

Contemporary Issues in Business, Management and Education 2013

International cooperation and innovations for developing human resources system

Eugenijus Chlivickas^{a*}

^a*Vilnius Gediminas Technical University, Saulėtekio av. 11, Vilnius LT-10223, Lithuania*

Abstract

Seeking to solve complicated problems of public sector main attention is focused on the increase of the effectiveness and usefulness of the state structures, benefits from international cooperation as well the improvement of professionalism and responsibility civil servants. At the moment there is some discrepancy between the long-term priorities of state development and methods of their implementation, and means of development of human resources. In order to create efficient public service and to successfully pursue public administration reform it is necessary to systematically improve human resource system, through innovations because that would guarantee success in pursuing objectives and priorities in the state management and for improvement of public administration system.

© 2014 The Authors. Published by Elsevier Ltd. Open access under [CC BY-NC-ND license](https://creativecommons.org/licenses/by-nc-nd/4.0/).

Selection and peer-review under responsibility of the Contemporary Issues in Business, Management and Education conference.

Keywords: innovations; internationalization; European Union; human resources.

1. Introduction

Seeking to achieve efficiency in the sphere of state service, civil service becomes ever more important due to the following reasons: rate of organizational and technical restructuring of the civil service is constantly increasing, and this requires that civil servants should regularly acquire new skills and learn regulations; comparatively increase of more qualify of civil servants demands that the individuals who have stayed in the public service should acquire more diverse skills; the process of international cooperation between countries of the European Union requires that

* Corresponding author. Tel.: +370 (5) 274 4880.

E-mail address: eugenijus.chlivickas@vgtu.lt

civil servants should understand the peculiarities of public service functioning not only of their own country but of the European Union as well; so far the tradition that with the civil servant making his way up, his technical rather than managerial competence is accentuated, has prevailed in the public service of the member countries of the EU. Cases are quite frequent when high level professionals of a narrow specialization without any abilities for management and unable to efficiently run an office become chiefs; constant pressure of the society on the public service to prove its efficiency by material achievements requires that civil servants should be able to efficiently plan their activity and think strategically.

Striving for solution to complex problems in Central and Eastern European countries, the main focus should be laid on improvement of state structures efficiency, government bodies' stability and increment of professionalism and accountability of human resources in state institutions.

Human resources system is concurrent with establishment of new quality since the aim of the latter is to create an integrated and manageable system of network of central and local government human resources and to ensure expansion of the system as well as action programmes related to it.

Internationalization and innovation processes creates relevant conditions for civil servant's training system development. Though there is a big number of intelligent and qualified specialists in Central and Eastern European countries, imperfect legislation as well as training system very often impedes the progress of training and even that of public administration.

2. Human resources management in the context of international integration and globalization

Currently, when we are witnessing processes of internationalization and globalization, growing competition between nations and emergence of knowledge society, human resources management is gaining increasingly more significance. This is of special importance to those countries, which have limited natural resources and material resources, and socio-economic development of which is highly determined by the quality of human resources and ability to enhance the potential of their human resources (Chlivickas, 2012; Chlivickas, 2010a; Chlivickas, 2010b; Bovaird & Loffler, 2009).

The capacity to compete in the global market is determined by human resources and the ability to use them properly (Torrington, Hall, & Taylor, 2002; Garrett & Mitchell, 2001). Consequently, discussions on various strategic issues of socio-economic and state development must pay special attention to issues of the management of the development of human resources potential.

It should be noted, that strategic decisions in relation to socio-economic development should be designed and implemented giving priority to special human resources development strategies, which make an integral part of the general structure of socio-economic and state development strategies (Gray, Baylis, & Wirtz, 2010; Mooney & Evans, 2007; Boxall & Purell, 2003; Hayo & Seifert, 2003; Boxall & Purell, 2000).

In order to implement a strategy, it is necessary to have a system of strategic goals, actions and means, and the course of its implementation has to be monitored and controlled. Results of strategy implementation and outside changes have to be ensured by strategic monitoring procedures. Strategic control procedures must create preconditions and enable us to compare the incoming information with implementation of strategic goals and decisions, identify deviations from the chosen strategic line and inner/outer factors determining those deviations (Gray, Baylis, & Wirtz, 2010; Kotler & Andreasen, 2007).

Information collected in the process of strategy monitoring and control may serve as a ground for making corrections to the strategy or even designing a new strategy. Information must be received in time; otherwise it is impossible to take relevant actions and measures (Lasserre, 2007; Goeransson & Soederberg, 2005).

In order to successfully implement long-term strategic goals and priorities, it is important that we apply adapted and modern management both in private and public sectors. At present, public management is especially lacking administrative capacity, and one of the weakest chains here is poorly developed ability to apply methods and methodologies of strategic planning and management (Kotler & Andreasen, 2007; Lasserre, 2007; Boxall & Purell, 2003; Boxall & Purell, 2000). Therefore, systems of management of both private and public sectors fail to create adequate preconditions for successful socio-economic development.

Development of both private and public sectors is closely linked to creation of new quality. In order to create new quality it is necessary to have integrated and effectively managed systems of central and local government, as well

as systems of human resources of private and public sectors, and to ensure development of these systems and related programmes of actions.

This article pays most attention to public sector human resources in Eastern and Central Europe. This priority is predetermined by the fact that Lithuania's membership in the EU requires to ensure proper level of public administrative capacity and high quality of human resources in the public sector. Due to this reason, development of human resources potential in the public sector gains special significance (Chlivickas, 2010; Melnikas, 2008). As we all know, one of the fields of the public administration reform carried in Eastern and Central Europe is the development of human resources and the improvement of this process (Chlivickas, 2010; Chlivickas, 2008; Hayo & Seifert, 2003). Although some countries of the EU member states have well-educated and qualified specialists, they do not have the necessary legislation and their system of education hampers not only further education, but also advancement of public administration.

As the findings of the research suggest, most of the new EU member states lack correspondence between the priorities of long-term development of public administration, on the one hand, and means and measures of their implementation in the field of human resources development, on the other hand. In order to create an effective public service and successfully compete in the global market through internationalization processes, it is necessary constantly to improve the system of human resources, which allows implementing successfully goals and priorities of public government.

It is recommended to assess the tendencies of the development of human resources potential in the public sector in Eastern and Central Europe, to use results of inter-regional cooperation and present methodologically grounded proposals for system enhancement, creating right preconditions for increase of public service efficiency and enhance national capacity for competitiveness in global market by using contemporary civil servant's training system development (Chlivickas, 2008; Grace & Butler, 2005; David & Foray, 2002; Pilbeam & Corbridge, 2002; Huseman & Godman, 1999).

Abundance of methodologies for creation and realization of human resources system shows, that there is more than one approach to the creation and further development of human resources system in the public sector of Eastern and Central Europe. Choosing the most rational variant is not easy, however, Lithuania's experience suggests, that it is always possible to choose and adapt the most suitable method (Chlivickas, 2012; Chlivickas & Melnikas, 2011; Chlivickas, 2010; Chlivickas, 2008).

3. Enhancement of human resources development system in public sector

The importance of human resources specialist development system enhancement in present situation is determined by a few important conditions: public administration specialists' decisions and their performance have an increasing role in choosing new perspective directions and priorities for social, economic, political, science and technology development; public administration specialists tend to become a link between people and their society on the one hand and various technical and other systems on the other hand: public administration specialists' decisions and their actions have a growing impact on interaction between people and their society and biological, technical, informational and other environments, and also significantly affect our possibilities to use innovations and modern means of automatization, robotization, computerization, introduction of information technologies; public administration specialists' performance becomes a crucial factor in globalization and internationalization of economic, social, cultural, informational, scientific and technological development (Beattie & Osborne, 2008; Beardwell & Claydon, 2007; Abell & Oxbrow, 2006; Armstrong, 2006; Cascio, 2006).

It is also noteworthy that elements of integration are inherent to the public administration specialists' professional activity and this integration has a twofold expression: public administration specialists' performance is always oriented to of other people or organizations; an important characteristic of public administration specialists activity is the combination of different activities which requires knowledge, skills and experience of different character.

Elements of integration, inherent to public administration specialists' performance, show that public administration specialists fulfil the function of synergetic effects formation. Realizing the rapidly growing importance of formation and use of synergetic effects in the modern society development we may claim that

enhancement of public administration specialist development as a means of increasing the potential of synergetic effects formation is becoming an essential prerequisite for modernization of the society (Farnsworth, 2005; Cohendet & Stojak, 2005; Currie, 2000).

Awareness of the importance of public administration specialist development determines the necessity to identify the main problems arising in this field and to outline specific ways to design and enhance efficient human resources development systems.

Human resources system development is a highly extensive and complicated sphere and therefore the typical problems inherent to this sphere can be addressed and analyzed from different aspects. There are many specific characteristics of human resources system development in various countries and under various conditions. In-depth analysis of human resources system development practice in various countries shows that the following groups of problems can be distinguished: problems related to the content of public administration specialist development; problems related to public administration specialist development technologies; problems related to the operation of institutions, enterprises and organizations involved in processes of the public administration specialist development.

Among the problems related to the content of human resources in public sector development first and foremost comes inadequate integrity of various development processes; lack of integrity leads to the following:

- theoretical education (providing and acquiring theoretical knowledge) is not well balanced against practical training (providing and gaining practical knowledge, also developing practical skills and competences);
- due to improper specialization of the education the knowledge and skills acquired often lack systematic character;
- the content of the education is sometimes irrelevant to the individual's specific needs, inclinations, abilities and values;
- it is not rare that education is inadequately linked to the professional prospects of the people, as well as with the latest trends in various fields of economic and social development and with progress of science and technology;
- development is quite often insufficiently oriented to the people's ability to get adjusted to the fast-changing environment and adapt their knowledge and skills to new situations, needs and requirements;
- development quite often lacks orientation to the independence and responsibility of the people and does not encourage their capability of independent decision-making;
- development is not differentiated according to needs and possibilities to develop both leaders and reliable executives;
- the content of the development is often irrelevant to the requirements which are determined by the necessity of team decision-making, team-work and tolerance of other opinions;
- the content of the development often lacks links to the issues of concern in the fields of society development and social, economic, scientific and technological progress; besides, it fails to be oriented to the solution of these problems;
- the content of the development is not well-balanced; i.e. there is no harmony in such fields as dissemination and acquisition of new knowledge, development of new skills and capacities, raising morality, responsibility and spirituality, adequate development of physical qualities and psychological and cultural orientations;
- the content of the development quite often shows inadequate orientation to openness, and that facilitates the emergence of diverse forms and tendencies of provinciality, superficiality, selfishness and lack of tolerance.

The above listed problems give a general overview of the main concerns in relation to the content of the development. It should be noted, however, that some other problems arising from the irrelevance of the development content to the needs of modern society fall under this category as well. Special attention should be drawn to those which are specific to public administration specialist development in the conditions of radical social, economic and technological transformations and which are posed by new challenges of modern life, or new possibilities and new areas of the scientific research on management an administration.

In the second group of problems, related to human resources system development technologies and organizational forms, emphasis should be placed on those which arise because technologies, methods and activity forms applied in the process of human resources system development are irrelevant to the requirements which correspond to the goals of the development and to its content. The main problems in this group are as follows:

- insufficient flexibility in the application of educational technologies and activity forms, which is often described as conservatism and ignorance of the availability of the latest methodological and technical aids, information technologies and advanced organizational models;
- processes of the development are not sufficiently oriented to the priorities of internationalization of public administration specialists' activity; educational technologies and organizational forms do not always conform to the needs of internationalization of the development processes;
- developmental processes often lack consistency and continuity; educational technologies and organizational forms are not sufficiently oriented to consistent succession of separate stages and continuity of the development processes throughout each person's life;
- developmental processes often lack priority of innovations and continuity;
- developmental technologies and organizational forms lack orientation to people's activity, independence, individual responsibility for results and their active participation in choosing the technologies and forms that they find most acceptable.

Taking in view many specific features of human resources system development and various possibilities to enhance the whole complex of development processes, we may claim that the main priorities in dealing with public administration specialist development problems include: establishment of principles for public administration specialist development enhancement on the basis of systematic approach, and preparation and implementation of relevant means for realization of those principles; development of infrastructure of interaction between systems of education and training (educational systems) and systems of professional activities of public administration specialists and public managers (professional systems); development of specialists' creativity and innovative potential.

The above mentioned priorities include manifold possibilities that have to be used for the purpose of human resources system development improvement; these priorities gain special significance in the light of the European Union enlargement, because they are directly aimed at increasing efficiency of public administration specialists activity in the context of dynamic processes of globalization and results of international cooperation (Chlivickas & Melnikas, 2011; Chlivickas, 2010; Mooney & Evans, 2007; Sangmon, 2002).

4. Improvement of public administration specialist development system

An essential condition for ensuring high quality public administration is development of modern specialist development system and its further improvement in view of the fast-changing needs of the society (Jackson & Sorensen, 2010; Hunt, 2000).

Considering the many specific characteristics of the knowledge based society development and of management and administration traditions in the context of this society creation, a few priorities should be specified in the field of the development and further improvement of public administration specialist development system. The main priorities in this group include the following:

- orientation of specialist development to high standards of humanism, democracy, civil society, wide erudition and professional competence as well as to efficiency in fulfilling administration and managerial functions in the conditions of globalization and knowledge based society development;
- specialist development through integration of various functions: selecting and rating specialists, increasing their motivation, career planning, providing university education, training, in-service training for qualification improvement and re-qualification, and development of various personal qualities;
- orientation to permanent specialist development to ensure that in the course of the development specialists get the knowledge and skills necessary for their efficient performance in the future;
- internationalization of specialist development systems, which means that the systems have to be adjusted to the conditions of international cooperation and that public administration specialists have to be sufficiently qualified to managerial functions on the international level;
- continuity and consistency of public administration specialist development processes and orientation of public administration specialist development to solution of topical problems of political, social and economic development.

To facilitate implementation of the above priorities it is necessary to provide “life-long” integrated university education (Melnikas, 2008; Leydesdorff, 2004). “Life-long” integrated university education means that all the tools for specialist development are integrated into one single individualized process of university studies adapted to the development of every concrete specialist. This process has to include all stages of a specialist’s development during his/her career – from obtaining initial qualification to further qualification improvement.

An essential precondition for improvement of specialist development is creating and enhancing those links which are to ensure and expand interaction between educational systems and systems of professional activities. Absence of such links or their inefficient functioning is a serious obstacle for tangible improvement of specialists’ development.

Interaction of educational systems with systems of professional activities can be enhanced by various means. One of them is establishing and sustaining networks of special organizations with a prospect to integrate into them organizations whose functions include spreading specialists’ knowledge and advanced experience, received in the process of the development, across various professional fields (Steinmuller, 2002). Functions of such organizations would include:

- spread of advanced knowledge from educational systems to systems of professional activities: this spread of knowledge in the course of specialists’ development is an important prerequisite for creating a situation when professional systems start feeling the need for the knowledge and skills that future specialists are already receiving and training, but systems of professional activities are not yet aware of;
- generalization of the advanced knowledge and experience of systems of professional activities and its spread to educational systems: it is an important prerequisite for ensuring that the advanced knowledge and experience, gained in practice, is immediately spread through educational systems and that specialists undergoing training receive and accumulate it without delay.

Such twofold functions could be fulfilled by different organizations of diverse structures and with a big variety of objectives and methods; various centers of innovations, special centers of innovations for public sector and for public management and administration, business incubators, science and technology parks and special consulting enterprises could be typical examples of such organizations. It is noteworthy that an important precondition for efficient operation of these organizations is rational specialization of each in systems of such organizations.

Quite a promising form of interaction between educational systems and professional systems is that of centers for spread of knowledge and advanced experience and networks of such centers. Such centers could be established in cooperation of universities with various business and public sector organizations. These centers would aim at attracting university staff and university students for research and practical project designing tasks, required by various business and public sectors; at the same time it would really implement the idea of interaction between specialist development systems and professional systems.

In conclusion of the above said it could be claimed that interaction of specialist development systems with professional systems should be viewed as an essential priority of public administration specialist development improvement.

5. Conclusions

Improvement of human resources for public administration and for public sector is a very important direction of modernization of contemporary society, expressing orientation to priorities of intellectualization, ability to react to increasingly more rapid changes, tolerance, adaptability and competitiveness in the conditions of new challenges.

Overview of the methods of developing human resources potential in public sector for enhancing internationalization global competitiveness suggests that there is no single, comprehensive model of this process. Consistency of change management in every institution is ensured by its management, on the basis of the accumulated practice and in view of the changing situation, emergence of new ideas and possibilities, using means of forecasting and modeling the situation. Therefore, this process requires high managerial competence, thorough knowledge of the environment and reliable information.

Choice and implementation of the strategy comprises the main part of the strategic management. It is obvious, that the initial and very important phase of determination of institutional activity’s trajectory is analysis of the situation. Long-term development direction includes various fields, measures and forms of institution’s activity,

relations within the institution and position in the outside environment. The main objective is to concentrate all the institution for implementation of the strategy and ensure, that there is a sufficient amount of resources, first and foremost – human resources, and that they are managed properly, to pursue successfully the chosen policy.

In order to develop a strategy for human resources in the public sector, perceived as a system, and to outline ways of its implementation, it is necessary to apply a creative approach to the described strategic management models, integrating their advantages and adapting them to the improvement of human resources management.

It is advisable to apply a model, relevant to the features of human resources system, implementation of which is guided by these essential priorities: it is necessary to ensure monitoring of the state of the human resources system: to describe the system of human resources in the context of the public sector reform, internationalization and innovation, to define problems in relation to the improvement of the human resources system according to hierarchical management levels, to set goals and priorities of the strategy of the human resources system; it is necessary to apply the suggested model of the strategy of the human resources system and offer a way of the implementation of the strategy of the human resources system, which has to become a factor determining success of the public administration reform.

The stage of analysis of the current state of the human resources system has to include definition of its place and significance in the context of internationalization and innovation, identification of problems according to hierarchical management levels, related to human resources training, formulation of goals and priorities for human resources improvement, drafting the main provisions of the continuous qualification improvement of public servants, serving as a basis for development of the potential of human resources system.

The main factor determining of government innovation and success of the development is the ability to design and implement long-term strategies based on human resources. Therefore, it may be assumed that improvement of human resources is a very important group of conditions determining socio-economic development, which should be perceived as priority, especially in the context of globalization, international integration and inter-regional cooperation.

Improvement of human resources for public administration and for public sector is a very important priority of modernization of contemporary society. This priority gain special significance in the situation of globalization, development of inter-regional relations and knowledge based society development.

Public administration specialist development improvement requires a relevant scientific foundation. The main specific principles of management and administration specialist development are as follows:

- the principle of wide erudition and formation of a whole complex of knowledge and skills;
- the principle of coordination of general managerial competence and specific managerial activity;
- the principle of priority of innovativeness and creativity, high morality and high social responsibility;
- the principles of independent decision making, ability to react quickly to changes, taking relevant actions in extreme situations, team-working skills, adaptability to multicultural environment.

The exceptional principles of business management specialist development and public management and administration specialist development highlight special development orientations inherent to various fields of business and public management. Only being aware of the above principles we can develop and modernize public administration specialist development systems taking in view the conditions created by globalization, knowledge society formation, the European Union enlargement and increasing European international cooperation.

References

- Abell, A., & Oxbrow, N. (2006). *Competing with Knowledge: the Information Professional in the Knowledge Management Age*. London: Facet Publishing, TFPL Ltd.
- Armstrong, M. A. (2006). *Handbook of Human Resorce Management*. London: Kogan Page.
- Beardwell, J., & Claydon, T. (2007). *Human Resource Management: A Contemporary Approach*. 5th ed. FT/Prentice Hall. 667 p.
- Beattie, R. S., & Osborne, S. P. (2008). *Human Resource Management in the Public Sector*. Routledge, Taylor & Francis Group, London and New York.
- Bovaird, T., & Löffler, E. (2009). *Public Management and Governance*. London: Routledge.
- Boxall, T., & Purell, J. (2003). *Strategy and Human Resource Management*. Houndmills: Palgrave Macmillan. 288 p.

- Boxall, T., & Purell, J. (2000). Strategic Human Resource Management: Where We Have Come From and Where Should We be Going? *International Journal of Management Reviews*, June 2 (2), 183–203.
- Brody, R. (2005). *Effectively Managing Human Service Organizations*. Sage Publications.
- Cascio, W. F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. McGraw-Hill/Irwin.
- Chlivickas, E. (2012). Improvement of Human Resources Management System: New Challenges, *Viešasis administravimas*, 3(35), 22–27.
- Chlivickas, E., & Melnikas, B. (2011). Human Resources in the Public Sector: Education and Training Systems for Public Administration Specialists in the Context of Internationalization and Networking. *The 19th NISPAcee Annual Conference*. Varna, Bulgaria.
- Chlivickas, E. (2010a). Potential of Public Sector Human Resources in the Context of Internationalization and Innovations, in the 18th Annual Conference of Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). *Public Administration in Times of Crisis*. Warsaw, Poland.
- Chlivickas, E. (2010b). Development of human resources system for improvement of public administration in Central and Eastern European countries. *The 6th International Scientific Conference "Business and Management–2010"*. Vilnius, Lithuania.
- Chlivickas, E. (2008). *Creating training system in Eastern and Central Europe: essential assumption of stable development in labour-market*. Proceeding of the 12th World Multi-Conference on Systemics, Cybernetics and Informatics. The 14th International Conference on Information Systems Analysis and Synthesis: ISAS.
- Chlivickas, E. (2008). Human Resources Development Strategy: Crucial Tool for Increasing Public Finance Management Efficiency. *The International Association of Schools and Institutes of Administration (IASIA) Conference "Enhancing efficiency, effectiveness and equity in public service delivery: challenges, opportunities and good practices"*, July 14–18, Kampala, Uganda, 1–12.
- Cohendet, P., Stojak, L. (2005). The digital divide in Europe. The economic and social issues related to knowledge-based Europe, *Futuribles: Analyse et Prospective*, 5–28.
- Currie, W. (2000). *The Global Information Society*. Chichester, John Wiley, 288 p. ISBN 0471895075.
- David, P. A., & Foray, D. (2002). An introduction to the economy of the knowledge society. *International Social Science Journal*, 171, 9–25. <http://dx.doi.org/10.1111/1468-2451.00355>
- Farnsworth, K. (2005). Promoting business-centred welfare: International and European business perspectives on social policy. *Journal of European Social Policy*, 15(1), 65–80. <http://dx.doi.org/10.1177/0958928705049163>
- Garrett, G., & Mitchell, D. (2001). Globalisation, Government, Spending and Taxation in OECD Countries. *European Journal of Political Research*, 39(3), 145–177. <http://dx.doi.org/10.1111/1475-6765.00573>
- Goeransson, B., & Soederberg, J. (2005). Long waves and information technologies – On the transition towards the information society. *Technovation*, 25(3), 203–211. [http://dx.doi.org/10.1016/S0166-4972\(03\)00115-9](http://dx.doi.org/10.1016/S0166-4972(03)00115-9)
- Grace, A., & Butler, T. (2005). Beyond knowledge management: Introducing learning management systems. *Journal of Cases on Information Technology*, 7(1), 53–70. ISSN: 1548-7717. <http://dx.doi.org/10.4018/jcit.2005010104>
- Gray, C. S., Baylis, J., Wirtz, J. J. (Eds.). (2010). *Strategy in the Contemporary World: An Introduction to Strategic Studies*. Oxford: Oxford University Press. 440 p.
- Hayo, B., & Seifert, W. (2003). Subjective economic well-being in Eastern Europe. *Journal of Economic Psychology*, 24 (3), 329–348. [http://dx.doi.org/10.1016/S0167-4870\(02\)00173-3](http://dx.doi.org/10.1016/S0167-4870(02)00173-3)
- Hunt, S. D. (2000). *A General Theory of Competition: Resources, Competences, Productivity*. *Economic Growth*. London: Sage Publications, 385–393.
- Huseman, R. C., & Godman, J. P. (1999). *Leading with Knowledge: The Nature of Competition in 21 st. Century*. London: Sage Publications, 272 p.
- Jackson, R., & Sorensen, G. (2010). *Introduction to International Relations: Theories and Approaches*. Oxford: Oxford University Press, 400 p.
- Kotler, Ph., & Adreasen A. R. (2007). *Strategic Marketing of Nonprofit Organizations*. Pearson Education (Singapore).
- Lasserre, Ph. (2007). *Global Strategic Management*. Basingstoke: Palgrave Macmillan. 512 p.
- Leydesdorff, L. (2004). The university – industry knowledge relationship: Analysing patents and the science base of technologies. *Journal of the American Society for Information Science and Technology*, 55(11), 991–1001. <http://dx.doi.org/10.1002/asi.20045>
- Melnikas, B. (2008). The knowledge based economy in the European Union: innovations, networking and transformation strategies. *Transformations in business and economics*, 7, 3(15), 170–192,
- Mooney, A., & Evans, B. (2007). *Globalization. The Key Concepts*. London: New York: Routledge. 302 p.
- Olsen, T. E., & Osmundsen, P. (2003). Spillovers and International Competition for Investments. *Journal of International Economics*, 59(1), 211–238. [http://dx.doi.org/10.1016/S0022-1996\(02\)00086-7](http://dx.doi.org/10.1016/S0022-1996(02)00086-7)
- Pilbeam, S., & Corbridge, M. (2002). *People Resourcing: HRM in Practice*. Harlow: FT/Prentice Hall. 570 p.
- Sangnon, K. (2002). A Longitudinal Analysis of Globalisation and Rationalization in International Trade: Social Network Approach. *Social Forces*, 81(2), 445–471. <http://dx.doi.org/10.1353/sof.2003.0014>
- Steinmueller, W. E. (2002). Knowledge-based economies and information and communication technologies. *International Social Science Journal* 54(171) (pp. 141–154). <http://dx.doi.org/10.1111/1468-2451.00365>
- Torrington, D., Hall, L., Taylor, S. (2002). *Human Resource Management*. 5th ed. Harlow: FT/Prentice Hall. 668 p.