

Akademia WSB

Dąbrowa Górnicza, Kraków, Cieszyń, Żywiec, Olkusz, Gliwice, Tychy

WSB University

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Introduction

The International Conference on Territorial and Inter-Organizational Cooperation is an annual event addressed to researchers and practitioners. It deals with different territorial and inter-organizational cooperation aspects in local, regional, cross-border, and international dimensions.

Four previous editions were held at the Hotel Kotarz in Brenna. Still, this year, the venue of the anniversary edition of the conference is WSB University in Dąbrowa Górnicza.

The event is organized within the project “Territorial and Inter-Organizational Cooperation – regional, cross-border and global perspective” co-financed by the state budget under the Program of the Minister of Education and Science (Poland).

The Conference is characterized by its interdisciplinary approach to raising multiperspective scientific problems and innovative formulas. Its aim is to network and form international, interdisciplinary scientific teams that work together on new scientific challenges.

Considering the results of previous editions, this event has already become an international platform of scientific cooperation, represented by different academic centres and practitioners who should fully take advantage of the research results.

The three-day Conference agenda includes the plenary session, four thematic sessions, two expert debates, and a session for PhD students and students. An additional attraction is a one-day field trip to the Polish-Czech-Slovak borderland, addressed to all event guests who will participate on-site (11.10.2024).

I believe that establishing continuous scientific cooperation with the Research Institute on Territorial and Inter-Organizational Cooperation, which I run, would benefit each Conference participant through joint projects and scientific publications.



Prof. Joanna Kurowska-Pysz, PhD

Director of Research Institute on Territorial and Inter-Organizational Cooperation
WSB University, Dąbrowa Górnicza, Poland

WSB University

WSB University is a private (non-profit) high educational institution that operated in the Polish market since 1995.

WSB University sets the standards of education in the Polish market and has consolidated its position in foreign markets, becoming a strong institutional partner in education and research. This is confirmed by the University's 1st place in the internationalisation ranking in Poland. WSB University has been and still is at the forefront of private universities in Poland for many years. The possibility of carrying out part of the studies abroad, foreign internships, programs allowing to obtain two diplomas simultaneously – Polish and foreign ones, and participation in many international projects are just some opportunities we offer our students.



WSB University is one of the Polish universities most frequently chosen by foreign candidates – nearly 2,000 foreign students from 60 countries around the world study at our campuses. WSB University offers bachelor, master, PhD and postgraduate programmes. One can choose from 15 fields of study and over 130 specialities. Our educational offer has been designed to meet the requirements of the modern labour market so that our graduates become competitive in the labour market and have the opportunity to pursue successful careers. As a modern, research-driven university WSB University is involved in various scientific networks and internationally accredited by the Foundation for the Promotion and Accreditation of Economic Sciences EPOQUS; international CEEMAN IQA Accreditation (for 6 years by CEEMAN – International Association for Management Development in Dynamic Societies); EUR-ACE® Label granted to the University for 5 years by Accreditation Commission of Universities of Technology (KAUT); and has been positively awarded with The HR Excellence in Research Award.

Research Institute on Territorial and Inter-Organizational Cooperation, WSB University

Research Institute on Territorial and Inter-Organizational Cooperation has been operating at WSB University since 2018. The Institute implements an interdisciplinary „Program of research on territorial and inter-organizational cooperation” under the patronage of the Minister of Education and Science in Poland. This is an innovative formula for developing international research and applying its results in practice. The Institute develops a unique scientific school of cross-border cooperation research focused on cross-border project management.

Pillars of the Institute’s activities

1. Interdisciplinary research programmes implemented by scientists from various scientific fields who work together in international teams.
2. Development of a scientific network on a global scale.
3. Building relationships with outside academic community partners, including the European Commission, Euroregions, public institutions, regions and cities, NGOs and entrepreneurs.
4. Scientific articles published in English to enhance popularisation of research results.
5. Counseling activity that allows the transfer of research results into business practice and their direct use in public institutions, local governments, non-governmental organisations and enterprises.
6. Participation in international projects to support research and consulting activities.

Key research topics:

- public governance
- territorial cooperation
- inter-organizational cooperation, clusters & networks
- cross-border and international project management
- knowledge & innovation management
- sustainable development
- green economy development
- public policies development & implementation

International Conference Territorial and Inter-Organizational Cooperation'2024 – key information

Organizer:

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- The Association for Regional Development and Cooperation “Olza”, Cieszyn, Poland
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Keynote speakers

- Itay Fishhendler, Hebrew University, Israel
- Ines Funk, Saarland University, Germany
- Fredriika Jakola, University of Oulu, Finland
- Martin Klatt, University of Southern Denmark, Denmark
- Eithne Knappitsch, Carinthia University of Applied Sciences, Austria
- Karina Pallagst, RPTU University of Kaiserslautern-Landau, Germany
- Sara Svensson, Halmstad University, Sweden

Moderators

- Hynek Böhm, Technical University of Liberec, Czechia
- Tatsiana Shaban, University of Victoria, Canada

Keynote Speakers



Itay Fischhendler

Hebrew University, Israel

He is a social geographer who develops data driven theories to resolve environmental conflicts by improving resource governance and decision-making. His research seeks to unravel the political and institutional dimensions in decisions that relate to the allocation of natural resources, mostly water and energy. Itay seek to transcend disciplinary boundaries and embed the spatial dimension in other disciplines such as international relations, conflict resolution and political sciences; and to challenge geographers by bringing insights from other disciplines into the realm of geography. His work has pioneered the successful emergence of the field of transboundary resources by developing data driven theories based on cases of exposure to political and environmental uncertainties such as the Jordan basin, the Rio Grande River, the Colorado River, and Gaza strip. He has published over 60 articles in leading public policy, conflict resolution, peace studies, geography, ecological economics, and environmental journals.

The role of borders in the transition towards a low carbon society

Climate change is one of the most severe threats to humankind in the twenty-first century. To address it there is an urgent need to move towards large-scale adoption of renewable energy (RE) technologies. Yet, the current adoption rate of RE is insufficient, creating an urgent need to accelerate the curve of RE adoption. One significant obstacle to RE adoption is that RE is frequently either land intensive or has adverse implications on nearby stakeholders and/or the environment. As a result, one of the most pressing questions is how to identify factors that can increase the acceptability of RE sites. However, we currently lack a comprehensive theory that can effectively examine the role of physical, social, and political conditions in shaping RE innovation and diffusion in border areas and beyond.

This presentation will examine the conditions under which political borders may become a disruptive factor for RE technologies, where they may accelerate the transition to RE. It does so by developing a multidimensional typology that captures the various spatial options and governance mechanisms of RE in relation to borders. Next it, quantifies the extent to which borderlands are becoming a focal point for RE relative to the rest of Israel and Germany. This process involves temporal and spatial mapping of the adoption and diffusion of RE technologies across various border conditions and in regions distant from borders, which focuses on both household-level installations (e.g., rooftop solar panels) and utility-scale systems. By positioning borders as a central aspect of the energy transition, the study aims to identify borders as a new variable in climate change research and thus shed light on the intricate interplay between borders, governance, and technology choices.



Ines Funk

Saarland University, Germany

Since 2010, Dr. Ines Funk has been a scientific assistant at the Department of Social-Scientific European Studies and CEUS | Cluster for European Research at Saarland University (Germany). She coordinates the tri-national study program Master in Border Studies. She studied Cultural Studies at Saarland University and completed her PhD in Human Geography in 2015 with a thesis on cross-border patient mobility in the Saarland-Lorraine region. Her research interests are Border Studies, especially cross-border labour and training markets, as well as Health Geography. Current research activities focus on the consequences of the Covid-19 pandemic for students in cross-border study programs, cross-border vocational training and cross-border youth mobility. She's a member of the working group "Labour and Education" of the of the Center for Border Studies, an Interdisciplinary Center of Expertise of the University of the Greater Region (UniGR).

The cross-border labour-market in der Greater Region SaarLorLux: Multiple challenges – new governance?

One of the main characteristics of the Greater Region SaarLorLux (Germany/France/Luxemburg) is the highly integrated cross-border labour market. Over decades, the number of cross-border commuters was growing and today more than 260 000 persons cross the border every day to work in one of the neighbouring countries. In this context, also innovative forms of cross-border training were developed. This makes the cross-border region a living lab of European integration.

Over the past five years, however, new challenges have raised the question of whether the cross-border labour market needs new forms of cross-border governance. The Covid-19 pandemic, the demographic change and changing framework conditions for cross-border vocational training can be understood as crises that reveal more and more negative aspects of the strong cross-border integration – but also offer an opportunity for reorganisation.

The member regions face similar challenges but still pursue uncoordinated strategies to protect their own interests. Already today, the shortage of (skilled) labour leads to a cross-border competition for labour and it will grow. Therefore, new approaches for a cross-border governance of the common labour-market are needed. The presentation discusses ideas proposed by different actors in the Greater Region for developing a resilient cross-border labour and training market.



Fredriika Jakola

University of Oulu, Finland

Fredrika is a human geographer with a strong expertise in studying regional planning and development, especially in the context of border regions and towns. She received her PhD from the University of Oulu (Finland). In her research, Jakola has been particularly interested in the role of trust and social capital in the cross-border cooperation and development of border regions more generally. She has conducted extensive field work in the Finnish-Swedish border region over the last 15 years. Fredrika has published several scientific articles in international journals in which she has problematized the dynamics and interrelations between the context dependent “soft” cultural matters, local agency and state and EU-level regional politics, and their effects on the development of European northern border regions. She has taught in various courses at the Geography Research Unit in the University of Oulu during her career. She works in the Horizon Europe -project B-SHAPES. She has also worked as a responsible researcher in projects focusing inclusiveness of municipalities in the EU Structural Funds and regional impact of RDI of enterprises in Finland.

Border region heritage: an asset for regional development and cross-border cooperation?

The policy relevance of cultural heritage has gained significant credence in recent decades in Europe. The way cultural heritage is recognized, preserved, and employed, is seen to have a significant impact on European Union’s social and economic integration and the competitiveness of EU in the global economy. As European border regions are key sites for European Union’s regional policy and materialization of European integration today, their role is pivotal in this regard. Accordingly, cultural heritage of border regions has become an important asset for cross-border cooperation projects.

Cultural heritage is especially focal for developing border regions’ heritage and tourism industries. Border region heritage is continuously recognized and communicated through the practices of tourism promotion and destination development. However, the way border region heritage is made visible and utilized as an asset for tourism and regional development, is not a straightforward or unproblematic but complex and oftentimes contested process.

From the perspective of cultural heritage, borders and border regions create specific tourism development landscapes, characterized by various transnational, national and locally/regionally defined interests, and social relations. The formation of these relations and interests is intricate and connected with various historical and political processes of border regions. Considering the complex nature of border regions as an operational environment, inclusive processes of social capital play a key role, including resilient trust relations and shared norms between inter-territorial and -organizational actors.

To facilitate socially and economically sustainable production of diverse European border heritages in regional development and tourism in particular, more comprehensive understanding on how border and border region heritage is perceived and produced in different border regions and member states is needed. The Horizon Europe project B-SHAPES responds to this knowledge gap with the purpose of widening our understanding of what border heritage is, how it is made visible or invisible in tourism and regional development, and what it means for different actors of border regions.

This presentation, based on the initial findings of B-SHAPES border landscapes as heritage research, discusses how cross-border dimensions of heritage are embedded in tourism development and how they are recognized in development policies and destination building. The presentation will focus on the northern European border regions where tourism forms an important industry. These border regions have their unique contextual histories, but they also share many common characteristics, including a long history of cooperation and relatively free mobility across borders since the millennium. However, with few exceptions, the results indicate that although border heritage is employed in destination branding and marketing, the extent of cross-border cooperation remains relatively modest in the northern European border regions.

The presentation will elaborate on the main possibilities and challenges of cross-border cooperation with a focus on heritage as an asset for regional development and joint projects. The critical question for future development is how the border heritage can be taken as a starting point for inter-regional and inter-sectional local development in sustainable ways at European borders currently facing the heightening of nationalism and protectionism. With this regard, cross-border cooperation and trust-building at different governmental levels and between different sectors is crucial. Shared and commonly recognized and accepted cultural heritage is acknowledged to facilitate trust-building processes and it is crucial to find means to build trust-relations at regions with shared and also contested and sensitive border heritage.



Martin Klatt

University of Southern Denmark, Denmark

Martin Klatt is the Head of Research Cluster at the European Centre for Minority Issues in Flensburg (since 2022). Since 2005 he has been working also as the Associate Professor at the Center of Border Region Studies at the University of Southern Denmark in Sønderborg. His previous scientific positions were: research fellow at the Schleswig-Holstein Institute for Peace Research (1996), the Research Department of the Danish Library for South Schleswig (1997–2000), assistant professor at the Danish Institute for Border Region Studies (2001–2005). His research activities concentrate on national minorities in border regions, regional cross-border cooperation, cross-border regions in history and today, and cross-border regional governance. Martin is also coordinator of the Borders Shaping Perceptions of European Societies (B-SHAPES) Horizon Europe research project (<https://www.sdu.dk/en/forskning/forskningsenheder/samf/b-shapes>).

Borders shaping perceptions of European societies – why is this important for territorial and inter-organizational cooperation?

Borders order geography. B-SHAPES is a Horizon Europe Research and Innovation Action scrutinizing the role of borders in shaping perceptions of European societies. Eight European universities, a research institute, a national museum, a European foundation, a political association, a platform for cultural and artistic production, and a private consultancy have joined forces to look into the importance of borders in daily life. B-SHAPES aims to discover new narratives on borders from border regions by focusing on Euroscepticism, national minorities, landscape and heritage, and by involving citizens, especially young borderlanders, civil society, art, and policymakers.

My lecture will focus on societal impact of B-SHAPES' approach, using first field work results. Our perception of societies, but also international companies is shaped by borders. This also applies to interorganizational and territorial cooperation, which imply a difference that will be bridged (by the cooperation). This difference might only be perceived, but as borders are key factors of how humans perceive societies, they offer a simple framework for othering, for creating a difference between us (the inside) and others (the outside). Cooperation institutions, which can be territorial, political, but also newly merged companies, need to reconfigure these perceptions to be successful. B-SHAPES has a strong focus on heritage and narratives, both of which are important factors for organizational culture, teambuilding etc. Therefore, the awareness of the borders shaping our perceptions is a precondition to develop more inclusive, border-crossing narratives to succeed with territorial and interorganizational cooperation.

These will empower citizens, but also economic sectors to contribute to the creation of more inclusive visions of culture and values, and thus increasing the quality of life – not only in border regions.

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Eithne Knappitsch

Carinthia University of Applied Sciences, Austria

Eithne Knappitsch is a Professor of Intercultural Management at Carinthia University of Applied Sciences, with a Ph.D. in European Cultural Studies and a university certificate in Diversity Management. Eithne's teaching and research spans intercultural communication, leadership and teamwork in cross-border and remote work contexts, and Diversity, Equity & Inclusion. Her most notable achievement is the co-founding of the Global Case Study Challenge, an innovative educational program and non-profit organization celebrated for enhancing intercultural, digital collaboration, and sustainability competencies across global student and educator communities. This initiative, alongside her role as curator of TEDxKlagenfurt, underscores her dedication to innovation, collaboration, and community. She has received several awards for her teaching at Higher Educational Institutes, including two Austrian ARS Docendi Recognition Awards and the Profformance International Teaching Excellence Award.

The Human Dimension of Territorial and Inter-Organizational Cooperation: Collaboration Superpowers

Human dynamics are at the heart of intercultural competence, a vital resource for managing cultural complexity. This competence involves the willingness and ability of individuals and organizations to relate to and integrate cultural differences productively. Effective cross-border cooperation requires recognizing the dynamic interplay between cultural diversity and commonality. This relational view emphasizes that successful cooperation is about creating a space where diverse cultural identities can coexist and contribute to shared goals.

Understanding the role of human dynamics in cooperation helps in reducing relational costs and expanding cooperation corridors, thereby enhancing the potential for economic and social value creation in cross-border networks. Fostering intercultural competence and embracing a relational perspective on cultural complexity and human dynamics are essential for unlocking the collaboration superpowers needed for successful cross-border cooperation. By focusing on commonalities and engaging in mutual learning, organizations can more effectively navigate the complexities of cultural diversity and achieve sustainable and productive partnerships.



Karina Pallagst

RPTU University of Kaiserslautern-Landau,
Germany

Karina Pallagst is professor for International Planning Systems at Kaiserslautern University's faculty of Spatial Planning and Dean of the Faculty of Spatial and Environmental Planning. Previously she worked at UC Berkeley's center for Global Metropolitan Studies (GMS) and the Institute of Urban and Regional Development (IURD). Her research focuses on international comparative urban development, shrinking cities, planning in the USA, European spatial development, planning culture and growth management. She serves on numerous think tanks, working groups and committees regarding spatial planning and international urban development. She is a co-founder and chair of the Shrinking Cities International Research Network (SCiRN). She has published many articles, she is also the reviewer in the recognized scientific journals.

Territorial cooperation in exchange: Learning processes for cross border planning cultures from a cross-border simulation game

Specific institutional and cultural settings have shaped spatial planning systems with comparable features; however, such systems have been adapted to cultural, normative, and spatial conditions. The author's research on planning cultures demonstrates that in view of existing challenges for planning there might be planning cultures that are not constituted by geographic entities (nations, regions, cities), but also by topics framed by specific planning tasks. This could open up a new research field of 'topical planning cultures' (Pallagst et al 2021).

Territorial cooperation in a cross-border context displays different normative regulations, policies, strategies and spatial concepts, and furthermore also beliefs and values regarding spatial planning. This enhances the complexity of planning cultures to a wide extent. In this setting, the exchange of knowledge about different planning practices, processes and instruments of spatial planning will be a core competence of cross border development (Pallagst, Hartz, Caesar 2018). Additional challenges might evolve with specific cross-border instruments, such as spatial development concepts (Caesar, Pallagst 2018), or EU funding with the aim of sustaining territorial cohesion. In this specific context the possibility might occur that a specific cross-border planning cultures will be shaped, based on longstanding experience in cooperation.

Cross border regions offer the possibility to investigate the principles of planning in a comparative mode, thus changes in planning cultures might be detected. The project "Planning Borderlands" investigates cross-border territorial development. Its objective is to analyse the role of planning cultures in the processes of cross-border cooperation in spatial development. Here, we focus on the cross-border spaces along the French-German border in the Greater Region and along the

German-Polish border in the Brandenburg-Lebus area. The analysis aims to produce evidence on the differences and similarities between the involved planning cultures as well as the specificities on the cross-border level. One major empirical step of the project was to carry out a simulation game on cross-border cooperation from the perspective of spatial planning in the French-German and German-Polish border areas. The game simulated a fictitious situation in which barriers to cross-border cooperation in the area of spatial development were removed, and practitioners in spatial planning had the chance for an exchange on their respective tasks.

The presentation features research results, in particular of the cross-border simulation game, with the purpose of highlighting opportunities and challenges of cross-border spatial planning along the French-German border and the German-Polish border in a comparative mode.

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Sara Svensson

Halmstad University, Sweden

Sara Svensson holds a PhD in public policy/political science from the Central European University (Budapest, Hungary), an MA in political science and a BA in journalism. She is Associate Professor and Programme Director of the Transformation, Innovation and Norm Sciences (TRAINS) Research Programme at the Halmstad University in Sweden. She takes a special research interest in policy formation and governance structures in European cross-border regions. She is the co-editor of two edited volumes and one special issue as well as a textbook on public administration. She is Associate Editor of the Peace and Democracy Section of the journal *Frontiers in Political Science*, and Regional Editor of *Journal of Borderlands Studies*.

Sara is part of the supervision committee for Dimitra Kiouisi within a split-site PhD cooperation with Portsmouth University, UK. Before entering academia, she worked at different locations as a news journalist for the public service broadcasting company Sveriges Radio. She frequently comments on public affairs for news outlets.

Bridging the research and policy divide in border studies: challenges and opportunities

In this talk, Sara Svensson reviews impact and policy aspects of the state-of-the-art in research on borders, borderlands and crossborder cooperation, with a specific focus on the funding mechanisms of the European Union and their effect on what type of research is being produced and turned into policy. The talk is structured into three parts.

The first part gives an overview of different types of impact and policy aspects that researchers need to address in different types of projects, and what this means for social science in general and border scholars in particular. The second part reviews mechanisms of Horizon Europe, the European Union's research and innovation funding programme 2021-2027, and illustrates how the policy implications of research on borders, borderlands and crossborder cooperation differs significantly between different parts, such as between Cluster 2 (Culture, Creativity and Inclusive Society) and Cluster 3 (Civil Security for Society) within Pillar II (Global challenges & European Industrial Competitiveness).

This is illustrated with examples from ongoing research projects. In the third and final part, Sara Svensson gives her take on how to improve research uptake, policy applicability and stakeholder engagement within border studies, commenting on policy recommendations, systematic, selective and smart mapping and management of stakeholder & policy audiences, but also reflects on the importance on maintaining and promoting academic freedom and the importance of critical and independent scholarship.

Moderators



Hynek Böhm

Technical University of Liberec, Czechia

Hynek Böhm holds Ph.D. in political geography. He has been professionally active in the field of cross-border co-operation (CBC) during most of his professional career in the public administration, NGOs and academia. He acted as a facilitator and a developer of cross-border initiatives. He was also a founding member of Transfrontier EuroInstitute Network (www.transfrontier.eu), which has been operating since 2010. After he defended his PhD thesis, which dealt with CBC and multi-level governance in border regions, he started researching and teaching border studies from the perspective of political geography at Technical University of Liberec (CZ) and political sciences at University of Opole (PL). He has been strongly involved in co-operation with non-academic world, which makes his research more applied. He has co-founded EuroInstitute PL-CZ-SK, which should further deepen trilateral Polish-Czech-Slovak cross-border links by the means of training, applied research and consultancy. He has been acting as a chairman of the applied geography section of the Czech Geographical Society.



Tatsiana Shaban

University of Victoria, Canada

Tatsiana Shaban is a non-resident (post-doc) fellow at the Centre for Global Studies at the University of Victoria (UVic) in Canada. She is a BIG LAB researcher for Borders in Globalisation Project (BIG) at UVic which is an international research network connecting research to policy. Its goal is to build excellence in the knowledge of borders and advance border management in Canada and worldwide. Her current research mainly focuses on European Integration and regional governance, European Neighbourhood Policy and EU external borders. It addresses established institutional, territorial and security challenges of the EU and public policies on each side of the border(s) by studying the action logics of the major regional players in Eastern and Central Europe. Within the BIG network, she looks at the history of cross-border regions and cross-regional cooperation trends in Ukraine and its local authorities. Her publications include research on EU-Ukraine and Canada-US borders.

In 2019 she got an interdisciplinary PhD with a special focus on European Studies from UVic and a MA in International Relations and Politics from the University of Nottingham, UK in 2006. Her PhD thesis “EU Regional Cooperation and Governance of its Eastern Neighbourhood” analysed the benefits and actions of the EU governance and its cross-border cooperation schemes, including their impact on the transformation of national settings in the Eastern neighbourhood. The thesis was nominated for the Governor General’s Gold Medal (Canada). At UVic she assisted with teaching an online Moodle course “European Borders without Walls: What Can the World learn from EU Border and Immigration Policies?”. The activities in the course were aimed at engaging the greater public, undergraduate and graduate students, young researchers and professors, along with the policy makers. Currently she is teaching Borders in Globalisation and European Integration online courses at WSB.

The abstracts of the conference presentations

Regina Andriukaitienė, Lithuanian Sports University

Green human resource management in business organizations

Green human resource management is a key element of sustainability. The topic of Green HRM not only includes awareness of environmental affairs and stands for the social and economic well-being of both the organization and the employees within a broader prospect (Shoeb, 2015; Chapol, 2020). Mampra (2013) defines green human resource management as the use of human resources management policies that promote the sustainable use of resources in businesses and promote environmental protection, which further increases the morale and satisfaction of employees. Green human resource management is defined as using human resources management policies, philosophies, and practices that promote the sustainable use of business resources, preventively seeking to minimize any unwanted harm in organisations. Companies are strongly influenced by free market values (O'Donohue & Hecker, 2012). A green human resource management policy consists of seven factors (Muzammel Shah, 2019): green salary management, green occupational safety and health, green work design, green labour relations, sustainable performance management, sustainable recruitment and selection, and sustainable training and development. The quantitative study analyses the results of a survey of employees of tourism companies, presenting the level and trends of green human resource management according to the distinguished criteria.

Artur Boháč, Technical University of Liberec

German Role in the Dispute over the Turów Mine

The controversy over the Turów Mine in Poland, less than a kilometre from the Czech and German borders, became well-known primarily because of the medialised economic-environmental Czech-Polish dispute. However, German non-governmental subjects have been active in the dispute since its emergence. They demanded the limitation of mining or even its cancellation. After the Czech-Polish agreement in 2022, local and regional German public actors started their own dispute with Poland, which also reached the EU level. The submission deals with all German attitudes and activities towards the mine and examples of cross-border cooperation and non-cooperation. It studies various German governmental and non-governmental actors involved in the issue and attempts to typology them and their actions. Theoretically, the submission is anchored in border studies and human geography. It is based primarily on media analysis and qualitative research.

Sylwia Gatnar, WSB University

Key competences of a research and development project manager in high-technology sectors

Activities related to research and development work are of great importance for the growth and development of enterprises, in particular those from the advanced technology sector, which operate at the interface between science and economy. A significant part of research and development work is carried out in the form of design work, and one of the factors proving their success is a well-selected and competent project team and the competences of R&D project managers, who play a key role in the process of project tasks implementation. The aim of the article is to identify the competences of a R&D project manager on the example of a selected high-tech enterprise. Despite numerous scientific studies verifying key managerial competences, there is a lack of research on the competences of R&D project managers. In order to achieve the adopted goal of the work, a survey was carried out on a group of 67 employees of PREVAC Sp. z o.o., as a company in the high-tech sector. The results of the study indicate that social and intrapersonal competences are the most desirable among the key competences of the R&D project manager, while the remaining ones complement this model.

Bohumil Horák, VŠB – Technical University of Ostrava

Joanna Kurowska-Pysz, WSB University

Łukasz Wróblewski, WSB University

Viliam Šuňal, TRIANON z.s., Czech Cieszyn

Current activities of the Interreg V-A Czech Republic – Poland Project, in the period of sustainability, supporting cooperation in the border area.

The cross-border learning-oriented projects jointly implemented by VSB TU Ostrava, WSB University, and Trianon since 2018, financially supported by the Interreg Czech Republic - Poland Programme, are now in the period of durability, supporting cooperation in the border region. Their focus made it possible to deepen cooperation between universities and implement excellent teaching activities (the first of the projects is one of the reference projects of the Ministry of Science and Higher Education in Poland). They bring students in the Czech-Polish border area closer to practical requirements for their knowledge, skills and the necessity of changing some life attitudes for a sustainable future.

Yaroslava Kalat, Dolishniy Institute of Regional Research of NAS of Ukraine

Ukraine's Foreign Trade in Wartime: New Realities

This presentation demonstrates significant changes in Ukraine's foreign trade during the ongoing war. Changes in dynamics of export and import, the impact of geopolitical challenges and adaptation strategies adopted by Ukraine economy are presented in the study. By analyzing trade policy, disruption in supply chains and the resilience of economic sectors, this study provides insight into the new realities Ukraine is facing in the international trade arena

Maciej Kardas, WSB University

Enhancing process stability and quality management: a comprehensive analysis of process capability indices

Process Capability Indices such as Process Capability Index (Cp) and Corrected Process Capability Index (Cpk), along with Process Performance Index (Pp) and Process Performance Corrected Index (Ppk), are the most commonly used tools in quality management within manufacturing processes. They determine whether a process is capable of producing products within established tolerance limits, addressing both short-term and long-term variability. Despite widespread use, the analysis of Process Capability Indices often overlooks special variability within processes, which may lead to misleading interpretations of a process's capability, especially when determining tolerance limits is inadequately conducted. The main aim of the presentation is to show the study's results, which verifies the hypothesis that current analyses of Process Capability Indices fail to consider special variability. Statistical analyses were conducted using the Minitab software, based on dynamic viscosity measurements from the production process of solvent-based paint, to explore the implications of special variability on the interpretation of Process Capability Indices. The study revealed that while Process Capability Indices are useful for identifying quality management opportunities, their effectiveness is limited when special variability is present, often resulting in misinterpretations of a process's true capabilities. The findings highlight the need for methodologies that incorporate considerations of all forms of variability to ensure accurate process capability assessments.

Solomon Kunle Omogbemi, WSB University

The Role of Contemporary Challenges in Shaping the Image of Higher Education Institutions concerning the university's social responsibility as a source of competitive advantage

In today's ever-changing higher education landscape, universities grapple with many challenges that significantly shape their reputation and societal influence. This research delves into the pivotal role of these challenges in shaping the public perception of higher education institutions (HEIs), particularly about their social responsibility initiatives. As universities confront pressing global issues such as climate change, social justice, and digital transformation, their responses to these challenges are not just indicators but crucial demonstrations of their dedication to the well-being of society. The study argues that effectively addressing these issues is not just about boosting the institution's standing but about survival in an increasingly fierce academic environment. It is becoming progressively vital for HEIs to set themselves apart, attract top talent, and forge stronger community connections. They can accomplish these objectives by integrating social responsibility into their fundamental strategies. The findings highlight the significance of active involvement with contemporary societal issues as a strategic necessity for universities seeking to thrive in today's educational ecosystem.

Alejandro Jorge Márquez Mateo, University of Extremadura

Francisco Javier Castellano-Álvarez, University of Extremadura

Rafael Robina Ramírez, University of Extremadura

The cross-border vocation in the implementation of European programmes for endogenous rural development. The Case Study of the Sierra de San Pedro, Los Baldíos (Extremadura, Spain)

The Sierra de San Pedro, Los Baldíos (Extremadura, Spain) is a natural region made up of a total of 12 localities whose municipalities, for the most part, form the border between Spain and Portugal. In the year 2023 the total population of this region was 22,492 inhabitants and its total surface area was 2,547.76 km². Since the beginning of the implementation of the European rural development programs, this region has been a beneficiary of them. With a long-term vision, the aim of this research is to analyse the survival of the investments carried out under these programs and the relevance that their cross-border vocation may have had on it. In order to achieve its objectives, this research uses what is known as the Case Study methodology; extensive fieldwork is carried out in which semi-structured interviews are conducted with the promoters of the projects implemented. The results of the research show that, despite being a region with a clear cross-border vocation, paradoxically, Portuguese markets are hardly relevant in the projects implemented.

Martin Lacny, University of Presov

Development of the Life Satisfaction Index in border regions

The contribution presents the development of a life satisfaction index of the residents in the two self-governing regions in Slovakia bordering Ukraine. It is assumed that satisfaction with various areas of life does not share a single common cause but rather generates a common effect. The 37 items proposed were categorised into 7 domains regarding the satisfaction with one's economic situation, social conditions, the state of the environment, relationships between people in the region, how local authorities work in the city/municipality, security in the region and with contact with neighbouring Ukrainian regions. This was administered as a questionnaire to N = 884 persons. The measurement models of each of the four identified dimensions could be considered reflective, given the degree of homogeneity. As a low-order construct (LOC), they were combined into a formative higher-order construct (HOC) and tested using PLS-SEM. All four LOCs met the standard criteria of reflective measurement models with the loading values of all items, and the reliability, convergent validity, and discriminant validity of the LOC exceeded the threshold values. Based on the redundancy of some items, it was possible to shorten the final version of the instrument. The twelve remaining items of the questionnaire were considered valid questionnaires for determining life satisfaction in the self-governing regions bordering Ukraine.

Myroslava Lendel, Uzhhorod National University

Institutions of cross-border cooperation between Ukraine and Slovakia: best cases of efficiency

We can research the current institutional forms and best practices of cross-border cooperation between the relevant actors of Slovakia and Ukraine to develop policy recommendations for enhancing the relevance, efficiency, and sustainability of cross-border cooperation actors in Ukraine within the framework of EU accession, and – particularly with regard to the influence on spatial development, the needs of the inhabitants, interethnic dialogue, and security. Local and regional development actors in the borderland between Slovakia and Ukraine have used various cross-border cooperation models over the past few decades. The purpose of the presentation is to outline the initial findings as well as the intended additional research and assessment of the sustainability, viability, and efficacy of the different institutional forms of cooperation that are currently in place, as well as the most efficient daily operations of socioeconomic, spatial, innovative, educational, cultural, and people-to-people cooperation. The development of the research findings is made possible by the use of a common methodology, target group selection and research, focus group discussions, expert forecasting using the Delphi method, and statistical data analysis.

Joanna Łabędzka, Jan Kochanowski University of Kielce

Fatmir Memaj, University of Tirana

AI in shaping the future of logistics

The reduction of uncertainty in long-term planning is considered as one of the major challenges in Management Science. Determining future trends in logistics is one of the activities that brings a competitive advantage to business and research organizations. The paper highlights the limitations of human reasoning, especially in long-term horizon planning, and proposes analytics based on the artificial intelligence method to deal with epistemic uncertainty, i.e. ignorance or/and missing information and data that should be involved in the decision-making process. The study includes the application of the theory of evidence to identify future trends in logistics. 42 experts shared their knowledge on trends of selected key factors that influence the logistics sector. Each expert estimation indicated evidence for or/and uncertainty against the trend under analysis. The study's final results proved that such evidence-based framework is applicable and allows one to express uncertainty in predicting. A presented application overcomes the limitations of other approaches and can bring more resilience to the future-oriented organization.

Karolina Ostrowska, WSB University

Revitalization of a degraded area on the example of the city of Piekary Śląskie – recommendations of urban policy provisions

In order to undertake comprehensive public intervention in crisis areas in the city, it is necessary to carry out a diagnosis aimed at correctly and accurately identifying degraded areas. At the core of the diagnosis is the verification of data from public statistics and related entities and those cooperating with the local government unit. Corrective actions, during revitalization processes, focus on the social area of city life, but also take into account the situation in such areas of life as economic, spatial-functional, technical and environmental. In order to designate degraded areas it is necessary to carry out a diagnosis in all the previously mentioned spheres that concern the revitalization process. These activities will allow to indicate the areas with the most difficult situation, where there is an accumulation of problems in the spheres of city life, and which indicates the need to take corrective action. The delimitation of the city's degraded areas will allow us to undertake further analysis, the purpose of which is to determine in their area points with the highest degree of problems in the social sphere, which should be included in the final revitalization area. The basic element of the study in the form of delimitation was statistical measures, developed on the basis of current public data. The multiplicity of indicators makes it possible to illustrate in sufficient detail a specific indicator relating to one of the spheres of life and allows compliance with Article 9 of the Revitalization Act. In accordance with statutory guidelines, the adopted palette of indicators was assigned to individual problem areas, i.e. social, economic, environmental, spatial-functional and technical.

Dmitry Pakhomov, WSB University

The Role of Tourism in Cross-Border Cooperation between West Pomeranian Voivodeship in Poland and Mecklenburg-Western Pomerania in Germany

It examines the impact of tourism on cross-border cooperation between the West Pomeranian Voivodeship in Poland and Mecklenburg Pomerania in Germany. It explores how tourism acts as a catalyst for regional development and mutual understanding in border areas. The research utilizes a mixed-methods approach, combining quantitative data analysis of tourist flows and economic impact with qualitative interviews from local stakeholders in both regions. The findings reveal that tourism has significantly contributed to the socio-economic integration of the border regions. Joint tourism initiatives have led to improved infrastructure, increased cultural exchange, and the creation of a shared regional identity. The study also identifies challenges such as disparities in economic development and administrative hurdles that hinder deeper integration. It proposes a framework for enhancing cross-border tourism cooperation, emphasizing the need for harmonized policies, collaborative marketing strategies. Through the analysis of the data from this research, it is evident what further actions are needed by policymakers and practitioners involved in cross-border tourism and regional development.

Maria Plotnikova, Polissia National University

Formation of ecological and family homestead settlements as an innovative socio-economic process for managing multifunctional Rural Development and a mechanism for territorial Inter-Organizational cooperation

Taking into account that ecovillages, family farmsteads and family settlements are mostly startups and, at the same time, they are one of the models of future society. They have their own experience of their formation and development transforming both the existence of society and methodological approaches to its study. The study of vectors and mechanisms of changes, their tools for achieving certain results illustrates the factors of national development, based on the detailed description of each stage and process and determines its certain end-result.

Beata Poteralska, Jan Kochanowski University of Kielce

Marzena Walasik, Łukasiewicz Research Network – Institute for Sustainable Technologies

Project management maturity in research network organisations

Project management maturity influences the success of project management and project implementation. The paper aims to investigate how project management maturity can be measured in research network organisations. The authors of the paper base their research on the project management maturity model presented by Irfan et al, 2020 and enrich it with a financial dimension. A longitudinal single case study is used to analyse different dimensions of project management maturity of individual research institutes before and after the formation of a research network organisation functioning in Poland: the Łukasiewicz Research Network. The results show an improvement in project management maturity as a result of the functioning in a formula of a research network. The novelty consists in the extension of the analysed project management maturity model with a financial dimension, namely a proposed set of KPIs adapted to the specifics of measuring project management maturity in research network organisations.

Khrystyna Prytula, Dolishniy Institute of Regional Research of NAS of Ukraine

Transformation of Export Trade Flows and Development of Export Logistics System of Ukraine

Until 2022, Ukraine's agriculture and metallurgy provided about 50% of export revenues and accounted for more than 70% of the physical volume of all exports. The commodity structure of export determined the formation of its logistics, the basis of which was sea transportation. The Russian invasion of Ukraine in 2022 affected the reduction of export potential by almost 40% due to the blocking of seaports and the destruction of the production capacities of some export-oriented enterprises.

In the conditions of reformatting of supply chains on a global scale, the formation of new transport corridors and the war in Ukraine, the issues of establishing and developing logistics routes for the export of domestic products will remain on the agenda. Their planning and development should be based on assessments of the commodity structure of exports in the medium and long term and forecast volumes of international and transit cargo flows. At the same time, the development and construction of the logistics and transport infrastructure to ensure the export of domestic products should not be based only on the current needs to ensure the export of raw products, the income from the export of which (per 1 ton) is extremely low.

Katja Sarmiento-Mirwaldt, Brunel University London

Contagion dynamics in cross-border cooperation

Cooperation across the EU's internal and external borders is intended to overcome boundaries and to bring together people, organisations and authorities on both sides. Funding programmes such as INTERREG are designed to encourage such cooperation, and some INTERREG programmes feature so-called small projects funds, meant to fund unbureaucratically small-scale cross-border events and initiatives. The aim of such small projects is to promote networks and the development into trust.

While the development cross-border trust has been analysed in some depth, relatively little attention has been paid to the networking aspect of small projects funds. This paper rectifies this. It analyses all small projects that were carried out in the Polish-German Euroregion Spree-Neisse-Bober/Spree-Nysa-Bóbr over two funding periods. Longitudinal and network analytic measures are used to identify the factors that promote new ties between organisations, the intensification of ties, as well as the dissolution of ties. The analysis shows that there is an element of constructive 'contagion' in how cooperation spreads and deepens over time.

Max Schira, WSB University

Exploring the concept of Open Innovations for management – A structured literature review

This research aims to provide a comprehensive overview of Open Innovation (OI) through a structured literature review. Key findings show OI's potential to drive growth, enhance competitiveness, and foster collaboration, while also identifying challenges for management. As closed innovation models transition to OI, organizations increasingly share knowledge, ideas, and technologies across boundaries (Chesbrough, 2003; Chesbrough & Bogers, 2014). This shift is driven by market complexity, rapid technological change, and the need for agility. OI accelerates innovation, reduces costs, and enables commercialization through intellectual property sales (Huizingh, 2011). It not only spurs innovation in products and services but also improves operations, offering a modern management approach. However, challenges include intellectual property protection and managing external partnerships (West & Gallagher, 2006). Sharing knowledge raises the risk of IP leakage, weakening competitive advantage (Bogers, Chesbrough, & Moedas, 2018). Additionally, managing external collaborations and aligning OI with strategy requires new skills many organizations are still developing. Cultural resistance also poses a challenge, as OI's openness can clash with traditional structures (Laursen & Salter, 2006). Strong leadership is essential to foster collaboration, transparency, and trust, while ensuring effective IP management. Despite these challenges, OI remains vital for innovation and competitiveness in today's complex business environment.

Maria Schulders, University of Warsaw

Joanna Chlebiej-Kulma, University of Warsaw

(Why) Did We Fail? Conceptualizing Success in Social Infrastructure Projects

Purpose: The main aim of this paper is to conceptualize success for social infrastructure projects, examining juxtapositions between project management- and overall project success, as well as prevalent definitions for success in the public realm.

Design/Methodology/Approach: The text includes a review of relevant literature on the topic of project success frameworks, in combination with a case study illustrating the differences between several success criteria on the example of the Indiana Toll Road project.

Findings: The findings of the case study suggest that despite the project resulting in the bankruptcy of the private entity, it could nonetheless be considered a public project success, due to its large approval ratings by Indiana's citizens. Additionally, the study highlights the importance of safeguards against planning fallacy and optimism bias – issues which are amplified in social infrastructure procurement procedures.

Originality/Value: The topics discussed in this research paper concern qualifiers for success, in combination with a case study outlining the impact of improperly accounted for optimism bias. The obtained results may be of interest to representatives of science and practice, especially with regard to social infrastructure development.

Tatsiana Shaban, University of Victoria

Role of Temporary Protection Directive: cases of Poland, Hungary and Slovakia

The armed conflict in Ukraine is pushing people to move into Ukraine's neighbouring countries. Hungary, Slovakia, and Poland took on the majority of refugees fleeing Ukraine. According to 2022 UN Refugee Agency statistics, four million people have left Ukraine since 24 February, with 2.3 million heading to Poland, while almost 400,000 heading to Hungary (UNHCR, 2022). Granting asylum in Europe and the world has always been a complex issue. Weiner (1993) wrote that "migration and refugee issues, no longer the sole concern of ministries of labor or of immigration, are now matters of high international politics, engaging the attention of heads of states, cabinets, and key ministries involved in defense, internal security, and external relations".

TPD is a fairly recent development and only activated with the Ukrainian crisis. It allows the governments to assess its effectiveness right after its implementation across all borders in the EU. Authorities in different national settings can analyse its policies and correct it (BiG CodeBook, 2022). Since the dyadic framework emphasises the relationship between two states as manifested in the territorial demarcation of the border line, it provides the ideal frame for capturing the importance of territorial and state-dependent border treaties in interstate cooperation and conflict (Shoukia, 2022).

Our paper shows that practices and processes associated with refugee law have generally been formed in multiple sites and places within the (asylum) international, including European Union legal framework, and national legal system. It is interdisciplinary research addressing the literature gap in migration and refugee issues based on analysis of human rights reports from civil societies and legal documentation such as constitutional and statutory provisions in Ukraine, Poland, Hungary, and Slovakia on which implementation of the international legal norms is based.

Albasher Shareif, WSB University

Assessing the Success and Failure of Large Language Models in Translation

The advent of Large Language Models (LLMs) has significantly transformed the field of Machine Translation (MT), shifting the focus from traditional translation tasks to more nuanced roles such as editing and refinement. This paper critically examines the performance of LLMs in translation, providing a comprehensive analysis of both their successes and failures. By employing a range of assessment methodologies, including quantitative metrics and qualitative techniques, the study evaluates the quality of LLM-generated translations. Key aspects explored include error types, accuracy, fluency, and contextual appropriateness. Furthermore, the paper proposes strategies to enhance the effectiveness of LLMs in MT, addressing common pitfalls and suggesting improvements. The broader implications of LLM usage in the translation industry, including ethical considerations and limitations, are also discussed. This research aims to offer valuable insights for leveraging LLM technology to improve translation quality and efficiency in the digital age.

Piotr Stoły, WSB University

IN SITU project – an innovative approach to multi-sectoral cooperation

Presentation of a case study of a project based on inter-organizational cooperation in creating social innovations addressed to selected target groups. In the case of the Silesian Voivodeship, the project's scope included designing and implementing a strategy for developing social innovations aimed at the professional activation of long-term unemployed residents, with particular emphasis on people entering the labour market and citizens aged 50+. This undertaking was one of the elements of a broader international inter-organizational and inter-sectoral cooperation of entities creating Regional Social Innovation Hubs, aiming to provide multi-faceted support for long-term unemployed residents, particularly emphasising people entering the labour market and citizens aged 50+. It is an element of an international ecosystem of social innovations based on the assumptions of social entrepreneurship, training programs and mentoring.

Ligita Šimanskienė, Klaipeda University

Sustainable leadership: does it works in organizations?

Currently, the attention of both politicians and businessmen is paid to the sustainable development of regions and countries, although in some cases the concept of sustainable development is not used to improve people's quality of life, but to achieve the political goals of organizations or individual parties. Therefore, some people still view sustainable development with skepticism, because they still see many discrepancies between what is declared and what actually happens in their countries, regions, and organizations. Currently, successful business organizations "educate" consumers. They do this by participating in environmental and other civic actions, not polluting nature and explaining to consumers why it is good for society. A sustainable organization is not a spontaneous phenomenon. For this, it is necessary to create the right conditions: to determine the factors of cohesion initiatives in the organization, the management system that promotes and supports them, to constantly develop and improve them. Therefore, in order to promote progress, we must first create a sustainable organization. Although the problem of sustainability in the activities of organizations is currently intensively studied in scientific works of various fields, a more active discussion is still missing, namely the topic of sustainable leadership. Sustainable leadership leads to societal well-being by influencing people, driving change, and fostering values that align with society's highest principles. Therefore, problematic questions arise: are organizations guided by sustainable development goals? Do managers know about sustainable leadership?

Anuphat Thirakulwanich, WSB University

Mapping the Evolution of Green Innovation Management: Patterns, Challenges, and Future Directions

Green Innovation Management (GIM) has become increasingly prominent over recent years, reflecting a global advancement in responding to environmental challenges through eco-friendly practices. This research illuminates the evolving landscape of GIM research, describing its conceptual emergence and academic significance by undertaking an exhaustive bibliometric analysis, where the growth of GIM literature is evaluated, scrutinizing patterns in publications, citations, and collaborations. The study identifies the most relevant institutions, articles, countries, and keywords utilized in research about green innovation management. The findings reveal a clear alignment between innovation and environmental awareness, highlighting solutions prioritizing environmental impact without compromising developmental objectives as it relates to the authors and institutional collaborations networks involved in studying green innovation management. The research identifies significant stakeholders and collaborative networks while highlighting regional disparities in how policy frameworks affect GIM research output. The report highlights unexplored regions and suggests further research for academics of sustainable development and green innovation. The paper critically examines the complexity and trend of green innovation management globally while providing a strong urge for policymakers, researchers, and practitioners to reinforce their commitment to sustainable innovation and strategies for future environmental action.

Mariya Velkova, St. Cyril and St. Methodius University of Veliko Tarnovo

Geopolitics and tourism – interaction and conflicts

Nowadays, it is becoming increasingly relevant to discuss tourism and geopolitics and their relationship with the opposition. In this report, we will attempt to present some basic aspects of this relationship and interdependence: What can lead to conflicts in tourism, and what is the relationship with geopolitics in solving problems that have arisen?

William P. Wall, Stamford International University

Driving Change: Innovating for a Sustainable Future through Collaboration and Innovation

Sustainable innovation management (SIM) is essential for organizations seeking to integrate environmental, social, and governance (ESG) factors while driving long-term growth. SIM helps companies minimize environmental impact, promote social responsibility, and enhance economic performance through innovative practices. Key elements of SIM include sustainable supply chain management, digital collaboration, data-driven sustainability, and employee engagement.

Sustainable supply chain management emphasizes ethical and environmental considerations throughout the value chain, including responsible sourcing and reducing carbon emissions. Digital collaboration, powered by AI, blockchain, and cloud-based platforms, fosters real-time communication, transparency, and more efficient partnerships to scale sustainable solutions.

Data-driven sustainability utilizes big data, predictive analytics, and IoT to optimize resource use and track sustainability metrics, enabling better decision-making and progress monitoring. Employee engagement is crucial in fostering a culture of sustainability, encouraging employees to contribute ideas and actively participate in achieving environmental and social objectives.

In summary, SIM integrates supply chain optimization, technological collaboration, data-driven strategies, and employee involvement to promote comprehensive and enduring sustainability in organizations.

Conference Programme

Agenda of the International Conference

Territorial and Inter-Organizational Cooperation – regional, cross-border and global perspective

Wednesday, October 9, 2024, WSB University in Dąbrowa Górnicza

- 8.30 – 9.00** **Registration**
- 9.00 – 9.15** **Opening**
 prof. Katarzyna Szczepańska-Woszczyna,
 Vice-Rector for Science and Education of WSB University
 Auditorium D, hybrid formula, available translation online to Polish,
 Link for online participation:
<https://zoom.us/j/93414584918?pwd=SoZTzUrth80lrmkUvlHalgFjYMijBv.1>
 Technical support: Łukasz Kuszniński
- 9.15 – 11.00** **Plenary session 1**
 Auditorium D, hybrid formula, available translation online to Polish,
 Link for online participation PL/ENG:
<https://zoom.us/j/93414584918?pwd=SoZTzUrth80lrmkUvlHalgFjYMijBv.1>
 Technical support: Łukasz Kuszniński
Moderator: Myroslava Lendel, Uzhhorod National University, Ukraine
- 9.15 – 9.35 Karina Pallagst, RPTU University of Kaiserslautern-Landau, Germany
Territorial cooperation in exchange: Learning processes for cross border planning cultures from a cross-border simulation game
- 9.35 – 9.55 Martin Klatt, University of Southern Denmark, Denmark (online)
Borders shaping perceptions of European societies – why is this important for territorial and inter-organizational cooperation?
- 9.55 – 10.15 Sara Svensson, Halmstad University, Sweden
Bridging the research and policy divide in border studies: challenges and opportunities

10.15 – 10.35 Ines Funk, Saarland University, Germany (online)
The cross-border labour-market in der Greater Region SaarLorLux: Multiple challenges – new governance?

10.35 – 11.00 discussion

11.00 – 11.15 Coffee break

11.15 – 13.00 Thematic session A (onsite only, Auditorium D) parallel

11.15 – 13.15 Thematic session B (online only)

Thematic session A

Sustainable and resilient governance in borderlands towards future challenges

Onsite only, Auditorium D, Technical support: Łukasz Kuszniarski

Moderator: Itay Fischhendler, Hebrew University, Israel

11:15 – 11:35 Myroslava Lendel, Uzhhorod National University, Ukraine
Institutions of cross-border cooperation between Ukraine and Slovakia: best cases of efficiency

11:35 – 11:55 Dmitry Pakhomov, WSB University, Poland
The Role of Tourism in Cross-Border Cooperation between West Pomeranian Voivodeship in Poland and Mecklenburg-Western Pomerania in Germany

11:55 – 12:15 Artur Boháč, Technical University of Liberec, Czechia
German Role in the Dispute over the Turów Mine

12:15 – 12:35 Tatsiana Shaban, University of Victoria, Canada
Role of Temporary Protection Directive: cases of Poland, Hungary and Slovakia

12.35 – 13.00 discussion

Thematic session B

Managing territorial cooperation across borderlands

Online only, available translation online to Polish, link for participation PL/ENG:
<https://zoom.us/j/93781297842?pwd=Xl7pLcbpDpRhtfFGHTZFq5YRXfvbnS.1>
Technical support: Aurelia Ścibisz

Moderator: Fredriika Jakola, University of Oulu, Finland

11:15 – 11:35 Katja Sarmiento-Mirwaldt, Brunel University London, UK
Contagion dynamics in cross-border cooperation

- 11:35 – 11:55 Martin Lacny, University of Presov, Slovakia
Development of the Life Satisfaction Index in border regions
- 11:55 – 12:15 Khrystyna Prytula, Dolishniy Institute of Regional Research of NAS of Ukraine
Transformation of Export Trade Flows and Development of Export Logistics System of Ukraine
- 12:15 – 12:35 Yaroslava Kalat, Dolishniy Institute of Regional Research of NAS of Ukraine
Ukraine's Foreign Trade in Wartime: New Realities
- 12:35 – 12:55 Alejandro Jorge Márquez Mateo, Francisco Javier Castellano-Álvarez, Rafael Robina Ramírez, University of Extremadura, Spain
The cross-border vocation in the implementation of European programmes for endogenous rural development. The Case Study of the Sierra de San Pedro, Los Baldíos (Extremadura, Spain)
- 12.55 – 13.15 discussion
- 13.00 – 14.00 Lunch in room 327, 2nd floor, WSB University**
- 14.00 – 15.30 **Thematic debate 1, hybrid formula**
Crisis-driven rebordering trends - the impact of pandemic, military conflicts and migration fluxes
Auditorium D, hybrid formula, available translation online to Polish,
Link for online participation PL/ENG:
<https://zoom.us/j/93414584918?pwd=SoZTzUrth80lrnkUvlHalgFjYMijBv.1>
Technical support: Łukasz Kuszniarski
Moderator: Tatsiana Shaban, University of Victoria, Canada
Panelists:
– Karina Pallagst, RPTU University of Kaiserslautern-Landau, Germany
– Myroslava Lendel, Uzhhorod National University, Ukraine
– Artur Boháč, Technical University of Liberec, Czechia
– Dmitry Pakhomov, WSB University, Poland
- 18.30 – 21.00 Gala Dinner & Networking**
Zagłębie Smaku restaurant, Hotel Holiday Inn, Dąbrowa Górnicza
<https://zaglebiesmaku.pl/pl/zaglebie-smaku/>

Thursday, October 10, 2024

WSB University in Dąbrowa Górnicza, Auditorium D

- 9.30 – 11.00** **Plenary session 2, hybrid formula**
Auditorium D, hybrid formula, available translation online to Polish,
Link for online participation PL/ENG:
<https://zoom.us/j/96529558206?pwd=ZCEQGBxLGxdumPibtq2e1ITU9Fq6IJ.1>
Technical support: Łukasz Kuszniński
Moderator: Hynek Böhm, Technical University of Liberec, Czechia
- 9.30 – 9.50 Eithne Knappitsch, Carinthia University of Applied Sciences, Austria
The human dimension of territorial and inter-organizational cooperation: collaboration superpowers
- 9.50 – 10.10 Fredriika Jakola, University of Oulu, Finland
Border region heritage: an asset for regional development and cross-border cooperation?
- 10.10 – 10.30 Itay Fischhendler, Hebrew University, Israel
The role of borders in the transition towards a low carbon society
- 10.30 – 11.00 discussion
- 11.00 – 11.15** **Coffee break**
- 11.15 – 13.00** **Thematic session C (onsite only, Auditorium D) parallel**
- 11.15 – 13.15** **Thematic session D (online only)**
- Thematic session C (onsite)**
Contemporary problems in organizations – a multidimensional approach
Onsite only, Auditorium D, Technical support: Łukasz Kuszniński
Moderator: Sara Svensson, Halmstad University, Sweden
- 11:15 – 11:35 Solomon Kunle Omogbemi, WSB University, Poland
The Role of Contemporary Challenges in Shaping the Image of Higher Education Institutions concerning the university's social responsibility as a source of competitive advantage
- 11:35 – 11:55 Beata Poteralska, Jan Kochanowski University of Kielce, Poland
Marzena Walasik, Łukasiewicz Research Network – Institute for Sustainable Technologies,
Project management maturity in research network organisations

- 11:55 – 12:15 Jaroslav Dvorak, Klaipeda University, Lithuania
Remigijus Civinskas, Vytautas Magnus University, Lithuania
Challenges and Discrimination: The Employment Experience of Ukrainian Refugees in Lithuania's Haulage Sector
- 12:15 – 12:35 Regina Andriukaitienė, Lithuanian Sports University, Lithuania
Green human resource management in business organizations
- 12:35 – 13:00 discussion

Thematic session D (online)

Towards sustainable cooperation in different models

Online only, available translation online to Polish, link for participation PL/ENG:
<https://zoom.us/j/93237456833?pwd=OvoXABtXxc2mYVd7EfmQGciOI2Nism.1>

Technical support: Aurelia Ścibisz

Moderator: Artur Boháč, Technical University of Liberec, Czechia

- 11:15 – 11:35 William P. Wall, Stamford International University, Thailand
Driving Change: Innovating for a Sustainable Future through Collaboration and Innovation
- 11:35 – 11:55 Maria Plotnikova, Polissia National University, Ukraine
Formation of ecological and family homestead settlements as an innovative socio-economic process for managing multifunctional rural development and a mechanism for territorial inter-organizational cooperation
- 11:55 – 12:15 Ligita Šimanskienė, Klaipeda University, Lithuania
Sustainable leadership: does it works in organizations?
- 12:15 – 12:35 Mariya Velkova, St. Cyril and St. Methodius University of Veliko Tarnovo, Bulgaria
Geopolitics and tourism - interaction and conflicts
- 12:35 – 12:55 Joanna Łabędzka, Jan Kochanowski University of Kielce, Poland
Fatmir Memaj, University of Tirana, Albania
AI in shaping the future of logistics
- 12:55 – 13:15 Maria Schulders, Joanna Chlebiej-Kulma, University of Warsaw, Poland
(Why) Did We Fail? Conceptualizing Success in Social Infrastructure Projects
- 13:15 – 13:30 discussion

13.00 – 14.00 Lunch in room 227, 1st floor, WSB University

14.00 – 15.30 **Thematic debate 2, hybrid formula**

Creation of inclusive and sustainable relations in borderlands. How do borders shape agendas of territorial and organisational cooperation?

Auditorium D, hybrid formula, available translation online to Polish,

Link for online participation PL/ENG:

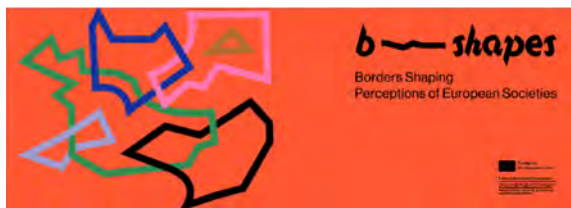
<https://zoom.us/j/96529558206?pwd=ZCEQGBxLGxdumPibtq2e1ITU9Fq6IJ.1>

Technical support: Łukasz Kuszniarski

Moderator: Hynek Böhm, Technical University of Liberec, Czechia

Panelists:

- Eithne Knappitsch, Carinthia University of Applied Sciences, Austria
- Fredriika Jakola, University of Oulu, Finland
- Jaroslav Dvorak, Klaipeda University, Lithuania
- Sara Svensson, Halmstad University, Sweden
- Francesco Cappellano, Kiel University, Germany



The discussion is partially based on the ongoing findings of the project B-SHAPES: Borders Shaping Perceptions of European Societies, a Horizon Europe Research and Innovation Action project that analyses and assesses how borders remain a critical factor in understanding societies. B-SHAPES is a part of the European Union's research program Horizon Europe.
<https://www.sdu.dk/en/b-shapes>

15.30 – 15.55 **Coffee break**

15.45 – 18.05 **Session for PhD students, hybrid formula**

Auditorium D, hybrid formula, available translation online to Polish,

Link for online participation PL/ENG:

<https://zoom.us/j/96529558206?pwd=ZCEQGBxLGxdumPibtq2e1ITU9Fq6IJ.1>

Technical support: Łukasz Kuszniarski

Moderators: Barbara Piontek, Jacek Bendkowski

15:45 – 16:05 Anuphat Thirakulwanich, WSB University, Poland (online)

Mapping the Evolution of Green Innovation Management: Patterns, Challenges, and Future Directions

16:05 – 16:25 Karolina Ostrowska, WSB University, Poland

Revitalization of a degraded area on the example of the city of Piekary Śląskie – recommendations of urban policy provisions

16:25 – 16:45 Max Schira, WSB University, Poland (online)

Exploring the concept of Open Innovations for management – A structured literature review

- 16:45 – 17:05 Albasher Shareif, WSB University, Poland
Assessing the Success and Failure of Large Language Models in Translation
- 17:05 – 17:25 Maciej Kardas, WSB University, Poland (online)
Enhancing process stability and quality management: a comprehensive analysis of process capability indices
- 17:25 – 17:45 Sylwia Gatnar, WSB University, Poland (online)
Key competences of a research and development project manager in high-technology sectors
- 17:45 – 18:05 Piotr Stoły, WSB University, Poland
IN SITU project – an innovative approach to multi-sectoral cooperation
- 17:45 – 18:05 discussion
- 18.05 – 19.00 Dinner in room 227, 1st floor, WSB University**

Friday, October 11, 2024

Study visit to the Polish-Czech borderland – Euroregion Cieszyn Silesia

Organizers:

WSB University, in cooperation with the Association for Regional Development and Cooperation “Olza”, Cieszyn, Poland & Regional Association of Territorial Cooperation of Těšín Silesia, Czech Cieszyn, Czechia

- 8:00 bus departure to Hażlach; meeting point: the square in front of the university building, Cieplaka 1c, Dąbrowa Górnicza
- 9:45 – 10:30 visit at House of Naturalists in Hażlach – the outcome of the cross-border project titled: “Hiking in the Olza Valley” implemented by partners Hażlach commune (PL) and Muzeum Muzeum Těšínska (CZ)
- 11:00 – 14:00 visit at Moszczenica Baths – the outcome of the cross-border project titled: “The post-industrial heritage of the borderland” implemented by partners Jastrzębie Zdrój commune (PL) and Dolní oblast VÍTKOVICE, z.s. Moravian-Silesian Tourism, s.r.o. (CZ)
- visit at the spa district of Zdrój, Park Zdrój – the outcome of the cross-border project titled: “Visit your neighbour” implemented by partners Jastrzębie Zdrój commune (PL) and Karvina commune (CZ)
- 14:00 – 15:00 lunch, Parkowa Restaurant, Dąbrówka area, Jastrzębie Zdrój
<https://kompleksdabrowka.pl/>
- 16:15 – 18:15 visit to Cieszyn - walk along the Cieszyn Tram Trail to Castle Hill and then to the border bridge with the Czech Republic - visit the replica of the Cieszyn tram, visit at the Cross-Border Tourist Information Centre and the revitalised banks of the Olza River - results of cross-border projects implemented by twin towns: Cieszyn (PL) and Český Těšín (CZ); results of cross-border projects implemented by WSB University (PL) and VSB TU Ostrava (CZ).
-
- 18:15 departure from Cieszyn to Dąbrowa Górnicza (estimated arrival 19:45)

In case of any questions or need of support, the conference participants can contact:

- 09.10.2024 – **Lubomira Trojan** tel. 0048 604 575 853, ltrojan@wsb.edu.pl
- 10.10.2024 and 11.10.2024 – **Aleksandra Tyszkiewicz-Staniowska**
tel. 0048 692380522, astaniowska@wsb.edu.pl

Akademia WSB

Dąbrowa Górnicza, Kraków, Cieszyn, Żywiec, Olkusz, Gliwice, Tychy

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