

Introduction

Regardless of their sectoral affiliation, all kinds of organizations (economic, public, third sector) try to preserve existence – survival and development is a universal, common and basically overarching purpose of their existence. Meanwhile, observations of the surrounding reality provide ambiguous conclusions on how today's organizations deal with various challenges and problems determining their existence. What is usually indicated here are external factors related to the widely-understood environment. This environment is associated with a number of characteristics (e.g. dynamics, turbulence) which indicate the kind of destabilization of conditions for the operation of organizations. Organizations operating in unstable conditions should have attributes, such as, flexibility. These attributes used to be neglected, overlooked or underestimated in management sciences. Regardless of the impact of the environment, organizations themselves are able to generate the kind of auto-problems for management processes. This is mainly due to the fact that organizations are extremely complex systems. Drucker in the preface to publication *Organization of the Future* published in 1998 noted that new organizations will deal with the fundamental challenge which is to find a balance between achieving results on the outside (market success) and maintaining the social nature.

This monograph is part of the current discussion about solutions which increase the probability of the success of the organization.

The first part (*Attributes of the effective organizations*) reflects attempts to find such patterns in the structure and activities of the organization that contribute to the broadly-understood effectiveness and, among other things, increase the ability of the organization to achieve its objectives. Issues under discussion here are, inter alia: quality management understood in terms of adaptability, contagion effect in organization, the pattern of accumulation and relationships with financial institutions in non-financial corporations.

The second part (*Selected challenges for contemporary managers*) is the introduction to the considerations about the perspective of managers and refers to the selected dilemmas in the work of today's managers. The authors raise issues, such as, the role of managers in shaping behavioural cultural competitive advantage, management problems resulting from the transformation of the importance of human capital, lack of neutrality of organizational culture for the implementation of

the personal function and relationships that exist between phenomena, such as, workaholism and employee engagement.

The third part (*Functional problems of management processes*) is an illustration of the diverse nature of management, which manifests itself in the fact that many managerial problems are of a functional nature. The considerations discussed in this part of the monograph include: problem situations in management in the process of enterprises' development within production and economic organizations, rational informative assertiveness in management communication and construction of the development strategy versus informal constraints.

The fourth part (*Evaluation of management performance*) includes the vital issue related to the evaluation of the results achieved by organizations. The role of this evaluation is primarily to provide feedback to managers. It therefore supports the ongoing informational and decisional processes in organizations. This part includes topics such as: the measurement of an organisation's performance in the conditions requiring the mitigation of functional organisational barriers, the possibility of using the DEA method in the evaluation of the effectiveness of the Special Economic Zones, the coherence of control and audit activities in quality management in clinical hospitals, costs of quality in the appraisal of an organisation's human resources by means of selected methods.

The authors hope that the monograph will be of interest to readers.

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Editors