

ZARZĄDZANIE PRZESIĘBIORSTWEM W WARUNKACH NOWEJ GOSPODARKI

**Komitet Redakcyjny**

Halina Henzel (przewodnicząca), Anna Lebda-Wyborna (sekretarz), Henryk Bieniok, Anna Lipka,  
Krzysztof Marcinek, Maria Michałowska, Irena Pyka, Stanisław Stanek, Janusz Wywiół, Urszula Zagóra-Jonszta,  
Teresa Żabińska

**Redaktorzy naukowi**

Krystyna Lisiecka  
Alojzy Czech

**Recenzenci**

Adam Stabryła  
Kazimierz Zimmiewicz

**Redaktor**

Karolina Koluch

**SPIS TREŚCI**

WSTĘP .....	7
<b>W KIERUNKU KONSTRUOWANIA NOWYCH STRATEGII .....</b>	<b>11</b>
Włodzimierz Rudny: PRZEDSIĘBIORSTWO W TURBULENTNYM OTOCZENIU .....	13
Summary .....	26
Agnieszka Dziubińska: DROGA ROZWOJU STRATEGII STOSOWANYCH PRZEZ KORPORACJE MIĘDZYNARODOWE.....	27
Summary .....	36
Wojciech Czakon: PROBLEMY MODELOWANIA DYNAMIKI STRATEGII COOPETITION .....	37
Summary .....	42
Andrzej Borczuch: STRATEGIE DYWERSYFIKACJI MAŁYCH I ŚREDNICH PRZEDSIĘBIORSTW .....	43
Summary .....	50
Andrzej Kubasik: EKOLOGICZNA ODPOWIEDZIALNOŚĆ PRZEDSIĘBIORSTW – PRZESŁANKI I UWARUNKOWANIA .....	51
Summary .....	60
<b>NARZĘDZIA ZARZĄDZANIA W ASPEKTCIE WARTOŚCI PRZEDSIĘBIORSTWA .....</b>	<b>61</b>
Anna Kwiecień: ISTOTA I BUDOWA MODELU BIZNESU .....	63
Summary .....	72
Katarzyna Żak: ORGANIZACYJNE UWARUNKOWANIA TWORZENIA ŁAŃCUCHA WARTOŚCI – MIĘDZY HIERARCHIĄ A ORGANIZACJĄ SIECIOWĄ.....	73
Summary .....	80
Paweł Kosiń: PROBLEMY STOSOWANIA CONTROLLINGU W PROCESIE ZARZĄDZANIA WSPÓŁCZESNYM PRZEDSIĘBIORSTWEM.....	81
Summary .....	90

Adam Samborski: POLITYKA DYWIDEND A KREOWANIE WARTOŚCI RYNKOWEJ PRZEDSIĘBIORSTWA .....	91
Summary .....	105
Janusz Marek: TOŻSAMOŚĆ I WIZERUNEK FIRMY JAKO ŹRÓDŁA PRZEWAGI KONKURENCYJNEJ .....	107
Summary .....	115
<b>WIEDZA – FUNKCJE – ROLE W ZARZĄDZANIU ORGANIZACJAMI</b> .....	117
Marcin Komańda: WPROWADZENIE DO ZARZĄDZANIA WIEDZĄ KLIENTA: ISTOTA I STOSOWANE ROZWIĄZANIA.....	119
Summary .....	126
Agnieszka Sadowska: WSPÓLNOTA PRAKTYKI JAKO PODEJŚCIE DO ZARZĄDZANIA WIEDZĄ W ORGANIZACJI .....	127
Summary .....	138
Joanna Żukowska: MONITORING W ORGANIZACJI WIRTUALNEJ .....	139
Summary .....	147
Alojzy Czech: ORGANIZATOR – PRZEDSIĘBIORCA: ROLE PRZECIWSTRAWNE CZY UZUPEŁNIAJĄCE SIĘ? .....	149
Summary .....	160
Krystyna Serafin: PRZYWÓDCA ORGANIZACJI W OBLICZU PRZEMIAN KULTUROWYCH .....	161
Summary .....	167
Tomasz Papaj: PRZEDSIĘBIORSTWO A ORGANIZACJA PUBLICZNA – RÓŻNICE I PODOBIENSTWA.....	169
Summary .....	175

# **STRESZCZENIA**

## **ENTERPRISE IN THE DYNAMIC ENVIRONMENT**

### **Summary**

Business environment is changing with ever increasing dynamics. The pace of technological progress makes these changes non-linear and difficult to forecast. In such an environment managerial flexibility is one the key factors enabling the continuous learning, upgrading resources and capabilities so as to create sustained competitive advantage. The rapid changes in technology lead to the changing economics in many knowledge-based industries which are characterized by the increasing returns, positioning and continuous adaptation. The complexity of the environment means that the approach to the strategy building and execution must be different. Pacing, patching and usage of simple rules are discussed as the examples of the new tendencies in coping with growing uncertainty. Organizations can be interpreted as complex, adaptive systems which possess the ability of reducing or absorbing the risk of the environment.

## **THE WAY OF THE DEVELOPMENT OF THE STRATEGIES USED BY THE INTERNATIONAL CORPORATIONS**

### **Summary**

In the context of the trends in global environment it is often observed that firm survival and success have become problematic. Today the challenge is to innovate by learning from the world, but the traditional projecting international was designed to leverage knowledge from the headquarters and combine it with the low-cost labour and raw materials from the developing markets. Trying to force-fit an existing international organisation and its people into a new requirements will probably undermine its operational excellence and imperil the company's very survival. To move successfully to the new way of competition in the knowledge economy, companies must fundamentally augment their existing organisations or build new ones that are much more than simply copies of today's structures. As organisation and environment are two sides of the strategy coin it is important to focus on the new frontiers in understanding of the international strategy.

## **DIVERSIFICATION STRATEGIES OF SMALL AND MEDIUM ENTERPRISES**

### **Summary**

Diversification strategy belonged to the most popular growth strategies which were realized in 60s and 70s by corporations. The most of theoretical articles and empirical researches concerned on the diversification strategy realized by big corporation. However, diversification may be realized in small and medium enterprises. This paper describes theoretical and empirical framework of the diversification strategy in small and medium companies. The author presents two ways of diversification's ventures in these economic subjects: multiple and internal diversification and four types of this strategy: illicit, crisis, opportunistic and synergistic diversifications.

## **PROBLEMS IN COOPETITION STRATEGY DYNAMICS MODELLING**

### **Summary**

Coopetition strategy dynamics modelling has been undertaken in this paper. The author tackles the research question from an epistemological and methodological standpoints. He stresses that three major modelling ways seem to prevail in the strategic management: game theory, chaos theory and qualitative models. Coopetition is being treated as a mix of the intentional and emerging processes. On that grounds the authors concludes that the inductive approach seems to be the most promising.

## **ECOLOGICAL RESPONSIBILITY OF AN ENTERPRISES – REASONS AND CONDITIONS**

### **Summary**

This paper presents the idea of ecological responsibility of an enterprises. It constitutes a modern utility that allows to dynamize the interaction of the enterprises with environment. Assuming a global perspective the development tendencies of the idea have been presented in the context of globalization. The importance of the ecological competences of the organizations on the enterprise level have been presented together with the areas of their creation.

## **THE ESSENCE AND CONSTRUCTION OF THE BUSINESS MODEL**

### **Summary**

An attempt of showing the basic questions concerning the Model of Business and its role in the creation of the company's value have been presented in this article. In the paper the essence of Business Models, their elements and the main assumptions concerning their construction have been discussed. Additionally, the kinds of Business Models as well as the Model of Value Dynamics have been described. The analysis of the features of the Model of Business proves that it is one of very important elements of the creation of the company's value and its use causes the increase of it.

## **ORGANIZATIONAL CONDITIONS OF CREATING A VALUE CHAIN – BETWEEN HIERARCHY AND NET ORGANIZATION**

### **Summary**

This paper includes information about one of the modern management ideas, that is M. Porter's value chain. Nowadays, corporations look for the activities configuration which helps them to achieve the strategic advantage. In the very dynamic environment, companies try to build their organization system and choose solutions which exist between net organization and traditional organization structures.

## **THE PROBLEMS OF APPLYING CONTROLLING IN THE MANAGEMENT OF CONTEMPORARY ENTERPRISE**

### **Summary**

Changes of the economic environment which we can observe nowadays are extremely intensive and unpredictable. Because of these characteristics, extraordinary problems appear in the sphere of governance and management. The article is about identification of the principal problems of controlling related to the above. Additionally, the main premises and directions of the improvements of the traditional controlling systems are indicated in the paper.

## **DIVIDEND POLICY AND THE CREATION OF ENTERPRISE'S MARKET VALUE**

### **Summary**

In setting its dividend policy, a firm must consider many factors. Among them are legal constraints, investment opportunities, earnings stability, and the fact that management uses dividends as a way of sending signals to investors about current financial strength and future profit potential. This article describes the dividend policy from the standpoint of firm value and shareholder interests in Polish quoted companies. The author focuses attention on imperfections that have significant influence on the dividend policy.

## **IDENTITY AND IMAGE OF A COMPANY AS A SOURCE OF COMPETITIVE ADVANTAGE**

### **Summary**

The possession of competitive advantage allows a company to obtain various benefits. One of its important sources is the reputation, that is constituted among others by the identity of the company and its image. The identity is a set of features that differentiate it from others in an essential sense, according to which it can be identified. The image is the manner in which the company is regarded by its environment, it is the set of beliefs that concern it. The saturation of the market by product advertisements causes the companies to influence their environment by promoting their own image.

## **INTRODUCTION TO THE CUSTOMER KNOWLEDGE MANAGEMENT – THE ESSENCE AND THE IMPLEMENTED SOLUTIONS**

### **Summary**

There is no doubt that knowledge became the most valuable asset for a business. Today, in the context of competition, it is very important to have an access to its source. That's why the customers are the knowledge partners for the enterprise. Customer Knowledge Management (CKM) constitutes knowledge "about customer", "for customer" and "from customer" – it also presumes creating new knowledge through the relations between collaborators. It's possible to point five forms of CKM: prosumerism, team-based co-learning, mutual innovation, communities of creation, joint intellectual property.

## **COMMUNITY OF PRACTICE AS AN APPROACH TOWARDS KNOWLEDGE MANAGEMENT IN ORGANIZATION**

### **Summary**

In contemporary environment with its unexpected, quick and complex changes as well as emerging, unstructured problems, the concept of Knowledge Management has found a good ground to flourish. Earlier approaches to the KM concentrated on the 'capture-codify-store' approach to managing knowledge. However, with the recognition that not all knowledge can easily be captured, codified and stored, one has begun to explore management of tacit, implicit knowledge and communities of practice arose as a tool to facilitate this kind of knowledge sharing and generating in order to gain a comparative advantage.

## **MONITORING IN VIRTUAL ORGANIZATION**

### **Summary**

Paper shows the role of monitoring in virtual organization. It explains that monitoring is the alternative to traditional control. It shows the morphology and genesis of control, and indicates its useless details in virtual organization. It describes the characteristics and main factors of monitoring. It pays attention to communication audit.

## **ORGANIZER AND ENTREPRENEUR – OPPOSITE OR COMPLEMENTARY ROLES?**

### **Summary**

The article analyses the meaning of the social functions of an organizer and an entrepreneur from the perspective of social reception. The material used is of historical nature and is linked with the origins of the managerial sciences in Poland. Although the paper refers to the past, one may find its conclusions true nowadays as well. Apparently contradictory roles of Karol Adamiecki, a prominent Polish scientist and co-ordinator of the management science as an organizer of production, and Andrzej Wierzbicki – an entrepreneur who was also a significant economic activist and a member of parliament, seem eventually cooperative. They both try to reach the same goals – the effectiveness of actions and the rationalization of human behaviour for the sake of the public welfare – using merely different ways of achieving them.

## **ORGANIZATION'S LEADER IN THE FACE OF CULTURAL CHANGES**

### **Summary**

The goal of this study is the demonstration of various styles of leadership on the background of changes taking place in the area of organizational culture of an enterprise. The leader plays a very important role in the creation or transformation of such culture. His decisions, attitudes and actions constitute in a significant manner the shape of the organizational culture of an enterprise. A contemporary organization should be directed by a leader that is culture-oriented.

## **ENTERPRISE AND PUBLIC ORGANIZATION – DIFFERENCES AND SIMILARITIES**

### **Summary**

The following article outlines the differences and similarities between enterprise and public organization. The arguments are based on the criteria of the organization identity and stakeholders, strategies and goals.