

SUMMARY

The development of economic organizations as well as public and non-profit organizations marks a display of various features, forms conditions. Its sources lie both in the organizations' external, sectoral and immediate environment as well as in their internal potential. Therefore, the development processes may be of fairly continuous character, or they may adopt a step-change forms which reflect crisis situations. The development processes occurring in the organizations are strongly influenced by modern economy, which is characterized by significant technological progress and is often referred to as 4.0 industry or 4.0 revolution.

The monograph is devoted to various aspects of such development processes. It aims to identify, analyse and evaluate the selected development challenges faced by the employees, organizations and other entities in the modern economy.

The study consists of 11 chapters prepared by various authors. Michał Comperek highlights the financial aspect of stock exchange enterprises' development. He argues there is a significant sectoral differentiation in the extent and techniques of intentional net profit (loss) shaping in public enterprises.

Wojciech Głód focuses on the issue of transformation in health care units and indicates to what extent the adopted leadership style may enhance their operational efficiency.

The notion of change management process barriers in the pension system from the stakeholders' perspective is analysed by Małgorzata Gumola. The author claims the need for thorough pension systems reform results mainly from demographic and professional changes in modern societies as well as the labour market evolution. Last major pension system reforms took place many years ago and there is a need for further changes to be introduced. It is necessary to draw from private sector's experience and consider the roles of various pension systems stakeholders. In this context the barriers in the pension systems change management are identified.

Antonina Litinska discusses vital role of creativity in business. The author presents the issue of a close relationship between creativity and the company's organizational culture. The chapter also draws attention to challenges faced by modern business presented in the form of five types of changes.

The study by Edyta Marcinkiewicz deals with the use of employee pension programs in human resource management. The author points out that lowering pensions from public (compulsory) systems should be accompanied by increasing the role of individual savings and savings accumulated as part of employee pension schemes. Based on the subject literature analysis and the survey results from various countries, employee pension plans can be seen from the perspective of HRM as a remuneration component with deferred payment, an element of the incentive system or a tool used to increase the enterprise competitiveness on the labour market.

These issues are to some extent continued by Aleksandra Polak-Sopińska. The author focuses on the role of ergonomics in the process of age management during the fourth industrial revolution. Demographic and other changes taking place in contemporary societies cause the increase in the number of people with disabilities and the decline in the working population. Therefore, it is necessary to implement strategies and solutions in enterprises that rationalize work organization systems and replace people in production processes. The article indicates the great importance of ergonomic methods and tools that can support decision-making processes in the sphere of age management.

Pavel Pavlov, Elena Zashchitina and Sebastian Bakalarczyk in their study entitled "Successes and failures of modern companies in the 4.0 Industry" address the major problem of interaction between universities and enterprises in modern times. They concentrate on the role of those relations in human resources shaping. Based on quantitative and qualitative analyzes, the authors propose a model of cooperation between universities and business organizations. It allows to provide appropriate educational support when preparing future professional staff.

The next monograph chapter by Jarosław Ropega, concerns the issue of motivating entrepreneurs and sources of entrepreneurial behaviour that is fundamental to the economy and individual sectors and companies development. The entrepreneurs' motivation has a very large impact on the creation and continuation of business operations. The author distinguishes between two categories of entrepreneurs: those who set up business for the first time, and experienced (notorious) entrepreneurs who continue operations established by previous generations or run several companies or have previously failed in business and set up new enterprises.

The author focuses on the entrepreneurs who have already gained experience in unsuccessful businesses and take a new chance drawing from mistakes and failures in their previous attempts. Their approach and entrepreneurial behaviour is different and more mature, as shown in the research examples provided in this study. In Poland, this area is still poorly researched and hence the need for a deeper exploration of this entrepreneurship sphere.

Alicja Smolbik-Jęczmień with a team of three co-authors from the University of Economics in Wrocław analyze the issue of team viability in the view of challenges faced by contemporary enterprises. The theoretical part of the study presents various concepts of viability in the broader context of team performance. In the empirical part, the areas and determinants of team viability in the contemporary work environment are described.

The authors particularly concentrate on the analysis of external and internal factors determining the team (company) viability, such as e.g. leadership, multiculturalism, changes in the labour market, generational team diversity, employees' commitment and motivation. The managers who realize and understand these determinants can creatively shape and support teams in achieving business successes.

In the next chapter Hanna Soroka-Potrzebna considers the impact of the fourth industrial revolution on the selection of risk management methods and techniques in projects. According to the author, this is a poorly recognized area and hence there is a need to identify challenges facing project managers within 4.0 industry. This is particularly about the development of an appropriate project management methodology in the conditions of this industry.

The last chapter of the monograph by Aneta Zelek and Grażyna Maniak is entitled "The signs of the oncoming economic crisis and threats to Polish companies". The development of enterprises and other organizations is inseparably connected with crisis phenomena. In management sciences and economics crises are regarded as signals indicating the need for changes and further organization development and the ability to recover from crisis situations is one of the most important competences of contemporary managers.

In this chapter, the authors debate whether there are crisis threats in Polish economy and whether Polish companies are prepared to deal with them. The analyses conclusions are fairly sceptical with regards to the crises threats anticipation by Polish enterprises.

We express our hope that the short previews presented above will generate the interest in the problems of contemporary organizations development and the monograph will meet the readers' expectations.

Stefan Lachiewicz, Sylwia Flaszewska