

Appendix 2b  
(Załącznik 2b)

***Summary of Professional Achievements***

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Warsaw, May 2018

*Eliza*

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## 1. Basic information about the candidate

### 1.1. Name and Surname

Eliza Chilimoniuk-Przeździecka

### 1.2. Diplomas and academic degrees, education

Education	
06.12.2006	Ph.D. in Economics Warsaw School of Economics (SGH) <i>Effectiveness of selected trade policy instruments in international oligopoly</i> ( <i>Ocena skuteczności wybranych narzędzi polityki handlowej w oligopolu międzynarodowym</i> ) Supervisor: prof. dr hab. Adam Budnikowski
1997-2001	M.A. in Economics Warsaw School of Economics (SGH) Major: International economic and political relations
<b>Complimentary education</b>	
	<b>Post-graduate studies</b>
2002-2003	Foreign Service Warsaw School of Economics (SGH)
2002	Pedagogical Skills Development Warsaw School of Economics (SGH)
	<b>Internships and courses abroad</b>
24-25.06.2015	EU Academia and Balkan Security Network, Brussels, Belgium Training course: <i>Excellence in Horizon 2020 project development and proposal writing</i>
10.09.2013-1.07.2014	Duke University, Fuqua School of Business, Durham, USA Senior Research Award, Polish-U.S. Fulbright Commission
10-17.03 2013	Stata Corp. LP, Microtek, New York, USA Training course: <i>Using STATA effectively</i> Training course: <i>Panel data analysis using STATA</i>
1.10.-30.11.2013	Stanford University, Open EdX, USA Online training course: <i>Writing in the Sciences</i>

19-21.03.2008	European Association for International Education, Budapest, Hungary Training course: <i>Alumni relations from A to Z</i>
1-14.02.2006	Universität Tübingen Eberhard Karls, Germany Research internship grant (Polish Scientific Research Committee)
01.01.-1.09.2004	Universitat Autònoma de Barcelona, Spain Research internship, Marie-Curie Fellowship, European Commission Ph.D. Studies: <i>International Doctorate in Economic Analysis</i>

### 1.3. Information on previous employment in academic entities

Warsaw School of Economics, Collegium of World Economy, Institute of International Economics

- since 01.02.2007 – Assistant Professor
- 01.12.2001 – 31.01.2007 – Research Assistant

**2. Description of an achievement resulting from Art. 16(2) of the Act of 14 March 2003 on the Law on Academic Degrees and Title and Degrees and Title in the Arts (Official Journal of Laws of 2003, No. 65, item 595, as amended) including the research goal of the work, achieved results and possible application thereof**

#### 2.1. The title of the achievement

Monograph: *Offshoring in the contemporary world economy (Offshoring we współczesnej gospodarce światowej)*

#### 2.2. Author, the title, publisher, year of publishing, reviewers

Eliza Chilimoniuk-Przeździecka, *Offshoring we współczesnej gospodarce światowej*, Oficyna Wydawnicza SGH, Warszawa 2017, pp. 274

Reviewers: dr hab. Beata Stępień, prof. UEP; prof. dr hab. Andrzej Cieślak

### **2.3. The research goal of the work, achieved results and possible application thereof**

#### **Introduction**

My interest in offshoring is due to two reasons. The first is the growing importance of this phenomenon in the global economy, and the second is the growing conviction that in the economic literature, which is obviously very rich in this topic, it does not enter deeply enough into all issues relevant to the full analysis of the offshoring process.

In my opinion, in the research about offshoring, its role as a factor shaping the contemporary global economy requires above all its emphasis. In particular, the literature reveals the lack of a deep analysis of the role of enterprises in intensifying the international division of labor.

The offshoring analysis would certainly be more complete if economists, who specialize in offshoring research, had better instruments to study these processes. In particular, it would help to clarify the definition of offshoring. Discrepancies in this field mainly concern whether the term offshoring refers to processes exclusively within one enterprise (captive offshoring), or also include the cooperation of independent companies (offshore outsourcing).

Research on offshoring is also very difficult due to the lack of a universal method of measuring this phenomenon. The scale of inconsistencies in this field is evidenced by the fact that the literature suggests the use of very diversified economic categories, including the volume of trade in intermediate goods, the volume of trade in business services, or value added flows.

#### **Scientific goal and results achieved**

The author's ambition was to deal with offshoring in a way that would allow even a partial reduction of the above restrictions.

The aim of the study is an attempt to answer the question about the impact of offshoring on the modern world economy. The monograph attempts to verify the hypotheses relevant from the point of view of the stated goal. The main hypothesis of the thesis is that offshoring, through the emergence of global value chains (GVCs) and the intensification of some forms of international economic cooperation, and especially the increase in trade and flows of foreign direct investment (FDI), affects new directions of international specialization.

Aiming to verify the above hypothesis, several auxiliary hypotheses are also formulated in the dissertation. Due to the different ways of their verification, these hypotheses are divided into two groups. The first one includes hypotheses, for the verification of which the theoretical approach is used. According to the first auxiliary hypothesis, the fragmentation of the value chain and the internationalization of its processes lead to the creation of global value chains. The second hypothesis in this

category is the thesis that developing global value chains are the cause for the vertical specialization of countries.

The second group includes hypotheses, which empirical methods are used to verify. There are the following statements:

- the US and EU countries play an important role in global value chains;
- developed countries offshore labor-intensive mass production processes to countries with lower labor costs;
- Polish enterprises are important participants in global value chains;
- the decisive factor for the participation of Polish enterprises in global value chains is their size and the nature of their business operations.

Validation of hypotheses is verified by scientific discussion combining the theoretical approach with the results of empirical research.

The purpose of the monograph and the adopted hypotheses formed the structure of the book. It consists of an introduction, five chapters and a summary, which contains the answer to the research question that regards the impact of offshoring on the world economy, as well as the assessment of the validity of individual hypotheses. It also presents other conclusions as well as predictions of potential offshoring trends in the near future and suggestions as to the direction of further research on offshoring.

The first chapter of the book attempts to answer the question why and how enterprises participate in the international division of labor. This chapter begins to consider the mechanisms shaping contemporary international economic cooperation and the methods of internationalization of enterprises. Then the concept of the value chain in the company is presented, at the same time defining its place in the meaning of the essence of offshoring. An important point of these considerations is the analysis of the relationship between the fragmentation of the value chain, global value chains and the vertical specialization of countries.

The conducted analysis allows identifying a number of circumstances indicating that offshoring is a source of intensification of international economic cooperation and the emergence of GVC. Offshoring also plays a very important role in modelling new directions of vertical international specialization. This is because, firstly, offshoring contributes to the creation of streams of trade in intermediate goods and business services. The scale of this phenomenon is evidenced by the fact that international turnover related to global value chains currently account for around two-thirds of global trade. Secondly, offshoring has a significant impact on investment flows, because they are indispensable for the setting up foreign subsidiaries.

However, it is pointed out that the exact determination of the size of vertical FDI causes many difficulties resulting from the lack of availability of FDI data broken down into vertical and horizontal investments. Nevertheless, it can be stated that foreign direct investments made to create branches, which carry out manufacturing or non-manufacturing processes (i.e. vertical investments), dominate in developing countries.

The offshoring is characterized in details in the second chapter, starting with the description of the forms of participation of enterprises in the international division of

labor. This chapter lists the most important causes and determinants of the internationalization of value chains, paying particular attention to the difficulties associated with access of enterprises to appropriate resources of the labor force and costs of highly skilled employees.

While analysing various forms of internationalization of economic activity, it is pointed out that the main reason for the share of enterprises in the international division of labor is the need to reduce production costs. The companies, as indicated by the first auxiliary hypothesis, make the value chain fragmentation and place particular processes in the locations where they can be performed at the lowest cost.

The third chapter is primarily a theoretical approach to the phenomenon of offshoring. There are discussed main theoretical concepts that concerned the studied phenomenon, and are classified in the discipline of Economics. They can be i.e. the approach by A. Dixit and G. Grossman, R. Jones and H. Kierzkowski, R. Feenstra, as well as researchers developing the newest trend of the new trade theory, among others K. Behrens, G. Mione, G. Ottaviano. These theories and views are followed by a few the most important (in the author's opinion) concepts of offshoring present in publications in the field of management sciences.

At the end of the third chapter, it turned out necessary to explicate offshoring, by highlighting the role of enterprises as elements integrating the sphere of location and operation in the international division of labor. At the same time, the differences in the traditional approach to the analysis of international production specialization were indicated, in which specialization concerned final goods or services, and entire value chains were transferred abroad. The description of the offshoring mechanism from the perspective of partial equilibrium model and general equilibrium model complements the deliberations in this part of the book.

The theoretical concepts presented in the third chapter arose to be significant from the point of view of the purpose of the study, because they allow understanding the essence of the mechanism of both – captive and independent offshoring.

The findings confirm two auxiliary hypotheses. These, namely, that fragmentation of the value chain and the internationalization of its processes result in creation of GVC, which in turn cause the development of vertical specialization of countries.

The fourth chapter presents the main instruments for assessing the offshoring. On this occasion, some of the described tools are used to verify hypotheses from empirical group. When examining the place of particular countries in the GVC, the upward participation (foreign value added – FVA) and downward participation (indirect value added - IVA) values are calculated. Due to these analyses, the scale of the studied phenomenon is determined in selected countries, and above all in the United States and EU member states. Some space in this part of the dissertation is also devoted to Poland. Through evaluation of FVA and IVA indicators, there are examined dynamics of changes in the significance of our country in GVC over the last years in general, as well as in the case of selected manufacturing and service sectors.

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The final, fifth chapter of the book is a continuation of the empirical analysis of offshoring. Distinct analyses for manufacturing processes and non-manufacturing processes were necessary to assess the scale of offshoring and the factors that decide about the location of processes.

The first part of this chapter is dedicated to manufacturing processes. The research results determinate the position of individual countries in global industrial production and to determine the dynamics of offshoring manufacturing processes. In the following, the role of the United States and EU member states in global value chains is defined. In this part, the causes of the participation of Polish enterprises in global value chains are also checked.

The second part of the fifth chapter refers to the offshoring of non-manufacturing processes. First of all, the author tried to answer the question whether these processes are being offshored as often as manufacturing processes and why knowledge-intensive processes are the subjects of offshoring. In addition, the causes and directions of enterprises' acquisition of innovations from external sources, i.e. acquisition of R&D services, are identified.

The growing importance of developing countries with lower labor costs leads to the conclusion that developed countries offshore labor-intensive mass production processes to countries with lower labor costs. It confirms one of the auxiliary hypotheses, which were set out in the introduction of the dissertation. Nevertheless, wages in the countries traditionally regarded as low-cost jobs have recently been observed. The result may be a reduction in the intensity of offshoring of manufacturing processes, although, according to observations, many companies have begun outsourcing non-manufacturing processes. In their case, apart from striving for savings, the companies are primarily looking for highly skilled labor force.

The international division of labor shaped by offshoring determines the positions of states in the modern global economy. Therefore, in the course of empirical research, it was necessary to check whether countries that once leaders in the world economy are still important entities in the international division of labor. It turned out that the United States and EU member states still play an important role in global value chains. The United States is characterized by strong links downward the GVC, which means that the share of US added value in exports of other countries is high. Meanwhile, the European Union member states are characterized by clearly stronger links upward GVC, meaning foreign value added plays an important role in the export of these countries.

Asian countries, which have traditionally been considered suppliers of labor-intensive goods, have been able to shape their competitive advantages in the field of high added value goods and services in recent years. The results of the research prove that India has specialized in IT services, while China has developed its competitive advantages in the R&D, engineering and product design services.

In addition, it was indicated that Polish enterprises participate in GVCs primarily in the sphere of manufacturing. The decisive factor for the participation of these enterprises in global value chains is not only the type of business activity, but also the



size of enterprises. However, due to the insufficient sample of Polish enterprises, the statistical verification of the relationship between the size of the enterprise and the intensity of offshoring was carried out on the basis of data on US companies. This correlation is confirmed by appropriate statistical tests. It was also possible to establish that large enterprises much more often than others carry out processes abroad.

On the basis of the conducted research, it should be emphasized that a small number of Polish enterprises conduct international activities as part of offshoring. This statement is in contradiction with the frequently presented view on the attractiveness of the Polish market, which, thanks to low labor costs, well-qualified human resources and good infrastructure, is one of the most dynamically growing business services markets not only in Central and Eastern Europe, but also in the world. The reason of such discrepancy is the fact that the companies with foreign capital were excluded from the research used for the purposes of this study.

The last part of the fifth chapter presents the results of the research, which aimed at identifying factors affecting the attractiveness of a given country as a place of location of high value added processes. This is, according to the author, a part worth special attention from the point of view of the usefulness of the considerations in this book for economic practice. The study developed two econometric models that take into consideration knowledge-based services and business-based knowledge services. It was found that the export of knowledge-intensive services is positively affected by the increase in public expenditure on R&D from central and regional budgets and from foreign sources. However, in the case of knowledge-intensive processes, the intensity of exports increases even more than ever by expenditure from considered sources. In addition, the number of R&D workers and value of R&D expenditure also have a significant impact on the export of knowledge-intensive business services. At the same time, it turned out that the export in both groups of services is negatively affected by the improvement of labor productivity and increased investment in fixed assets.

### Final remarks

The development of econometric models, and then the analysis of empirical data, required me to take on a number of challenges. I conducted all the calculations presented in the thesis on my own. Nevertheless, I had to face the problem of access to data, and then, econometric calculations. In the end, I managed to get to the source data of one of the largest offshore research surveys in the world (Offshoring Research Network) and to co-create one of the largest research on internationalization of Polish enterprises in recent years (PARP survey). Thanks to access to these databases, I was able to conduct a comprehensive analysis of the activity of both Polish and foreign companies in the field of offshoring. I used for this purpose, among others, the STATA program, in which I performed most of the estimations of the econometric models and their tests.

The contribution of the monograph to the development of science in my opinion is the positive verification of the hypothesis that offshoring has a significant impact on

the contemporary global economy and determinates new directions of international specialization. My achievements in this area are primarily the determination that new specialization directions shaped by offshoring are the result of the creation of global value chains and intensification of some forms of international cooperation of enterprises, especially trade and flows of foreign direct investments. I have positively verified the view that offshoring contributes to the creation of streams of trade in intermediate goods and business services and FDIs. An important contribution to the development of science is also the critical analysis of the offshoring measurement tools carried out in the monograph and the empirical verification of the handiness of selected of them.

### 3. Other academic achievements

#### 3.1. Course and subject of scientific works

I focus my scientific and research work around the issues of international economics. My achievements in this area include several distinct topics. The first, being a continuation of scientific research conducted by me before obtaining the doctoral degree, concerns **international trade**, as both the international trade in goods and services. This subject was devoted to research conducted by me as part of statutory research at the Collegium of World Economy SGH (2007, 2012, and in 2015-2018), and research projects funded by the SGH Rector's Fund (2008, 2011). I presented some of the research results during the ETSG conference (in 2007 at the Athens University of Economics and Business, in 2010 at the University of Lausanne, and in 2017 at the University of Florence), the scientific seminar of the Collegium World Economy SGH (2010) and the scientific conference at Poznan University of Economics and Business (2011).

I also dealt with the issues of unregistered trade. I was the co-author of the article *Unregistered international trade under different statistical approaches* (co-authors: E. Czarny, B. Kowalczyk, A. Kuźnar) published in the journal "Bank i Kredyt", 2007, no. 5, pp. 3-14.

I consider the following articles as the main achievement in the field of international trade research: *Effect of scale and the effect of selection after Poland's accession to the European Union* ("Economics and Law", Scientific Publisher of the Nicolaus Copernicus University in Toruń, 2012, volume 9, pp. 79-94) and *Global flows of research and development services: causes and directions*, "International Business and Global Economy, 2016, No. 35/1, pp. 279-294.

An important achievement of importance for business practice, remaining in the same field of research, is a report prepared for the order of the Ministry of Economy entitled *Intra-industry trade - theory and practice* (2011). I also presented the results of these studies at an international seminar organized by the Ministry of Economy entitled "Trade in value added" (2011).

In turn, the results of research on international trade in services have presented, among others, in the paper *Effects of IP protection on the export of knowledge-intensive*

*business services: US and EU evidence* (co-author: A. Kuźnar) at the ETSG conference at Université Paris 1 Panthéon-Sorbonne (2015). The most important in my opinion, the publication on trade in services is an article entitled *Knowledge-based services in international trade* in the Scientific Papers of the Wrocław University of Economics (No. 498/2017), in which I present the developed empirical model and carry out a regression analysis using data for 28 countries for the period 2004-2013.

I also presented the results of my research in the field of international trade in two radio interviews - for Polish Radio (Polish Radio website, "Talk about economy" section, 2005) and for Polish Radio 24 (2017). Conferences during which I took part in panel discussions were good opportunities to popularize knowledge about international trade ("Current and future challenges for Polish SMEs", SGH, 2011, "Europe - the future place to produce", ZHAW School of Management and Law, 2016).

The second area of my research interests is **foreign direct investment**. I deal with this subject not only in the context of the main subject of scientific achievement, but also I exam the dynamics of changes in foreign capital flows. Foreign direct investments were devoted to research conducted by me as part of the research from SGH Rector's Fund (2009) and as part of the statutory research of the KGS SGH (2011, 2013-2014, and 2014). Another important aspect from the point of view of the results achieved, as well as the development of the research project management skills was the implementation of research projects as part of our own research at the Collegium of World Economy SGH entitled *Foreign direct investment in business services in Poland* (2010) and *The impact of FDI in manufacturing and services on competitiveness of the economy* (2012). In both projects, I was the manager and the main contractor.

I also presented the results of research on the topic of foreign direct investment at the ETSG conference (2008) and the Offshoring Research Network Workshops at Duke University in the United States (2009).

Foreign direct investment was the subject of my research conducted as part of the National Science Centre under the leadership of prof. dr hab. E. Czarny (OPUS 5). My main task was to determine the impact of the TTIP agreement on changes in FDI flows between the EU and the United States. I published the results of these studies in the chapter titled *Perspectives of changes in direct foreign investments between EU countries and the United States after the Transatlantic Trade and Investment Agreement TTIP* in a monograph edited by S. Wydymus and M. Maciejewski, "International trade in socio-economic development of countries", CeDeWu Publishing, 2016, pp. 63-84.

The most important publications on this subject is the chapter titled *Investment in knowledge, investment in the future - formation of knowledge-based competitive advantages of Poland* [in:] J. Rymarczyk, M. Domiter, W. Michalczyk (ed.), "Problems of regionalism and globalization", Scientific Papers of the Wrocław University of Economics, 2011, vol. 221, pp. 82-90.

I also used the results of research on FDI in studies for the purposes of business practice. The two most important achievements in this field are reports prepared for the order of ministries. These are: (a) *Impact and effects of the FTA agreement of EU and*

*Canada on the Polish economy* (2012) prepared for the Ministry of Economy, and (b) *Economic and commercial effects of the entry into force of the Economic Partnership Agreement between the EU and Japan for the Polish economy* (2018), for the Ministry of Enterprise and Technology. In these projects, I was a co-contractor responsible for the analytical part devoted to flows of foreign direct investment between the parties. In these reports, I used the method of estimating the investment potential of states by determining the value of potential FDI flowing in and out of a given economy, taking into account the existing restrictions on capital flows, and then abolishing these restrictions after the agreements entered into force. During the preparation of the last of these studies (2018), I co-conducted the analysis of the effects of the free trade agreement by means of the Computable General Equilibrium (CGE) model using the econometric module Global Trade Analysis Project (GTAP).

I promoted knowledge about FDI during panel discussions in which I participated: (i) "Investment attractiveness of Polish provinces and sub-regions" Institute for Market Economy Research (Instytut Badań nad Gospodarką Rynkową) and Konrad Adenauer Foundation (2010) (ii) "Vth Annual Outsourcing Forum - Poland as European Knowledge Process Outsourcing Center", Roadshow Poland and the Polish Information and Foreign Investment Agency (2010). An important part of popularizing research finding in the area of FDI was the TV interview in July 2011 for Polsat News, on the subject of investment capital flows around the world and cryptocurrency.

The third area of my research interests is issues related to the **internationalization of enterprises**. In these studies, I focus my attention primarily on the foreign activity of Polish companies. I was a co-founder of one of the largest surveys carried out in recent years on the internationalization of Polish companies - a research project by the Polish Agency for Enterprise Development (Polska Agencja Rozwoju Przedsiębiorczości – PARP) conducted in 2014. I presented the results of this study, among others at the PARP scientific conference in 2015, at the scientific seminar of the KGŚ SGH (2015), and scientific conferences: at the Cracow University of Economics in (2017) and the Wrocław University of Economics (2017). I have published several scientific articles on the internationalization of Polish enterprises, the most important, in my opinion, is *Export activity of Polish enterprises - empirical research*, "Entrepreneurship and Management", 2018, No. XIX (2).

The fourth, the latest field of my research interests are issues related to **global value chain (GVC)**. I try to develop this subject both in relation to Polish and foreign companies, which is established in participation in the statutory research of the KGŚ SGH (2013-2014 and 2017). The lack of empirical data on value-added trade, which until recently prevented conducting in-depth empirical research using econometric models, was a specific challenge. Thanks to the statistical bases World Input-Output Tables (WIOD) and Trade in Value Added (TIVA), there was a chance to develop research in this area. The inspiration for GVC was also participation in the *Fifth Workshop on GVCs workshop: Updating our Knowledge on Global Value Chains*, which took place in March this year at Roma Tre University in Rome.

Research on global value chains is focused not only on international trade in goods (*Manufacturing internationalization in the economic crisis - Offshoring in China and India*, [in:] K. Rybiński (ed.) "Asia in the global economy", Vistula Publishing, 2012, p. 31-46) and services (*Importance of services in global value chains*, "Gospodarka Narodowa", 2016, No. 5 (285), pp. 141-156). I am developing this subject by analysing the place of individual countries in global value chains (*International supply chains between the European Union and the United States after the Transatlantic Trade and Investment Agreement (TTIP)*, [in:] E. Czarny, M. Stok-Wódkowska (ed.) "Transatlantic Partnership: Conclusions for Poland", PWE, Warsaw, 2016, pp. 101-115; *Poland in Global Value Chains*, International Business and Global Economy, 2018, No. 37 [in publishing process]).

I consider the most important research achievement in the subject of global value chains written in collaboration with prof. S. Massini from the University of Manchester and Dr. K. Caspin-Wagner from the Duke University chapter entitled Emerging trends in global sourcing of innovation, in the book entitled "China's innovation challenge: overcoming the middle-income trap", A. Lewin, M. Kenney, J. Murmann (ed.), Cambridge University Press, 2016.

### 3.2. Bibliometric analysis

Quantitative summary of the publication:

- 1 scientific monographs (represents the achievement indicated in the point 2)
- 11 chapters in scientific monographs (including 3 in co-authorship),
- 16 papers in peer-reviewed scientific journals (including 7 in co-authorship),

Apart from that I am the author of:

- 6 papers presented on international conference European Trade Study (including 4 in co-authorship); before obtaining Ph.D. I published 4 ETSG working papers (including 1 in co-authorship);
- case study *In or Out? Whether and how to outsource? (In or Out? Czy i jak outsourcowac?)*, which is a studying material for the course of Microeconomics II and International Competitiveness of firms; case study is included into SGH Bank of Case Studies;
- investment funds rating published by Forbes Magazine, titled: *Forbes-Investor Seendicator* (co-authorship; O. Kowalewski, M. Radło) published in 17 articles (07/2008- 11/2009);
- 4 press articles (including 1 in co-authorship);
- 13 articles in online platform "Passport to Wall Street" ([www.paszport.ws](http://www.paszport.ws));
- 2 book reviews (both in co-authorship).

According to the data presented in the Bibliometric Report prepared by the Warsaw School of Economics Library:

- the number of citations of scientific publications according to the *Google Scholar* database is 57, Hirsch index: 4,
- number of citations of scientific publications according to *BazEcon* database is 23, Hirsch index: 3,
- the number of works is 28, including 2 before obtaining the doctoral degree,
- the number of MNiSW points is 221, including 10 before obtaining the doctoral degree.

Detailed bibliometric analysis of scientific achievements (2004-2018) prepared by the Warsaw School of Economics Library can be found in Appendix No. 5.

### 3.3. Participation in research projects

Before obtaining the PhD degree, I conducted my own research project funded by the Marie-Curie individual scholarship grant at the University of Autonomia in Barcelona under the supervision of prof. I. Pradera (2004). The result of this research was development of the main concept of a doctoral thesis and a theoretical model, as well as to performing calculations in the *Scientific Workplace*.

I was also a contractor in the Scientific Research Committee (Komitet Badań Naukowych (2005-2006) in the project entitled *Effectiveness of selected trade policy instruments in international oligopoly*. The head of this grant was prof. dr hab. A. Budnikowski. I also conducted this research during a research internship at the University of Tübingen (2006).

I was a contractor in 15 research projects carried out as part of statutory research projects at the Collegium of World Economy SGH (including 4 before obtaining the doctoral degree), completed in 2004-2017 under the supervision of prof. dr. hab. A. Budnikowski, prof. dr hab. E. Czarny, prof. dr. hab. J. Menkes. Currently, I participate in the role of contractor in a research project entitled *New tendencies of international economic cooperation in post-crisis economic stagnation*, which is due to be completed in November 2018.

I participated in 6 research projects funded by the SGH Rector's Fund (including 1 before obtaining the doctoral degree), completed in 2005-2011 under the supervision of prof. dr hab. E. Czarny and dr W. Dugiel.

I was the manager of three own research projects (2008: *Offshoring and outsourcing of business processes in Poland: Micro and macroeconomic analysis*, 2010: *Foreign direct investment in business services in Poland*; 2012: *Impact of foreign direct investment in manufacturing and services on the competitiveness of the economy*).

I was a contractor in the National Science Centre grant (OPUS 5) entitled *Impact of a free trade agreement between the European Union and the United States on the volume, character and organization of global economic cooperation. Conclusions for Poland*, which was conducted in 2014-2016 and supervised by prof. dr hab. E. Czarny.

After receiving prestigious scholarship the Senior Research Award by the Polish-U.S. Fulbright Commission, in 2013-2014 I conducted my own research project devoted to the subject of my main scientific achievement, i.e. offshoring at Duke University in the United States. I have been working in the team being part of the Offshoring Research Network, international research consortium, and I have been conducting research under the guidance of prof. A. Lewin.

In 2014, I was a co-founder of research commissioned by the Polish Agency for Enterprise Development entitled Evaluation of the export potential of enterprises in Poland. In this project I was responsible for preparing the concept of internationalization of enterprises, preparing a questionnaire, analysing the results of the CATI survey, developing a partial report no. 1 and co-editing the final report and preparing it for publication.

In 2015-2016 I participated in three R&D projects funded by the National Centre for Research and Development. I was an investment analyst responsible for estimating the economic effectiveness of innovative solutions being the subject of implementations and preparation of business plans of enterprises appointed at the stage of commercialization of research results: (1) "Program Security and Defense", project title: *Modern technologies of nanocomposite, reflective layers of firemen's clothing materials* (2) "Applied Research Program in path B", project title: *Experimental and comprehensive and multi-variant interpretation of seismic, magnetotelluric, gravimetric and borehole data as a tool to improve efficiency and structural and reservoir research*; (3) "GEKON – Rco Concepts Generator", project title: *Development of technology for recovery and recycling of materials based on post-use PET-G film contaminated with color printing*.

I participated in the elaboration of 5 expert reports commissioned by the Ministry of Economy / Ministry of Enterprise and Technology (2008: *Monitoring of markets for goods and services and sectors in Poland: review of markets for goods and services and sectors of the Polish economy: structure, meaning in the EU and dysfunctions* [co-authors: O Kowalewski, M. Radło] 2009: *Monitoring of markets for goods and services and sectors in Poland: II stage - diagnosis of selected sectors* [co-authors: O. Kowalewski, M. Radło]; 2011: *Intra-industry trade - theory and practice*, [co-authors: F. Czarny, P. Toporowski]; 2012: *Impact and effects of the EU free trade agreement with Canada on the Polish economy*, [co-authors: E. Czarny, A. Kuźnar, P. Folfas, J. Menkes]; 2018: *Effects economic and commercial entry into force of the Economic Partnership Agreement between the EU and Japan for the Polish economy* [co-authors: J. Menkes, A. Kuźnar, R. Górská]). There were research projects carried out to order of Ministries. Results of these researches were the content of expert reports. I am the co-author of the mentioned report in the substantive dimension, co-author of the concept of the study, and co-author of the conclusions and recommendations. Implementing the expertise in 2011, 2012 and 2018, I coordinated the team's cooperation and was responsible for working contacts with the ordering party.

Details about participation in international and national research projects are presented in Appendix No. 3 point II.G.

### 3.4. Awards for scientific achievements

Individual second degree individual award for scientific activity achievements granted by the Rector of the Warsaw School of Economics (2007).

### 3.5. Papers presented at national or international scientific conferences

I presented 10 papers at the international scientific conferences of the European Trade Study Group (ETSG). ETSG is a forum for academic exchange of scientific ideas, which takes place every year at an academic institution in a selected European country. This forum currently brings together about 360 scientists conducting research on issues related to international economics. The papers submitted by me each time received a positive evaluation of the ETSG Scientific Committee and were thus allowed for public presentation during the conference. In September this year ETSG will take place in Poland for the second time. The first ETSG conference in Warsaw (2008) co-organized by Warsaw University and Warsaw School of Economics, of which I was a member. This year I am a member of the three-person local committee organizing ETSG 2018 at SGH.

In addition to ETSG, I took part in a conference on one foreign conference held in 2009 at Duke University in the United States. I presented a paper on *Service Offshoring, Location Factors and Role of Urban Centers: Evidence from Central and Eastern Europe*. I also took part in 7 international conferences taking place in the country (including 2 by obtaining a doctoral degree), organized at the Warsaw School of Economics, the University of Gdansk and the Vistula Business and Finance Academy (formerly the University of Economics and Information Technology).

In addition, I participated in 9 national scientific conferences (all after obtaining the doctoral degree). During them, I delivered papers presenting the results of my research work. These conferences were held at the leading academic institutions in Poland, such as: Poznan University of Economics and Business, Cracow University of Economics, University of Gdansk, Wroclaw University of Economics, University of Warsaw, and my home university - Warsaw School of Economics.

I have also actively participated on 5 national (all after obtaining the doctoral degree) and 4 (including 2 before obtaining the doctoral degree) international scientific seminars, among others at the Warsaw School of Economics and the Ministry of Economy (currently: the Ministry of Enterprise and Technology).

In the years 2003-2017, I was a member of organizing committees of 7 international scientific conferences and 4 national scientific conferences. All conferences were held at the Warsaw School of Economics.

A detailed list of presentations and other types of active participation in international and national conferences is presented in Appendix No. 3 point II.I (scientific conferences) and Appendix 4 point I.B (other conferences).



### **3.6. Evaluation of Ph.D. thesis**

### **3.7. Membership in editorial boards and scientific committees, evaluations of scientific papers**

I am a reviewer of scientific articles in the magazines of *Entrepreneurial Business and Economics Review* (scientific journal of the Cracow University of Economics) and *Bulletin of Economic Research*. The *Bulletin of Economic Research* is a quarterly peer-reviewed academic journal covering the fields of economics, econometrics, and economic history that is published by John Wiley & Sons. According to the Journal Citation Reports, the journal has the Impact Factor of 0.358 (2016).

I am a reviewer of research projects in the Scholarship Programs of the Polish-U.S. Fulbright Commission (in the *Junior Research Award* and *Senior Research Award* programs).

I am an expert of the National Centre for Research and Development inscribed on the list of application reviewers in the Intelligent Development Operational Program.

I am a reviewer in the "Diamond Grant" Program of the Ministry of Science and Higher Education.

I am an expert at the Polish National Agency for Academic Exchange (Narodowa Agencja Wymiany Akademickiej – NAWA) entered in the list of reviewers of applications for NAWA programs in the following categories: Programs for students, internationalization of universities, Promotion of universities abroad.

### **3.8. Membership in international or national scientific organisations and associations**

1. European Trade Study Group (ETSG) – since 2004.
2. Polish Society for International Studies – 2010-2014: member of the Management Board, Treasurer; 2015-2016 – Member of the Audit Committee.

### **3.9. Achievements in the fields of teaching and promotion of science**

I teach at the Warsaw School of Economics under bachelor's, master's and doctoral studies. At present, in the didactic offer of SGH I have the following courses in Polish and English: *International Economics*, *World Economy*, *International competitiveness*, *Internalization of the firm*. I also provide Seminars for Bachelor's Degree and Master's Degree.

I also participate in didactic teams in the following classes – in cooperation with prof. dr. hab. A. Budnikowski: *International Economics - research directions* (Ph.D. Programmes in Polish and English); in cooperation with dr. hab. A. Kuźnar: *Transnational Corporations*, *Services in the global economy*, *Multinational firms in the world economy*.

Formerly, I also did the following classes at Master's Degree: *International Economics II* – exercises (in 2002-2008), *Offshoring and Outsourcing in the EU and the USA* – CBMS Programme, (2007/2008), and post-graduate studies: *Offshoring* - post-graduate studies: Postgraduate Studies in European Financial, Economic and Legal Relations (2009), as well as doctoral studies: *International Economics* - part-time doctoral studies in Collegium of Business Administration (2007/2008).

In the years 2007-2011, I did a preparatory course on economic knowledge in the part concerning international economics (4 editions per year).

In addition to the home university, from 2015 I teach at the Collegium Civitas. In the years 2003-2011, I lectured at the University of Economics and Information Technology (currently: Vistula Academy of Finance and Business).

An important teaching achievement is my foreign activity. So far, I have conducted about 300 didactic hours at foreign universities. Since 2010, I have been lecturing *Offshoring from Business Perspective* at the University of Trier in Germany.

In addition, I conducted the following teaching activities abroad:

2016	ZHAW Zurich School of Management and Law, Switzerland, „International Week”, seminar <i>Offshoring</i> (2x6h)
2016	Toulouse School of Business, France, „International Week”, Visiting Professor, lecture <i>Offshoring</i> (30h)
2011	Portuguese Catholic University, Porto, Portugal, seminar <i>Offshoring from Global Perspective</i> (5h)
2010	ESG Management School, Paris, France, seminar <i>Offshoring from Business Perspective</i> (7,5h)
2010	ICN Business School, Nancy, France, „International Business Week”, Visiting Professor, lecture <i>Offshoring from Business Perspective</i> (14h)
2009	Aarhus University, Aarhus School of Business, Denmark, „Summer School”, lecture <i>Offshoring and Outsourcing</i> (25h)
2008	Pforzheim University, Business School, Germany, „International Studies Programme”, Visiting Professor, lecture <i>Business Process Outsourcing</i> (30h)

In the years 2010-2014 (excl. 2012) once per semester I conducted video-conference lecture for students of Tecnológico de Monterrey in Mexico, lecture entitled *Offshoring on Investment Development Path*.

I have promoted 1 bachelor and 7 masters.

I was a reviewer of 17 BA dissertations and 3 Master's theses (including one Master's thesis from the SGH double diploma program with a foreign university).

In the years 2010-2013 I was a member of the commission in the contest titled *Student internships* - a task under the project "Innovative SGH = knowledge + experience" implemented at SGH and financed under the European Social Fund.

In 2017 I was the deputy team leader from the development of a project to increase the quality and effectiveness of doctoral education at the Collegium of World Economy SGH.

I conduct activities to popularize science and education by participating in mentoring programs as a mentor:

- Top Minds - mentoring program of the Association Top500 Innovators, and the Polish-U.S. Fulbright Commission, program under the patronage of the Minister of Science and Higher Education,
- Flex Alumni Mentor Program - mentoring program of the U.S. Embassy in Poland and the American Councils for International Education Foundation.

A detailed list of all achievements in the fields of teaching and promotion of science is provided in Appendix No. 4 point I.I.

### **3.10. Placement at foreign universities**

I have stayed twice on longer (several month) research internships abroad. From January to August 2004, I stayed at the Autonomia University in Barcelona conducting research and participating in the International Doctorate of Economic Analysis program.

In 2013-2014, I was conducting research under the *Senior Research Award* of the Polish-U.S. Fulbright Commission, staying at Duke University, Fuqua School of Business in the United States.

A short (two-week) research internship took place at the University of Tübingen (February 2006). In addition, I held a number of didactic internships in academic institutions in Europe.

A detailed list of completed internships is provided in Appendix No. 4 point I.I.

*Elwira Czuj Prückler*

