

# ZARZĄDZANIE ZASOBAMI LUDZKIMI

**5** 2010  
5 (76)/10

## OD REDAKCJI

Kazimierz Doktor 7

## ARTYKUŁY

Katarzyna Skorupińska Rola i znaczenie rad zakładowych w przedsiębiorstwach Europy Środkowo-Wschodniej 9

Kazimierz Doktor Rady pracownicze w systemie przedstawicielskim 19

Bartłomiej K. Przybylski Rada pracowników jako próba odpowiedzi na zjawisko desyndykalizacji 33

## KOMUNIKATY

Marek Bednarski Rady pracowników w polskich przedsiębiorstwach – wnioski z badań empirycznych 49

## RECENZJE. OMÓWIENIA

Bolesław Rafał Kuc, Joanna Maria Moczydłowska Zachowania organizacyjne – podręcznik Kazimierz Doktor 67

Zdzisława Janowska Zarządzanie zasobami ludzkimi Waldemar Stelmach 70

Leigh Branham [red.] 7 prawdziwych powodów odchodzenia z pracy Anna Rogozińska-Pawelczyk 76

## Z WITRYNY WYDAWNICZEJ

Rady pracownicze (wybór literatury 2008-2010) Alina Kulesza 79

## JUBILEUSZE, JUBILEUSZE...

W drodze do mistrzostwa. Jubileusz Profesora Tadeusza Listwana Alicja Miś 85

**KRONIKA. INFORMACJE**

<b>Pani Profesor Zofia Jacukowicz odeszła...</b>	Redakcja	<b>89</b>
<b>Wielkie spotkanie branży szkoleniowej za nami</b>	Małgorzata Stępień	<b>90</b>
<b>Tradycja rodzinna – szansa czy zobowiązanie?</b>	Magdalena Zawadzka	<b>91</b>
<b>Zmiany w ustawie o PIT</b>	Redakcja	<b>93</b>
<b>Nowy członek kolegium redakcyjnego naszego dwumiesięcznika</b>	Redakcja	<b>94</b>
<b>SŁOWNIK POJĘĆ ZZL</b>		<b>95</b>

# ZARZĄDZANIE ZASOBYMI LUDZKIMI

**5** 2010  
5 (76)/10

## FROM THE EDITOR

Kazimierz Doktór

7

## ARTICLES

**Katarzyna Skorupińska** **The Role and Importance of Works Councils in Central and Eastern European Companies** 9

The objective of this paper is to define the role and position of works councils in the countries of Central and Eastern Europe as well as to identify the scope of their functions. The establishing of such employee participation institutions in these countries was the result of the implementation of the European Union directive of 2002, which established a general framework for informing and consulting employees. Initially, trade unions were reluctant or even had a hostile view of works councils. They saw them as rivals and feared that they would lose their monopoly in representing employees. With time, in most cases, trade unions mitigated their averse attitude and began to use works councils as a field for their own activity and as a possibility for extending the range of information. However, works councils are relatively scarce in Central and Eastern Europe and most do not exercise their statutory rights in full.

**Kazimierz Doktór** **Works Councils in a Representative System** 19

This article contains a description of the status of works councils in the representative system of social dialogue organizations encompassing trade unions, works councils, and the managements of companies and plants. The author presents the functions of various employee representative bodies as a partner for works trade union organizations as well as the owners or managers of business organizations.

**Bartłomiej K. Przybylski** **The Works Council as a Response to the Phenomenon of Desyndication** 33

This paper discusses the problem of worker representation at the enterprise level. Consideration is focused on relations between trade union and non-union representative entities with special stress on works councils as a new non-union employee representative system. The article includes a discussion and a critical evaluation of legislation governing employee information and consultations, especially in the context of the phenomenon of desyndication.

## COMMUNIQUÉS

**Marek Bednarski** **Works Council Empirical Research** 49

The objective of the research undertaken together with Prof. J. Wratny, Ph.D., Hab. was the establishing of the actual state of works councils, bearing in mind the changeability of laws governing these new institutions, as well as an attempt at providing answers to questions

regarding the effectiveness of this latest form of employee democracy and its impact on the economic efficiency of companies at the close of their four-year term.

## REVIEWS, DISCUSSIONS

- Bolesław Rafał Kuc and Joanna Maria Moczydłowska** 67  
**Zachowania organizacyjne [Organizational behavior]** Kazimierz Doktor
- Zdzisława Janowska** **Zarządzanie zasobami ludzkim** 70  
**[Human resource management]** Waldemar Stelmach
- Leigh Branham [Editor]** **7 prawdziwych powodów odchodzenia** 76  
**z pracy [Seven real reasons for leaving work]**  
 Anna Rogozińska-Pawelczyk

## FROM THE PUBLISHER'S SHOWCASE

- Works Councils. A selection of Literature** Alina Kulesza 79

## JUBILEES, JUBILEES, ...

- On the Road to Mastery: The Jubilee of Professor** 85  
**Tadeusz Listwan** Alicja Miś

## CHRONICLE, INFORMATION

- Professor Zofia Jacukowicz has left us ...** Editorial Staff 89
- The major meeting of the training industry is behind us** 90  
 Małgorzata Stępień
- Family traditions: Opportunities or obligations?** Magdalena Zawadzka 91
- Changes in the Act on Personal Income Tax (PIT)** Editorial Staff 93
- New member of the Editorial Staff of our bi-monthly** Editorial Staff 94

- CONCEPT GLOSSARY** 95