

Introduction

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This monograph presents selected problems of organisational development (OD). Dynamic changes in the business environment makes the ability to implement changes and develop a business a crucial condition of a firm's survival. Since when the impact of organisational changes became significant, the role of organisation development has increased. This is reflected in the numerous publications dedicated to this field (see, e.g., McLean, 2006; Lewis 2011; Warner, 2011).

Organisational development was defined by Beckhard (1969, p. 9) as “an effort planned, organisation-wide, and managed from the top to increase organisational effectiveness and health through planned interventions in the organisation's ‘processes’ using behavioural science knowledge.” OD intends to change the organisation towards improved problem solving, responsiveness and effectiveness (Cumming & Wolley, 2014). In this context, OD is associated with change management and organisational change. However, change management focuses on costs, quality, and schedule, while OD highlights the values of human potential, participation, and development and uses knowledge and skills to improve the organisation. Whereas organisational change is a concept that is broader than OD and it refers to any kind of change, regardless of the underlying direction or intended impact on organisation development. Struckman and Yammarino (2003) define organisational change as a planned response to pressures from the environment and forces inside an organisation. The effective implementation of planned changes is addressed by both organisational development and change management (Cumming & Wolley, 2014). The growth and development of an organisation can follow different trajectories. Among the most established concepts of an organisation's growth are those proposed by Greiner (1972) and Adizes (1988).

The organisational change may be driven by a variety of factors, both external and internal, which include technology, organisational culture, market needs, as well as geopolitics. The success of the organisational change requires a variety of abilities and actions, and it is

determined, among others, by leadership (Anning-Dorson et al., 2017; Ozawa, 2019), participants' engagement (Solomon and Sridevi, 2010), as well as relationships between leaders and members (Arif et al., 2017), values that increase productivity (Anning-Dorson et al., 2017), and systems (Maes & Van Hoote gem, 2019). Effective implementation of organisational development may require a methodological approach, including advanced diagnosis methodology (Coruzzi, 2020).

OD is identified with a variety of approaches, ranging from "canned" techniques to highly creative programs and strategies (Raia, 1972). The results of organisational development can be exhibited by financial and non-financial performance (Anning-Dorson et al., 2017). OD can be an important element of innovation processes (Alas & Gao, 2012) as well as mergers (Holten et al., 2019). Foundations of our knowledge on organisational development were laid a half of a century ago (i.e., in the sixties of the XX century). During that time, the theory of OD has been enriched with many other concepts, such as organisational culture, systems thinking, quality management, business process reengineering, and organisational learning (Grieves, 2000). However, new challenges within OD still emerge, together with changes in the environment such as digitalization, virtualization, and globalization.

The aim of this book is to present selected contemporary problems and challenges associated with organisational development. The studies presented in this book are intended to contribute to several areas associated with organisational development. They include diagnosis methodology (as a tool of organisational development), determinants of the development (such as a company's age, knowledge, networking, and new technologies), different industries (including mining, financial sector, e-sports, as well as public administration) and processes (for example packing and purchasing). The studies comprised in this book differ in terms of employed methodologies; they use both quantitative and qualitative analyses (including comparative analysis) as well as a case study method.

In the first chapter, titled "Organizational Methodology in the Process of Developing Organizational Restructuring Model on Example of Production Company", Henryk Dźwigoł presents the model of organisational restructuring (dedicated to a mining company) covering all crucial areas of the company's activity. Such a model enables deep organisational changes as well as the formulation of global and functional strategies in key areas of activity of companies. This approach involves other methods, like project management and control systems. The presented methodology was developed based on an empirical research on 700 randomly selected leaders from five restructured hard coal mines.

In the next chapter "Flexibility of Enterprises in Era of Industry 4.0", Justyna Grześ-Bukłaho presents the flexibility of a company as a possible response that facilitates adaptation to changes in the business environment, technology, customer needs, or business processes. The results of this study confirm that managers perceive flexibility as a key attribute of an enterprise enabling adaptation to these changes. Additionally, restrictions for a flexible operation are indicated.

In the chapter "Role of Knowledge Brokers as Facilitators of Organizational Development in Era of Industry 4.0", Arkadiusz Szmal and Adam Janiszewski refer to the challenge of efficient knowledge sharing faced by a modern enterprise. Authors indicate possible directions of building competence profiles of knowledge brokers. These brokers' role is to provide their customers with solutions supporting knowledge sharing. Based on the empirical research, authors highlight the differentiation of brokers' engagement and competencies.

Authors posit that managers need to look for different sources of up-to-date knowledge which needs to be codified and spread quickly.

In the chapter “Company Survival Rate as Function of Age”, Mateusz Codogni tests the assumption saying that company mortality is a decreasing function of the company age. The results of the analysis of trends in time series (performed for twenty countries in the period of 2007–2016) indicate that in some countries the hazard does not monotonously decrease with age, but rather increases in the first years of operation and then starts to decrease. This observation has meaningful implications for public policy on supporting enterprise development.

In the chapter “Procrastination in Administrative and Office Processes”, Grzegorz Jokiel presents the phenomenon of procrastination (known in the field of project management) in the context of business processes. This chapter focuses on administrative and office processes that are managed automatically. The causes and mechanism of procrastination, along with its consequences are discussed.

In the chapter “Emergence of eSports Networks”, Piotr Śliwa and Grzegorz Krzos describe the relatively new phenomenon of eSports (“electronic sports”). This phenomenon reaches a growth of over 40% (on a year-to-year basis) which creates remarkable business opportunities. The presented study provides observations about roles, specific interactions between the actors, as well as specific structural and evolutionary patterns in the network evidenced within several emerging ego-networks of organisations. These observations contribute to the network theory and provide managerial implications.

In the chapter “Digital Customer Service as Challenge for Modern Enterprises”, Danuta Szwajca refers to the digitalization of purchasing processes and a new type of digital customer (manifesting specific requirements and expectations towards bidders). The ability to serve digital customers is highlighted as one of the main sources of competitive advantage. In this study, this ability is assessed within Polish enterprises and compared to enterprises from other countries (including EU member states). The results show that Polish enterprises are poorly advanced in the implementation of solutions enabling efficient service of digital customers. This is due to financial constraints, lack of professional knowledge, and qualified employees.

In the chapter “Application of Industry 4.0 Concept in Financial Services. Using Artificial Neural Network for Credit Scoring Model in Rating Agency”, Jacek Krawiec and Paweł Śliwiński present the impact of new technologies on financial services on the example of the rating agency. In particular, the authors propose a credit risk assessment model (in accordance with the guidelines of the European Securities and Markets Authority), which is used in business practice and science. Additionally, the authors expose the role of business–science cooperation in developing and commercializing the scoring model.

In the chapter “Impact of Marketing and Financial Interface on Results Achieved by Company Shown in Dashboard”, Grażyna Golik-Górecka analyses the impact of marketing analytics on financial results. With the case-study method, the implementation of the dashboard is examined. The results show that tracking changes in the company through strategic and tactical dashboards allows us to enrich and improve marketing strategies, and consequently, to strengthen the competitive position of the company. Several panels of key categories are recommended.

In the chapter “New Research Methods in Organization Development: Eye Tracking (Case Study)”, Bartłomiej Kabaja describes the eye tracking method and its application to

improve the communicative function of food product packaging. This method consists of measuring and analysing the eye movements of consumers during their contact with an examined object. The study shows that the location of important information can be a source of a consumer's distress and discomfort, resulting in an outflow of customers from the brand to the better-labeled products.

In the last chapter "Computer Programs as Subject of Intellectual Property", Agnieszka Zielińska elaborates on the legal protection of computer programs. Software production and development is determined by the effectiveness of the legal protection. Intellectual property rights are governed by national law, even though new technologies are outside the control of national legal solutions. One of the questions that arise in this context is whether the way computer programs are protected allows for knowledge sharing.

The above listed chapters broaden the body of knowledge on organisational development. Additionally, they offer meaningful practical implications. We believe the book will contribute to both the theory and practice of organisational development.

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