INTRODUCTION

This issue of Scientific Papers titled "Polish-German management experience" is the result of the research of Polish and German scientists (with the participation of specialists from Ukraine). The proposed book consists of 24 articles which have been arranged in alphabetical order by author. Subject number presentation focuses on selected aspects of management especially focusing on examples of Polish and German economies.

Articles developed by authors from Germany include a review of the issues carried out by Technische Universität Bergakademie Freiberg in cooperation with which this issue was developed. There are in the issue papers related to selected topics of reverse logistics, drew attention to the problem of how market participants react and how the prices of the products are tailored to the market in a strategic dimension; shows the change of paradigms in the field of intelligent computer systems, and customer-driven reflections on intelligent networks.

The authors of Bergakademie Freiberg also pay attention to the results of research on the financial crisis in the years 2007-2011. They also described financial assessment grants for banks in the global market and their impact on the economy.

The paper of Polish authors presenting the results of research on barriers to implementation and operation of EMAS in German breweries links studies developed by German authors with research specialists from Poland. The analyzes in the paper were performed based on an analysis of primary data from surveys carried out in enterprises of the brewing industry in Germany and analysis published by the environmental statement.

The subject of change management is contained in a paper focusing on important issues for the Silesian mining restructuring and metallurgical industries. Especially now, when Silesian Coal Company is in a difficult situation the issue is worth detailed examination. Another example of this type of research is the analysis of the impact of changes in the retail market, associated with the rise of large-format stores. For this purpose, quality management tool used to adjust the company's strategy to the new situation.

Developing organizational change issues authors also highlighted that an important factor in the changes is innovation. This topic is described in the paper on the legal aspects of innovation in Poland. It also drew attention to the system management of fuel and energy subsystem and its impact on organizational strategy.

In the field of human management some aspects of motivating factors are selected to describe on the basis of empirical studies conducted in Polish and international companies.
There are, in the issue, also analyses of the role of the motivating factors in the occupational group of miners. The next interesting subjects are the impact of emotions on decision-making processes, technical interference in nature, and outcomes of research conducted at the Faculty of Mining and Geology in Silesian University of Technology.

Humanization of management is also associated with the resolution of important social issues such as adjustment of public spaces for people with disabilities. There is a presentation concerning on the analysis of disabled customer perceptions of architectural barriers in the sample from the municipality.

In the case of computerized management we presented papers on decision support using Bayesian networks. This is particularly relevant topic in the rapidly changing economy, with which we have to do now, because these networks allow you to make decisions in situations of incomplete information. Another example of this kind of research is an analysis of the web service spa Polish enterprises. In this publication, the authors analyzed the Polish websites spa establishments and made them a detailed comparison. Another article on this subject is the review of the use of ERP information systems.

Two publications deal with issues relating to nanotechnology and its impact on modern business. In one of them, the authors evaluated the risks posed by nanotechnology-based products in the other, authors presents the results of studies on the risk associated problems with the use of nanoparticles in cosmetics.

The issue also includes several articles of the Ukrainian researchers. One of them concentrates on an interesting comparison of approaches to corporate social responsibility in Polish and Ukrainian businesses. In another paper there is an important consideration concerning on the impact of the company's competitiveness on the competitiveness of the country.

Radosław Wolniak
Michael Höck