

# Introduction

The beginning of the 21st century was marked by significant and dynamic changes in the business environment. These changes relate to a growing complexity and unpredictability, driven by digital revolution, knowledge-based economy, globalization, social revolution and other factors. Today's business environment can be described as turbulent, discontinuous and uncertain, as the evolution that we are observing is not gradual but extremely fast. Companies are faced with rapid technological progress, development of new communication technologies, fast globalization combined with parallel regionalization, political instability, and hyper-competition. In almost all business activities, competition is becoming more complex and dynamic, boundaries of enterprises and industries get blurred and vulnerability to technological changes increases. Such transformation of the market environment and structure requires a change in the approach of companies to other participants of the market game and implementation of modern management methods and techniques.

According to Boston Consulting Group, winning companies in the 2020s will be those that are designed to constantly learn and adapt to changing realities<sup>1</sup>. These companies will have built capabilities enabling them to keep up with evolving environment, especially with technological and social changes. Traditional approach to management will not be effective any more. New solutions will have to be implemented in all areas of organisation's management. The need for constant adaptation to fast-changing environment explains why crucial challenges for companies consist specifically in leveraging multi-company ecosystems, achieving resilience in an uncertain world, focusing on organization learning and combining artificial and human intelligence<sup>2</sup>. Thus, contemporary organisations should be fast, flexible, simple and digitalized. There are many companies that attempt to reorganize in order to better cope with this new environment. The successful

---

1 L. Fæste, M. Reeves, K. Whitaker, *The Science of Organizational Change*, BCG Publication, 2019, <https://www.bcg.com/publications/2019/science-organizational-change.aspx> (accessed: 9.03.2020).

2 R. Kimura, M. Reeves, K. Whitaker, *The New Logic of Competition*, BCG Publication, 2019, <https://www.bcg.com/publications/2019/new-logic-of-competition.aspx> (accessed: 14.02.2020).

ones are those designed not for efficiency and effectiveness, but for speed, agility, and adaptability that enable to win in today's global business environment<sup>3</sup>. These companies put their emphasis on agile business models, network management, talent seeking, diversity management, maintaining ethical standards, sustainable development, leadership, heterarchy, orchestration, organisation culture, project and process orientation. Therefore, the main direction of business practise and research development revolves around the concepts of ambidexterity, coopetition and ecosystem management, dynamic capabilities.

Above-mentioned challenges and trends in the business environment, together with the resulting changes within companies' management systems are widely discussed in the literature. The questions being: "What challenges do the contemporary companies face?", "How to adapt or overtake these changes?", "How to manage contemporary organisations?", "What is the practical value of various management methods and techniques?", "What are the main directions of modern management evolution/revolution?". These and other questions were discussed by chapter authors of the present monograph. In each chapter, the authors share their thoughts, experience and results of research carried out in various areas of modern management.

The present monograph consists of five parts. Each part is devoted to specific challenges and trends in modern management and organization behaviour. Topics are very diverse and range from strategic to operational issues, from conceptual analyses to results of empirical research. This diversity is in fact for the benefit, as it allows for an in-depth recognition of the heterogeneity of challenges and trends that modern organizations are faced with.

Part one entitled *Strategic challenges for contemporary organizations* consists of six chapters presenting some important aspects of digital transformation, internalisation, entrepreneurship, social entrepreneurship and business models. Authors' biggest focus is placed on the problem of technological anxiety in the context of digital transformation in industrial processing companies in Poland, as well as general problems related to digital transformation in European agri-food, packaging and ICT small and medium-sized enterprises. Other subjects of interest are also explored here, such as the dynamics of value appropriation, including entrepreneurial decision-making practices and strategic behaviours, or business models in the energy sector. The last two chapters present challenges faced by specific types of organisations, i.e.: multilatinas and start-ups with dual mission.

---

3 J. Bersin et al., *The organization of the future: Arriving now. 2017 Global Human Capital Trends*, Deloit Insights, 2017, <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/organization-of-the-future.html> (accessed: 4.03.2020).

Part two entitled *Modern approaches, methods and measures supporting management* consists of five chapters related to various methodological issues. They raise a question of appropriateness of certain methodological assumptions in the management science, design science and anthropological approach to management. Then, it is postulated that content analysis could serve as an advisable method for studying psychological traits of firms' core decision makers. The last chapter of this part aims to present a measurement tool for the assessment of supply chain resilience in the context of managing supplier relationship. Based on conducted research, a measurement of flexibility and redundancy in relationships with suppliers is proposed.

Part three entitled *Sustainability and CSR as important trends in modern management* is dedicated to the questions of sustainability and CSR, which are considered important trends in modern management. In the first place, authors present reviews of literature on the subject of sustainable entrepreneurship and sustainable development of suppliers. These are followed by a thorough analysis of: a) Corporate Social Responsibility as an instrument of employer branding strategy for Z generation and b) similarities and differences between Corporate Social Responsibility and Responsible Research & Innovation and the ways of including both in business practice.

Part four entitled *Trends in modern Human Resources Management* deals with current trends in human resources management. In this area, authors discuss the problems of: human-machine interaction in warehouse jobs, in employees' perspective, the process of personnel controlling, performance management and HR outsourcing. Authors' field of interest includes as well: young professionals entering the labour market, new lifestyles and opportunities for professional development of this specific group, women in IT managerial positions, as well as employee satisfaction.

The last fifth part entitled *Other trends and challenges for modern organisations* contains seven chapters. Challenges identified by the authors include: a) the question of adaptation to change and functioning of business processes management in enterprises and b) project management culture and risk management in projects, taking into account the role of managers in the said risk management. Then, issues related to different ways of assessing the importance of offer's features by cooperatives in the area of sales marketing for various groups of customers are described. The last three chapters discuss challenges for higher education, i.e.: difficulties experienced by private universities in Poland, actual demands with regard to higher education system, idea of an entrepreneurial university as an attempt to respond to these demands, problems with assessing the link between the intention to commercialize knowledge displayed by academic entrepreneurs and the quality of the relationship of these entrepreneurs with their supporting institutions.

All topics contained in the present monograph are an original contribution to the development of management sciences and a better understanding of the challenges faced by modern organizations. We hope that this monograph will be an inspiration for further research in the field of modern organizations and modern management methods and techniques.

*Anna Michałkiewicz*  
*Wioletta Mierzejewska*

---

## References

- Bersin J., MacDowell T., Rahnema A., Van Durme Y., *The organization of the future: Arriving now. 2017 Global Human Capital Trends*, Deloit Insights, 2017, <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/organization-of-the-future.html> (accessed: 4.03.2020).
- Fæste L., Reeves M., Whitaker K., *The Science of Organizational Change*, BCG Publication, 2019, <https://www.bcg.com/publications/2019/science-organizational-change.aspx> (accessed: 9.03.2020).
- Kimura R., Reeves M., Whitaker K., *The New Logic of Competition*, BCG Publication, 2019, <https://www.bcg.com/publications/2019/new-logic-of-competition.aspx> (accessed: 14.02.2020).