communication*, Katowice Academy of Economics Press, Katowice 2008.
- [12] Tworzydło D., *Budgeting of public relations projects*, "e-finance", 2006, no. 3.
- [13] Tworzydło D., *Media and reality. Problems of communication and the role of journalists in image change*, [in:] ed. H. Przybylski, *Public relations. Effective communication in theory and practice*, Katowice Academy of Economics Press, Katowice 2006.
- [14] Tworzydło D., *Public relations. Awareness and the importance of activities from the point of view of managers and organizations*, [in:] ed. T. Goban-Klas, *Marketing communication, the shaping of consumer society*, Higher school of Economics Press, Radom 2006.
- [15] Tworzydło D., *Analysis of research results on PR activities in the 500 largest Polish companies, according to the "Rzeczpospolita" ranking*, "Piar.pl", 2006, no. 5 (11).
- [16] Tworzydło D., *Preparing for crisis management*, [in:] ed. G. Maj, *Public relations in the communication system of the organization*, Higher school of Economics Press, Radom 2004.
- [17] Tworzydło D., *Analysis of selected methods of protecting company image*, [in:] ed. Cz. Kozak, *The operation and development of the organization in a changeable environment*, Higher school of Management Press, Legnica 2003.

The aim of the presented series of articles was **the analysis of selected areas of public relations in the context of the task of building and maintaining image especially in situations of a crisis nature**, taking into account the possibility of concomitant ethical and effective action. I have devoted a great deal of attention in my work to the process of building and maintaining relationships in public relations – media. In the articles I discussed the issues of different interpretations of the definition of public relations, with a particular focus on issues of crisis management, errors in effective communication and challenges which have to be faced by public relations practitioners and persons knowingly employing the techniques of PR in the age of modern tools based on communications and information technologies. I have discussed the problem of the deployment of public relations activities in the organizational structure of businesses and organizations. On the basis of a number of quantitative and qualitative research projects, including on the population of the 500 largest Polish companies, I have made an assessment of the relationships that exist between PR and marketing. I have indicated from the point of view of economic practice optimal solutions in terms of the



positioning of the tasks associated with building relationships and corporate image. I have devoted a great deal of attention in my work especially to the problem of changes that happen in those entities affected by a crisis. The most severe effects, which in the case of companies include even bankruptcies, require not only a thorough analysis, which I carry out in my studies supported by empirical research on copyright laws, but also to taking preventive action, in accordance with the principles recognized not only in medicine, that it is much better and cheaper to prevent than cure. However, if it comes to a situation deemed to be a crisis, it is necessary to take action in accordance with the specified procedure proposed by me in the prepared articles, taking into account the possible variants of potential problem situations. The use of many analyses and academic studies carried out by me can help to broaden the scope of research in the context of those areas that most affect the process of the construction of the image, its maintenance, as well as protection against the undesirable effects of crises. The research processes designed were my copyright ideas carried out on representative samples of companies and representatives of the public relations industry. Some of them were repeated at intervals to determine trend changes in the phenomena, assessments and perceptions. Based on the research I developed many copyright models and procedures.

Below in the paper I make a detailed analysis and description of the individual studies that I included in the series submitted for assessment in habilitation proceedings. I would like to add that my publications (academic papers) obtained a score of 6 on the Hirsch's index (as of the day: 16.03.2016). In the article marked number 1 (*Media and public relations. Is ethical dialogue possible?*) I pay significant attention to the problem of building and maintaining positive and mutually beneficial relationships between PR practitioners and journalists. I present the emerging conflicts and divergence of objectives for action taken by the representatives of both professions. I also point out that there are grounds for understanding; however, assuming compliance with the specified rules presented by me. In the publication marked number 2 (*New technologies in public relations*), I discuss the benefits and negative consequences associated with the use of modern tools in public relations, ranging from websites through blogs, presence on social networking profiles, or the use of virtual communication information systems for management of communication, for example, with the media. I also deal with selected issues related to an important aspect of online presence: positioning, which has a significant impact on the building and maintenance of image. The text also covered errors in the interpretation of the definition of PR. The article was released both in Polish and English. The next text is marked number 3, titled *Public relations and media – conflict of interest or benefits of synergies?* It touches on the significant issue of cooperation between the media and the public relations industry. The publication discussed the issue of mutual misunderstanding of the essence and characteristics of the activities of the representatives of the above industries. It also pointed out factors affecting the creation and deepening of conflicts, as well as the directions of changes necessary to make, which are to result in the formation of positive, beneficial relationships between the representatives of the media and the world of public relations. The next article, number 4, bears the title of *Public relations in politics. The benefits of the process of building relationships and errors in the interpretation of the definition*. It includes the idea that assumes that the representatives of the world of politics and some journalists have a significant effect on adverse changes in the



image of the public relations industry. In the article I discussed the most important aspects of political PR, taking into account the benefits which are granted to those who ethically and in a manner consistent with the canons of the art, utilize the sphere of tasks of public relations. One of the essential elements of the publication is a model of effective communication created by me, which is the result of studies and analysis. In the article described as number 5 (*A study of communication and relationships as a basis for effective action in the field of internal public relations*) issues of using research in the process of image management are described. This material also presented the benefits of well performed analytical projects as well as research areas that can become the basis for designing and implementing research. In addition to the above, the article includes guidelines for planning of the research processes included in the procedure. The next academic material presented for assessment was written in English. It is labelled number 6 and carries the title of *Communication in times of crisis as an element of building an efficient brand*. I evaluate this subject, so very important from the point of view of effective management of a company, on the basis of the results of a research project carried out in the year 2010 concerning an image crisis. The research resulted in many interesting conclusions, some of which bring to the fore issues of ignorance. This becomes a key element in the approach to preparing for a crisis event or the response itself once a crisis has appeared. This material was also released in Polish language. The article marked number 7 (*Brand-economic effects of the global crisis on the basis of a study carried out in Polish companies*) touches on a delicate matter, which is the management of the image of Polish companies, taking into account the realities existing before and during the global economic crisis. The article outlined two research projects carried out at an interval of two years on the same test sample of the largest Polish companies. They showed that to prevent crisis situations and for a proper response when they already exist, constant education of management of companies is necessary. In many companies, in fact, there were deficiencies that could have an effect on the emergence and escalation of crisis situations. Studies have shown that there are many entrepreneurs who, on the one hand, want to avoid crises, on the other hand, show a disregard for what protects companies against possible crises. In the articles contained in the publication *Media relations with the authorities*, marked as number 8, I described the problem of defining the role of public relations, with a particular focus on specific units, such as local and regional authorities (*Aspects of the definition of public relations*), as well as discussed the errors committed in the context of the activities carried out by local government, which then translate into crisis situations. In the article *Crisis and the media* I also presented the components of the crisis management process, taking into account activities carried out before, during, and after the appearance of a crisis in local government. I pointed out the possible use of crisis situations in the process of building and maintaining an image. Another important article in the collection of papers which I submit for assessment is the publication marked 9, entitled *Public relations in corporate organizational structure. Assumptions of the model and the reality*. In article I present a model solution for the location of public relations activities in the form of a department or a single workstation in the organizational structure of a company. This represents the most optimal hybrid solution, in my opinion, that guarantees cost savings while obtaining optimal results. This solution is successfully used in many companies. The main benefits of using hybrid solutions are not only cost optimization, but also security, which in view of the specific nature of public relations activities must be guaranteed. The next article, marked number 10, is called *Analysis*



of the quality of communication and its use in the process of shaping the image of authorities. In this I deal with the use of research projects in the process of searching for answers to questions about the effectiveness of communication activities. I discuss the issues of the construction of a questionnaire and sampling in the context of the reliability of the obtained results. I devote great attention to the measurement of the quality of relationships existing between specific groups, in this case, officials and their clients. The publication marked number 11 (*Crisis situations. The search for solutions and methods of prevention*) touches once again on a very sensitive part of the activities in the field of communication, which is responding in difficult situations. In it I present the internal and external factors that have an impact on the emergence and escalation of crises. I point out errors and causes of crisis situations. Based on the results of research carried out in 2007, I describe the procedures for crisis management. The research, which I repeat at various intervals allows us to see the changes that happen in specific areas over the years. The article marked number 12 (*Budgeting of public relations projects*) contains a general description of the methods of budgeting for public relations projects. It suggests the most frequently used methods, while at the same time characterizing more broadly the method *zero base budgeting* as the one that has the major advantage of determining the rank of the individual tasks which fall within the area of calculations. Thus, this method makes it possible to determine the responsibility for the campaign or project at its particular stages. The article described in the table as number 13 (*Media and reality. Problems of communication and the role of journalists in image change*) touches on the issue of difficult collaboration, which appears on the line between journalists and public relations practices. In this I present the principles that should be accepted to achieve, at the same time, the effect of good and efficient relationships between these parties. I point out issues such as the quality of materials provided to reporters, the time at which this information is distributed, openness in the process of communication. I also present errors which are made by both PR practitioners and managers, who, through their often inappropriate attitude towards the media, create barriers and expose themselves and entities that they represent to loss of image. The article marked number 14 (*Public relations. Awareness and the importance of activities from the point of view of managers and organizations*) includes analysis of the tasks in the field of PR which are carried out in companies. It also presents the most important target groups for PR activities, with an indication of the statistically significant dependence in the context of the relationship of these groups with the size of the businesses studied. In addition, I discussed the issue of measuring the effectiveness of public relations activities with a particular focus on the types of entities that to a lesser or greater extent apply such measurements. The article also includes a presentation of the most important (from the point of view of the entities studied) spheres of public relations tasks used in conjunction with the objectives adopted by the company. The next publication, marked number 15, (*Analysis of research results on PR activities in the 500 largest Polish companies, according to the "Rzeczpospolita" ranking*), is a presentation of the main conclusions of a study carried out in 2005, which was an analysis of the methods of measurement of PR activities in Polish companies. The material also includes the characteristics of the assessments and opinions of managers in the development of the industry. One of the important aspects of the publication is also the assessment of the cooperation of companies and public relations agencies in Poland. The next article, entitled *Preparing for crisis management* and marked as number 16, touches on an extremely



important part of PR activities, crisis management, which is very often associated with the sphere of PR activities, that is, relationships maintained with the media. The article presented the symptoms of possible crisis situations, and the principles of preparation for a crisis. It also presented the results of research carried out in 2003 in companies located in Podkarpackie. The final publication in the collection submitted for evaluation, marked number 17, *Analysis of selected methods of protecting company image*, regards crisis situations in the context of the preparation and the protection of the image of the organization and managers. In this I presented selected methods of image protection, such as monitoring the current situation and the rapid response method. I discussed the benefits of using image protection strategies among the crises prevention actions.

The above-presented publications are a coherent part of my academic achievements. The value of these publications is primarily their originality, which is the result of copyright research projects and analyses. The articles include many examples taken from practice, but also based on an analysis of the current content of the literature of the subject.

In addition to the above, my research interests were and are focused on the search for methods of measuring the effects of public relations activities. Many of my books and articles cover precisely this area of communication activities, which is a result primarily of the identification of shortcomings and methodological tools that would measure the effects of PR activities. I published the first Polish book that features a very extensive discussion of this issue, including a presentation of the copyright method of measuring the effects of PR. The book was the basis of the opinion in the proceedings for the first habilitation assessment, which ended in failure, and which took place at the Faculty of Management of the University of Łódź in 2009. The main charge directed at the work was that it contained too large a practical part compared with the analysis of the source material.

Pre-doctoral

I am a graduate of Management and marketing, which I completed at the Faculty of Economics of the University of Maria Curie-Skłodowska. I studied in the years 1993-1997. I wrote my Master's thesis, the promoter of which was Prof. dr hab. Jerzy Węclawski, about the *Product and market segmentation in the construction of a bank's marketing strategy*. I wrote a doctoral dissertation titled *Marketing-mix as an influence instrument of a commercial bank on individual customers* and I defended it in 2000, under the supervision of the abovementioned Prof. J. Węclawski. The reviewers of the dissertation were Prof. G. Sobczyk (UMCS in Lublin) and dr hab. Marek Prymon, Prof. UE (University of Economics in Wrocław). The dissertation prepared was supported by extensive empirical material. During doctoral studies at the University of Maria Curie-Skłodowska in parallel I entered postgraduate studies in the area of public relations at the School of Business and Management of the Academy of Economics in Kraków (1998-1999). I completed this, defending a work under the title of *Advertising, in the opinion of the audience on the basis of a survey conducted among respondents in the Podkarpackie province*. At the same time, I attended classes for Pedagogical Qualification Studies at Rzeszow University of Technology, which I completed, defending a thesis on *Aggressive behavior among young people*. After the completion of my Master's degree I started working and from September 1997 to September 2010, I worked as



an academic teacher in the school of computer science and management in Rzeszów and other universities and institutions¹. I have had a lot of practice and 25 courses and training sessions, whose goal was to improve my teaching and research skills². I performed many organizational responsibilities, fulfilling management and executive functions in groups dealing with promotion.

Post-doctoral

For 10 years after defending my Ph.d., I worked in the Higher School of Computer Science and Management (2000-2010). For several years I have held with the position of the representative of the Rector for public relations (2005-2010) and the head of the Independent Public Relations Group at the Higher School of Computer Science and Management in Rzeszów (2003-2010). I worked as an Assistant Professor in the Department of Management and Marketing (2000-2002) and contracted professor at HSCSM (2003-2006). I was the Manager of the HSCSM Conference Centre (2001-2002) and Director of that organizational unit (2002-2003). For six years I was a member of the Social Council of the Senate (2000-2006). I have taught classes (lectures and practical) in such subjects as: economics, public relations, ethics in public relations, crisis management, media relations, decision games and others. I have conducted seminars for Masters and Bachelors courses. Under my direction many theses have been written, of which a significant portion were empirical based on methodologically advanced projects that students prepared under my substantive supervision. For more than 10 years I was the academic supervisor of the Scientific Marketing Forum (SMF), an academic group operating since 1998 in the Public Relations Department at the Higher School of Computer Science and Management in Rzeszów, and previously in the Department of Marketing. The primary objective of SMF was the popularization of knowledge of public relations, management and marketing. At the time of its activities I organised several national seminars, courses, workshops. I also lectured at the University of Economics in Kraków, Economics Academy of Poznań, University of Warsaw and at the Higher School of Management and Administration in Zamość. When I finished working at HSCSM in Rzeszów (September 2010) I was hired as an Assistant Professor at the Institute of Journalism and Social Communication at the University of Wrocław (October 2010), where I worked until September 2014. I am currently employed at the Jan Karski Institute of Political Sciences of the Captain Witold Pilecki State Higher Vocational School in Oświęcim as a lecturer, where I run classes in public relations, public relations in administration and human resources management. For several years of my work I have taught undergraduate and also Master's degree seminars. During a total of 15 years of my post-doctorate teaching work, in

¹ I have taught classes, inter alia, for postgraduate studies at the School of Business and Management at the University of Economics in Krakow, I was a Professor of economic subjects in the Higher School of Management and Administration in Zamość, where I was also responsible for the organization of teaching and learning processes in the first period of its existence. I also taught at the Private School of the Association for the Promotion of Entrepreneurship and the Comprehensive High School of the Higher School of Computer Science and Management in Rzeszów.

² I have completed, among others, a several-month long course *An integrated approach to public relations* organized in Warsaw by the Association of Public Relations Companies, and under the auspices of the London School of Public Relations, training in the field of psychology in business, marketing research with a particular focus on the construction of research questionnaires, organized by ECU Marketing, a course *Training of Trainers*, carried out by experts from the Danish Technological Institute, the Association for the Promotion of Entrepreneurship and the Pomeranian Business School as well as training in the scope of training course methodology, project management, financial management, SAP R/3. In addition, I have a certificate as an internal auditor for the occupational health and safety management system according to the standard PN-N-18001:2004.



various academic centres, more than 250 students have written their Master's and Bachelor's theses under my substantive supervision. A significant portion of the studies referred to above had a research foundation. When I conducted seminars, one of the most important sources used by students for the writing of the work was their participation in groups forming concepts and research methodology, but also working on their own projects, including the preparation of reports. In addition to these seminars, for some years I prepared students for the defence of postgraduate studies. A few dozen people who wrote dissertations under my supervision completed such courses as public relations and marketing. I also created postgraduate programs myself, which were then used in teaching and learning processes. In addition, I prepared DL courses in such subjects as: public relations, crisis management, marketing and macroeconomics. While working at the universities I also prepared high school students, participants in competitions, including the Economic Knowledge Contest. During my teaching and academic work, I have also acted in the international field. I have attended conferences outside of the country, including in Bratislava, Košice, Bucharest, Rome and Kiev. I have worked with Prof. Michał M. Kostecki of the Université de Neuchâtel in Switzerland. My plans included, inter alia, practice at this University, for which I received a written invitation. I attended as a speaker in the conference European PR Congress in Kiev. I have worked with an academic team at the University in Bratislava (University of Economics in Bratislava, Faculty of Business Administration in Kosice). Our cooperation was rich in academic publications and workshops and conference forums. In addition, I was a participant in a conference organized by the Romanian University Foundation of Science and Arts, as well as an honorary member of La Fondation Universitaire de Roumaine Sciences et Arts.

I constantly expand my research and academic interests, preparing and implementing a number of projects. To present I have created dozens of research projects, most of which are focused on the main area of interest that motivates my academic work, i.e. public relations. I have also been a member of several research teams, in which various projects were carried out. The research referred to above was also carried out using the techniques of CATI, CAWI, PAPI. In addition to quantitative research projects I also carry out qualitative research, for example. TDI, IDI and moderating *focus groups*. I also have extensive experience in the preparation and accounting of projects financed from EU assistance funds.

In 2000, I created and developed the concept of, and for many years I prepared, the largest public relations industry event in Poland – the Public Relations Congress. Up to the present day, each year more than 200 practitioners and representatives from the world of academia come for the Congress. So far, the Congress has taken place each year sixteen times, first as the PR Congress, and for the next six years after changing the formula, as the Congress of Public Relations Professionals. The Congress has so far been attended by over 3 000 participants, researchers, and practitioners of public relations from Poland and abroad. One of the effects of the Congress is rich reviewing of publications in which the achievements, results of research and marketing, and analysis, are presented to other researchers and practitioners from the whole of Poland. Another important result of this event is the integration of the environment and combining science with practice. Many times specifically for Congress dedicated research and marketing have been prepared, which was then presented at it and after review published. Some of this research was carried out on the basis of my



copyright concepts and ideas on research areas and tools. In conclusion, I would like to note that, over the years, I have organised and co-organised dozens of conferences, among which are the Public Relations Congress (2001-2010)³, Congress of PR Professionals (six times 2011 – 2016), and also the IT Congress (2012, 2014, 2015), presenting contemporary trends in communication management, and the Marketing Innovation Congress (five times in the years 2011-2015). Subsequent events of the Marketing Congress and IT Congress have been scheduled for the year 2016. I was one of the authors of the idea and a longtime co-host of conferences in the area of public relations addressed to representatives of local governments. The aim of this conference was to disseminate knowledge in the field of PR mainly among officials. The organizers of the conference were: the Department of Public Relations of HSCSM in Rzeszów, the Polish Towns Association, Town Hall of Kraśnik and the Lublin Development Foundation. I attended as a speaker⁴ / participant in debate / author of publications in over 50 academic conferences taking place in Poland (including 11 conferences taking place after 2009, in which my first attempt at habilitation took place) and 15⁵ abroad or with an international dimension (including 2 conferences held after the year

³ Including the International Public Relations Congress organized in 2002.

⁴ Six editions of the Congress of PR Professionals, Rzeszów-Wrocław, Wrocław University 2010-2016; X Conference "PR in local government and administration", Katowice 2013, Congress of IT professionals, Rzeszów 2013; Conference "Marketing scientific and research institutions", Institute of aviation, Warsaw 2010, 2014, 2015; Academic Conference PR Forum, Karol Adamiecki Academy of Economics, Katowice 2010; ten editions of the Public Relations Congress, Higher School of Computer Science and Management, Rzeszów 2002-2010; PR Congress Forum, Association of Public Relations Companies, 2010; PR Conference Forum, Karol Adamiecki Academy of Economics, Katowice, Wisła, 2008; VI National Academic Conference "Us and them. The role, place and significance of conflicts in politics", Institute of Political Sciences of the Świętokrzyski Academy, Kielce 2008; I Nationwide Academic Conference "Spokespersons and public relations", Pedagogical Academy in Kraków, Town Hall, Ruda Śląska, 2008; II Academic Conference in the series "Modern trends in business management in terms of an integrated Europe", Technical University of Częstochowa, Częstochowa, 2008; Conference on "Public Relations – the art of effective communication in theory and practice", Chair of Humanities Sciences of the Karol Adamiecki Academy of Economics in Katowice, Wisła, 2007; Conference on Training Spokespeople and PR specialists and promotion "Communication from A to Z", Zielona Góra, 2007; PR Conference Forum, Warsaw 2006; PR Conference Forum, Karol Adamiecki Academy of Economics, Katowice, Wisła, 2006; I Kujawsko-Pomorska Communication Conference "Research as a basis for PR activities in small and medium-sized enterprises", Ciechocinek 2006; Conference on "Crisis management in Poland. Status and prospects" Aleksandra Gieysztor Higher School of Humanities in Pułtusk, Pułtusk, 2006; Conference on "Public relations" Higher School of Computer Science and Management, Town Hall and the Municipality of Krasnik, 2006; Conference "First PR – overcome the crisis", Academy of Economics, Poznań; VI National Conference of Spokespeople and Office Staff for the Promotion of Higher Education, University of Zielona Góra, Zielona Góra, 2006; Public Relations Congress "New trends in PR" Informedia Poland, European Conferences United Marketing (ECU), Warsaw 2005; European Academic Conference "Marketing communications – shaping the consumer society", Higher School of Commerce, Radom 2005; PR Conference Forum, Karol Adamiecki Academy of Economics, Katowice 2005; Conference on "Public relations in authorities" HSCSM, Town Hall and the Municipality of Krasnik, 2004; Conference "Marketing in higher education", Higher School of Banking 2003; Nationwide Academic Conference "Cooperation of businesses and banks", Higher School of Finance and Banking, Radom 2002; Advertising Congress, ECU Marketing, Warsaw 2001; Nationwide Academic Conference "Public relations in shaping the competitive position of the organization" Higher School of Computer Science and Management, Rzeszów, 2001; Conference "Below The Line Tactics," ECU Marketing, Kraków 2001; Conference on Public Relations, Event Marketing, Warsaw 2000; Academic Conference "The process of shaping the image of the company", Pomorski Business School in Szczecin, Międzyzdroje 2000; Academic Conference "Regional development circumstances with regard to the restructuring of rural areas", Higher School of Management and Administration, Zamość, 2000; Conference "Communication mix", Event Marketing, Warsaw 2000; Conference "Leader in democratic society", Higher School of Computer Science and Management, Rzeszów 2000, Academic Conference "The rights of individuals in the information society", Higher School of Computer Science and Management, Rzeszów 1998; Academic Conference "Problems of the transformation of regional structures", Higher School of Computer Science and Management, Rzeszów, 1998.

⁵ Among the international conferences in which I have participated and delivered presentations or participated in debates, there are, inter alia, European Forum "Marketing scientific and research institutions", Institute of Aviation, Warsaw 2011; Academic Conference "Socio-economic determinants of the functioning of the Polish economy in the 21st century", Rzeszów University of Technology, Rzeszów 2010; International Academic Conference "Public Relations in the archives", Nicolaus Copernicus University, Torun, Poland, 2008; Conference "Strategic PR: from business image to country reputation", Leonardo Business Centre, Kyiv 2006; European Conference of Public Relations, Higher School of Commerce, Radom 2004; Conference on "Public Relations – an instrument for transformation and development of higher education in Central and



2009, in which my first attempt at habilitation took place). A significant number of the presented conferences/congresses ended with the publication of academic publications, in which there were articles prepared by myself or collaboratively.

I would, moreover, like to note that I have extended my study not only in the courses that I have described in the paper, but also in postgraduate studies. In 2011 I completed a two-semester postgraduate course in: "Innovative management of academic research" organized at the Higher School of Business – National Louis University based in Nowy Sącz. The course was run within the framework of the project "Innovative management of scientific research – postgraduate studies for-researchers" Priority IV Higher education and science. In addition, in the year 2012 I completed postgraduate studies in: "Management of health and safety at work", writing a thesis on "Psychosocial stress at work – causes, effects and the methods of its elimination."

In addition to academic activities I carry out in parallel quite advanced action in the practical field. For some years I have advised the boards of companies, which helps me in combining practice with learning and enriches my workshops, especially didactic. Thus, in addition to theoretical issues I can for the benefit of students present selected projects carried out on the practical field. I run training, workshops, and prepare expert opinions and market research. I have worked and continue to work on the boards and supervisory bodies of companies, associations and foundations. I also I run a consulting company in the field of new technologies. On behalf of companies and organizations I prepare expert opinions and market analysis. Over the years, I have prepared many projects such as: feasibility studies, business plans, analysis of markets and competition for companies and banks. I am also active in the social field, organizing, inter alia, charity auctions, lectures, as well as acting as an advisor to the Board of Directors of the Association for Children with Attention Deficit Hyperactivity Disorder ADHD. This Association awarded me the title of honorary member for my contribution to the organization. I work on the board of the Foundation "My Neighbour", which acts on behalf of the homeless and the needy. I also worked in a campaign for UNICEF to purchase vaccines for children in Sierra Leone. I work within the structures of the Polish Public Relations Association, where I was for one term of Office the Chairman of the Board, for two terms a member of the of the Supervisory Board and Chairman of the Podkarpackie province branch of the PPRA. I also served two terms as a member of the Public Relations Ethics Council. I am also a court expert in the field of crisis management and visual identity systems. I have worked for the District Court in Katowice, and the District Court in Warsaw. I work continuously with the Podkarpackie Children's Hospice.

Eastern Europe", Academy of Economics in Poznan, UNESCO-CEPES, Poznań 2003; International Academic Conference "Euroregion Beskydy Development II – experiences – expected prospects" University of Žilina, Higher School of Banking and Finance, Bielsko-Biała, 2003; International Academic Conference "Company Economics 2002", University of Bratislava, Faculty of Business Economics in Kosice, Slovakia 2002; International Academic Conference "The operation and development of the organization in the changing environment," Higher School of Management, Legnica 2002; International Academic Seminar "Implementation of marketing theory into practice in the Slovak Republic, Czech Republic and Poland", Economics University of Bratislava, Slovakia, 2002; International Academic Conference "Company Economics 2001", Economics University of Bratislava, Svit, near Poprad, Slovakia, 2001. I have twice participated in seminars and conferences organized by The "Gheorghe Cristea" Romanian University Foundation of Science and Arts, Bucharest 1998. In the framework of the seminars I have been a member of the academic committee and the scientific reviewer. I attended the Council of Episcopal Conferences of Europe, European University and Church Symposium, Rome 2003.



Presentation of academic and research achievements

I am the author or co-author of 212 academic articles and books, scripts, research works, and author and co-author of books published by both a University Publishing House, as well as others, such as INFOR, PWN, Message House, Newline. In my achievements there are 112 works of a scientific character of which I am author or co-author, of which 81 were published after obtaining a doctoral degree, including 28 which appeared after my first failed attempt at habilitation, which took place in 2009. In addition, my achievements include journalistic articles, scripts prepared for didactics, research reports. The vast majority of my work has been carefully reviewed and deals with the issues of public relations, although there is no lack in my studies of achievements in the areas of marketing research, economics or management methods and techniques. There are, however, works which develop a supportive process analysis and improvement of research in the main area, public relations, which belongs to an interdisciplinary field. In many of my works I try to combine theoretical threads with practical. I have published in Poland and abroad in conference publications and magazines such as: "Academic Forum", "Media and Marketing Poland", "Home & Market", "Marketing in Practice", "Piar.pl", "AIDA Media", "The Magazine of Local Government and Administration", "Company and Market", "Media Studies", "Marketing Service", "Resovia Sacra", "Community", "Gazeta Bankowa", "Brief for Poland". Many of the keywords in the first Polish *Lexicon of public relations*, of which I am also the founder and which I edited together with Prof. Jerzy Olędzki, are of my authorship. In 2003, being a member of the board of regional structures, I received from the Polish Economic Society a recommendation to work with the World Bank. Since 2004 I have fulfilled the role of jury member of a National Competition organized by the Public Relations Companies Association "Golden paper clips" for the best public relations campaign. I was a member of the Scientific Council of the publishing house "Piar.pl". Now from March 2013, I am a member of the Scientific Council of the scientific magazine "Marketing and Scientific Research Institutions". Since the beginning of the year 2016, I have also been a member of the Expert Group of the International Public Relations Center (IPRC). During my academic work, teaching, and practice of public relations I have received many awards and honors, including those that relate to my academic achievements or its parts, inter alia, I received a I degree team award from the Rector of the University of Economics in Poznan for original and creative accomplishments in the academic year 2010/2011 for a monograph entitled *Public relations in sport*. I am also a laureate of the Protons prize in the category of "education" (2010) granted by the public-relations environment (over 250 experts who are members of the Academy of PR Experts) for people with rich achievements in the public relations industry. In 2008, I was nominated for an award from the Polish Public Relations Association. Many times in the years 1997-2010 I was rewarded by the rector and chancellor of the Higher School of Computer Science and Management in Rzeszow for academic achievements, for high ratings resulting from students' research for actions improving the image of the University. In 2002 I was also awarded the bronze cross of merit by the President of the Republic of Poland.

I am continually running qualitative and quantitative research projects. During 17 years of work in my teaching and academic career I have carried out more than 100, of which 25 were of a scientific nature and constituted the basis for the development of scientific articles and



monographs. The remaining were carried out on behalf of companies and institutions, as well as in cooperation with companies such as Millward Brown, ARC Rynek and Opinia, Pretendent. Scientific studies carried out were often in cooperation with an organization and external stakeholders, e.g. Warsaw University, the abovementioned research corporation or commercial companies. Many of the research projects finished reports, a significant proportion of the released. The most important projects that I have planned and led include research on *Crisis management in the 500 biggest Polish companies* (2010), *Public relations in corporate organizational structure* (2009), and *An analysis of the image of Rzeszow authorities* (five editions of research from 2005 to 2009).

As an advisor to the board of directors and an expert for the company Commit Poland I developed an IT tool which can be called the practical implementation of the objectives and the whole concept I prepared as a matrix of image purposes (MIP). One of the most important of my works is the book of which I was co-editor (together with Prof. Jerzy Olędzki). The work under the title of *Public relations. Social importance and direction of development* (PWN, 2009), under the guidance of Prof. dr hab. Jerzy Olędzki and myself, contains an analysis of unknown aspects of PR, not covered by the studies available, not only on the Polish market. The innovativeness of the book also manifested in the fact that it was developed by people known in the world of public relations and regarded as excellent practitioners and researchers. Its major advantage is not only that it is original but also that it contains a significant number of case studies. Another work important in the body of my achievements is a book *A matrix of image purposes as a tool for the assessment of the effects of public relations activities* (2008), which became the basis for the initiation of the habilitation programme in 2008. One of the main features of this book is the presentation of the copyright test method developed by me, which has been verified on the basis of independent analytical processes. The development was a result of the identified shortcomings of the tools and methods of measurement of the difficult to measure issues of public relations. Another book, of which I was a co-editor, and which I consider to be an essential element of my achievements, is a study entitled *Study and measurement of the effects of public relations* (2010) under my and Zbigniew Chmielewski's guidance. In the cited publication in addition to being co-editor, I am the author of one of the chapters devoted to creating research tools. The book was reviewed and includes a description of the methods and tools to use in the process of research on the problems of communication. It was one of the first publications on the Polish market on this subject. One of the most important books, of which I am co-editor and author of one of the chapters, is a study entitled *Visual Identity. Sign, system, image*. (2012). The co-authors of the book are, besides me, Zbigniew Chmielewski and Krzysztof Rychter. The issues raised consist of comprehensive collection, that had not been described earlier in the Polish literature, of issues of constructing signs, creation of visual identity systems, construction of identity books and visualization in the process of forming the image. The publication was of a practical nature. In 2016 I was substantive co-editor (along with Adam Łaszyn) of the publication: *The first quarter century. 25 years of public relations in Poland*, which is a monograph prepared by 27 authors, practitioners and researchers, with a rich legacy in the public relations industry. The publication is a kind of summary of 25 years of the public relations industry in our country. It is a factual-historical publication, but also one of current affairs. Its premiere took place



during the Congress of Public Relations Professionals, of which I am the founder, and in the 16 years of its existence, has attained the position of the most important event in the industry, and every year takes place in Rzeszow.

