Knowledge
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CMQ
2025

Knowledge Economy Society

Organizations in the VUCA world

Conference proceedings of the CMQ2025 conference student's poster session of the 17th International Scientific Conference of the College of Management and Quality Sciences of Krakow University of Economics

Edited by
Agata Niemczyk
Zofia Gródek -Szostak
Robert Szydło

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Introduction

The contemporary world is marked by an unprecedented pace of change affecting every sphere of social, economic and technological life. In this context, we increasingly speak of the VUCA reality – an acronym derived from Volatility, Uncertainty, Complexity and Ambiguity. Originating in military terminology, the concept has gained great importance in management, economics and sociology, becoming a key to understanding the challenges modern organisations face.

Interest in the VUCA world extends beyond theorists to management practitioners: as the world changes incessantly, organisations must not only identify those changes quickly but also adapt to them. In just the past few years we have observed far-reaching developments in new technologies and in the banking, medical and tourism sectors, among others. The emergence of "black swans" has further underscored this message. During the 17th International Scientific Conference CMQ 2025 of the College of Management and Quality Sciences at the Cracow University of Economics, students were invited to seek answers to two questions: *In the face of contemporary challenges, what should market entities prepare for? and Which phenomena of today shape the organisational life cycle?*

Students took up the task and prepared posters in the following thematic areas:

- Risk management in organisations
- Quality management in the context of sustainable development
- Resilient organisational management
- ·Managing organisations under hybrid work conditions
- ·Business models and strategies in digital transformation
- Sustainable development management
- Balancing stability and change
- Forecasting capabilities versus black swans
- Innovation and future-oriented technologies — bio, info, nano, techno
- Digital reality
- Sustainable development in an increasingly "smart" economy
- Management of organisations in the banking, medical and tourism markets

The posters collected in this book are not only visual presentations of selected issues but also testimony to the younger generation's engagement in reflecting on the future of management, leadership and adaptation to changing environmental conditions.

The students analysed how businesses, public institutions, local governments and non-governmental organisations cope with the unpredictability and complexity of the modern world. Their work explores risk management, organisational flexibility, digitalisation and the importance of soft skills and values-based leadership. Their approach blends theoretical knowledge with practical observations and everyday examples.

In a world where "black swans" – unexpected and hard-to-predict events – are occurring with increasing frequency, the capacity for adaptation and learning has become a key organisational competence. The students' work shows that anticipating the future does not have to mean precise prediction; rather, it entails preparing for diverse scenarios and building systemic resilience.

The poster session was conducted in a discussion format, allowing students to present their projects in detail. This initiative enriches the educational process by offering public, interactive presentations that promote deeper understanding of the topics discussed. Such meetings are an important forum for exchanging knowledge and reflection, giving students the opportunity to present their research and receive valuable feedback.

The editors of this monograph hope that the posters will provide cognitive value to current students – the primary audience for this publication – and will also inspire future cohorts to develop their research skills. The works aim not only to address key thematic aspects but also to encourage students to deepen their knowledge and hone their investigative abilities. Through these presentations, future generations may find inspiration for their own research, creative thinking and exploration of new areas in management and economics.

We invite you to read this publication carefully, hoping it will inspire further research, discussion and action toward better understanding how organisations operate in a VUCA world. May it also serve as the voice of the younger generation, which is already shaping the future of management and leadership.

The editors are convinced that publishing this collection of posters will help create a dynamic academic environment conducive to the intellectual and research development of students.

Agata Niemczyk
Zofia Gródek-Szostak
Robert Szydło

KRAKOW UNIVERSITY OF ECONOMICS
Marek Aleksandrowicz
Aneta Bukowska

THE ROLE OF COSO IN OPERATIONAL STABILITY AND TRANSPARENT REPORTING

In today's volatile and fast-changing VUCA environment, organizations must prioritize resilience, transparency, and proactive risk management. The COSO Framework provides structured approach by integrating key components: control environment, risk assessment, control activities, information and communication, and monitoring. Embedding these into daily operations helps strengthen internal controls, detect risks early, and support better decision-making.

This poster explores how the COSO Framework supports strategic goals beyond regulatory compliance. It demonstrates how COSO fosters adaptability, builds stakeholder trust, and ensures sustainable performance. The objective is to highlight how organizations can use COSO as a proactive tool to navigate uncertainty, enhance decision-making, and respond more effectively to change.

Control Environment

The Control Environment of an organization reflects its overall culture regarding internal controls and is shaped by leadership from the top. According to the COSO framework, a solid Control Environment includes commitment to ethical values, independent oversight by the Board of Directors, and a clear organizational structure.

Risk Assessment

The COSO framework highlights the need for conducted internally or externally regular risk assessments to strengthen internal controls. They are based on four key principles. Organizations must set clear objectives to identify, evaluate, and address risks, including fraud and changes affecting controls. All risks should be recorded in a risk register and considered in decision-making processes aligned with the organization's risk tolerance.

Control Activities

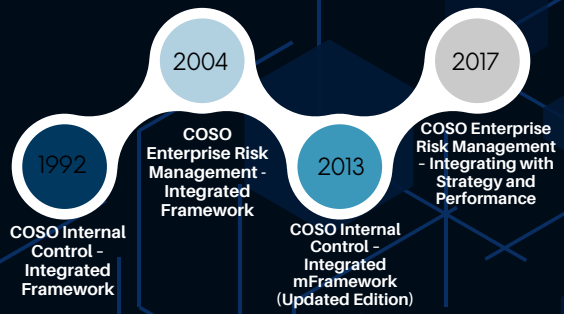
The control activities component of the COSO Framework focuses on processes that reduce risk and strengthen internal controls. These include preventive (e.g., segregation of duties), detective (e.g., audits), and corrective (e.g., follow-ups) measures—often supported by technology. Activities must align with company goals and be clearly defined.

Information & Communication

The COSO Framework highlights the importance of high-quality data —accurate, timely, relevant, and accessible—for effective controls and decision-making. Internal control responsibilities must be communicated across all levels and, when needed, to external parties. Clear communication plans, including for data breaches, help maintain transparency and trust.

Monitoring Activities

The final pillar of the COSO Framework focuses on monitoring and evaluating internal controls. This includes regular internal and external assessments—such as audits, reviews, and performance metrics—to ensure controls operate as intended and to detect weaknesses. Identified deficiencies must be reported promptly to responsible parties, including senior management and the Board of Directors.



BENEFITS

The COSO framework provides organizations with a structured and widely accepted approach to designing and maintaining effective internal controls. Among its key benefits are enhanced risk identification and mitigation, improved accuracy and reliability in financial and non-financial reporting, and stronger organizational governance.

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Wyższa Szkoła Ekonomii i Informatyki w Krakowie

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ORGANIZATIONAL CULTURE – A COMPETITIVE ADVANTAGE IN THE VUCA WORLD

1 RESEARCH PROBLEM

In the contemporary business environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), organizational culture has emerged as a crucial determinant of long-term success. The objective of this study is to examine the role of different organizational culture types—Clan, Adhocracy, Hierarchy, and Market—based on the Competing Values Framework (Cameron & Quinn, 2006) in enabling companies to adapt and maintain a competitive advantage. The study places particular emphasis on the Netflix Culture Deck (McCord, 2009) as a benchmark for modern, adaptive corporate culture and explores how other innovative companies such as Google and Cisco apply cultural strategies to maintain resilience and agility.

2 OBJECTIVES

This study investigates how organizational culture enhances adaptability and resilience in VUCA environments. It focuses on Netflix, Google, and Cisco to illustrate how values like flexibility, trust, and innovation support competitive advantage.

Content Summary

- Demonstrate how organizational culture can serve as a strategic instrument in managing organizations within VUCA (Volatile, Uncertain, Complex, Ambiguous) environments.
- To analyze the cultural models of Netflix, Google, and Cisco through the theoretical lens of the Competing Values Framework.
- To compare the impact of Clan, Adhocracy, Hierarchy, and Market cultures on organizational adaptability and performance.
- To identify the significance of values such as flexibility, trust, and innovation in fostering organizational resilience and employee engagement.
- To emphasize the critical role of leadership in shaping and sustaining an effective organizational culture.

3 Substantive Content

This poster provides an overview of business cases that illustrate how organizational culture can be leveraged as a strategic tool to navigate challenges in VUCA environments. It compares the cultural strategies of Netflix, Google, and Cisco to demonstrate how values such as flexibility, trust, and innovation contribute to resilience and competitive advantage. The findings show that organizations with adaptable cultures foster greater innovation and employee engagement, while those with rigid structures encounter more difficulties. Effective cultural management emerges as a key factor in achieving long-term business resilience.

4 METHODOLOGY

The study adopts a qualitative approach grounded in the Competing Values Framework to assess cultural types and their influence on organizational performance. Case studies from Netflix, Google, and Cisco were analyzed, drawing from primary materials such as corporate culture decks , leadership insights, and academic literature. Scholarly articles including Denison & Mishra (1995) , Schein (2017) , Sharma (2024) , and Chatman & O'Reilly (2016) provide foundational theories. Google's culture was studied through a comprehensive case analysis by Cárcel Beltrán & Gulc (2021) , emphasizing open communication and empowerment, while Cisco's best practices in building inclusive organizational culture were drawn from Mazur (2014) . The methodology involves synthesizing qualitative data to explore the cultural traits that support innovation, employee engagement, and adaptive decision-making.

5 RESULTS

	NETFLIX	Google	cisco
Core Values	Freedom, responsibility, transparency	Openness, learning, empowerment	Collaboration, teamwork, customer-centricity
Cultural Alignment	High-performance culture	Adhocracy values	Clan and Market cultures
Key Themes	Trust, feedback, alignment	Trust, feedback, alignment	Trust, feedback, alignment

6 CONCLUSIONS

Organizational culture is a strategic asset vital to a firm's ability to manage uncertainty and sustain a competitive edge in the VUCA world. This study affirms the relevance of cultivating values such as flexibility, innovation, and trust across organizational layers. Companies like Netflix , Google , and Cisco demonstrate that culture can be purposefully designed to support strategic goals. By aligning cultural frameworks with changing market demands, organizations can enhance resilience, improve employee engagement, and drive long-term success.

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Leveraging Artificial Intelligence in a VUCA World

This study aims to explore how Artificial Intelligence (AI) serves as strategical tool for organizations to navigate the challenges presented by a VUCA (Volatility, Uncertalnty, Complexity, and resilience.

WHY THIS TOPIC?

Rapidly exolving business environments, characterized by volitatility, uncertainty, and ambiguity.

RESEARCH OBJECTIVE

Explore the strategic value of AI in helping organizations responsnd to VUCA dynamics.

STATISTICAL FINDINGS

AI Adoption (2024):

79% of organizations use AI in least one business function, 71% use. generative AI regularly.

Multi-Departmental Integration

35% of firms apply AI across multiple deporth ents.

Investment in AI

Over **40%** of CEOs pou io increase. investment in AI to gain a competitl-iee

RECENT PUBLICATIONS

"Artificial Intelligence and Strategic Planning in VUCA Environments."
Highlights AI s ability to manage complexity and uncertanity, enabing more effective stralegic planning and greater organizatal efficiency.

"Taming the VUCA Worid: How Generative AI Can Be Your Secret Weapon"
Discauses how generative AI simplifies. ambiguity and accelerates adaptation through predictive modeling and scenarlo-based planning..

CONCLUSIONS

AI supports proactive risk management, enhances forecasting, and improves organizational agiity.

Predictive analytics and machine Icarning streanbines operations, boosting efficiency.

Integrating AI with Isadership and workforce development increases long-term competitiveness.

Continuous Evaluation:.

RECOMMENDATIONS

1. **Invest in AI Literacy**: Provide regular training to increase employee understanding and use of AI tools.
2. **Poster Agiie Leadership**: Promote leadership capable of responding quickly and strategically to rapid changes.
3. **Integrate Soft Skills Development**: Develop hurnan competencies (creativity, collaboration, adaptability) alorigside technical capabilities.
4. **Implement Ethical AI Practices** Ensure transparency, fairness and accountability in AI use across. the organization.

Blanka Banach

ENTREPRENEURSHIP
IN THE WORLD OF VUCA

Author's resources

Author's resources

Author's resources

The purpose of this poster is to present challenges faced while running a business in the soy candles industry. The World of Volatility, Uncertainty, Complexity, and Ambiguity requires entrepreneurs to be flexible and creative in order to succeed.

Author's resources

Changes in Demand

Seasonal patterns and evolving trends affect the soy candles demand. While the peak season is just before Christmas, promoting other seasonal candles can encourage customers to purchase in other seasons.

Raising Awareness

Promoting healthy choices is essential for sustainable entrepreneurship. The majority of customers are uninformed about the carcinogenic effects of burning paraffin candles, therefore raising awareness is vital. Non-toxic soy candles can serve as a beneficial and viable alternative.

New regulations

- **CLP - Classification, Labelling, Packaging regulations**

  Candles as chemical mixtures require labelling informing about potential hazards

- **PCN - Poison Centre Notification**

  If a candle contains substances which are considered as hazardous, its formula needs to be submitted to the Poison Centre

- **UFI - Unique Formula Identifier**

  A distinct number given to a specific mixture notified in the Poison Centres

Author's resources

Source:echa.europa.eu

Sustainability

Candles made of soy wax are a sustainable alternative to paraffin candles. While the latter is produced from petroleum, soy wax is made from soybean oil. Which makes them zavegan and more natural.

Author's resources

Author's resources

Conclusions: Running a business in the world of VUCA is full of challenges, but we can use the opportunities to learn new things and improve ourselve. Problems don't exist, they are just challenges to overcome.
Consistency, enduringness and constant activity are the key to success in the business world

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UNIWERSYTET EKONOMICZNY W KRAKOWIE

Maciej Banik

Artificial Intelligence In Passenger Air Transport

Artificial Intelligence (AI) is being increasingly adopted across all stages of passenger air transport to enhance both operational efficiency and the passenger experience. From chatbots during booking to facial recognition at check-in, and biometric systems at boarding, AI streamlines the journey while improving safety and personalization.

How can AI improve the efficiency and passenger experience in air transport?

	Stage of Journey	AI Solution	Description
	Booking	AI Chatbots	24/7 support with natural language processing. Vienna Airport
	Check-in	Facial Recognition	Faster and paperless identity verification. San Francisco Airport (SFO)
	Security	Threat Detection	More accurate and efficient screening. Changi Airport
	Gate	Queue Optimization	Predicts and manages passenger flow. Leeds Bradford Airport
	Boarding	Biometric Boarding	Faster, safer, touch-free. Philadelphia Airport (PHL)
	In-flight	Smart Services	Personalized entertainment and suggestions. Berlin Airport (BER)
	Arrival	Luggage Tracking	Minimizes lost luggage. Denver Airport (DEN)

Conclusion:

Artificial Intelligence is revolutionizing air travel by making each step of the passenger journey more efficient, safer, and personalized — from booking to baggage claim.

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MAGDALENA BOCZNIEWICZ

PRZYWÓDZTWO W ERZE VUCA
JAK AGILE MANAGEMENT I LEAN MANAGEMENT POMAGAJĄ PRZETRWAĆ W DYNANIMCZNYM ŚRODOWISKU?

PRZYWÓDZTWO W ERZE VUCA

W obecnych czasach nazwanych erą vuca istotną rolę odgrywają takie aspekty jak nieustanna transformacja świata i technologii , złożoność procesów oraz duża niepewność i niejednoznaczność. na te problemy szczególnie narażone są organizacje na czele z liderami, które muszą adaptować się w szybkim tempie, aby utrzymać lub podnieść pozycję na rynku.

ADAPTACYJNE METODY ZARZĄDZANIA

Lean Management jest to koncepcja zarządzania, która skupia się na eliminacji marnotrawstwa w procesach na drodze przekształceń organizacyjnych i funkcjonalnych oraz maksymalizacji wartości dla klienta.

Agile Project Management to podejście wykorzystujące zbiór różnych metod, określanych jako zwinne i lekkie oraz narzędzi stosowanych w zarządzaniu innowacyjnymi projektami. Ma na celu elastyczne dostarczanie wartości rynkowych poprzez ciągły rozwój produktów i usług.

CEL BADANIA

Badanie ma na celu sprawdzić jak Agile management oraz Lean Management wpływają na elastyczność, efektywność i ciągłe doskonalenie na przykładzie przedsiębiorstwa Tesla.

METODA BADAWCZA

Studium przypadku

WYKORZYSTANIE AGILE MANAGEMENT ORAZ LEAN MANAGEMENT - ANALIZA PRZEDSIĘBIORSTWO TESLA

LEAN MANAGEMENT	AGILE MANAGEMENT
• JUST-IN TIME: Tesla minimalizuje koszty magazynowania poprzez dostawę komponentów wtedy, gdy są potrzebne, dzięki czemu efektywnie zarządza zapasami i unika niewykorzystywania oraz marnowania półfabrykatów. • AUTOMATYZACJA I ROBOTYZACJA: Duża część procesów produkcyjnych Tesli jest zautomatyzowana, co redukuje błędy ludzkie i zwiększa efektywność. • GIGAFACTORY: Polega na projektowaniu i budowaniu fabryk w sposób umożliwiający szybkie dostosowanie się do produkcji różnego rodzaju modeli pojazdów elektrycznych, ogniw bateryjnych, układów napędowych i innych komponentów. • ONE-PIECE FLOW : Tesla wdrożyła metodę One-Piece Flow, w której każdy element produkcji jest realizowany osobno. Pozwala to na szybsze wykrywanie i eliminowanie wad, przykładem jest maszyna Giga Press, która odlewa pojedyncze elementy nadwozia w około 90 sekund, co znacznie skraca czas produkcji.	• ITERACYJNE PODEJŚCIE: Tesla nie czeka na dopracowanie produktu do perfekcji, w zamian za to wdraża go wcześniej i na bieżąco aktualizuje, wykorzystuje dane z samochodów klientów do analizy i poprawy działania, jak również organizuje pracę w mniejszych zespołach, co pomaga w sprawnej modyfikacji i ocenie alternatywnych rozwiązań. • PROTOTYPOWANIE I TESTOWANIE: Tesla często buduje prototypy i testuje je w warunkach rzeczywistych, dzięki czemu jest w stanie szybko wnieść poprawki przed wprowadzeniem produktu na rynek. • OPROGRAMOWANIE (OTA): Częste aktualizacje oprogramowania umożliwiają szybkie korekty i wprowadzanie nowych funkcji, jak również stopniowe udoskonalanie oraz przerabianie elementów produktu w celu maksymalizacji wartości. • INTEGRACJA SPRZĘTU I OPROGRAMOWANIA: W Tesli rozwój sprzętu i oprogramowania odbywa się równolegle, co pozwala na szybsze wdrażanie innowacji i lepszą integrację nowych technologii.

WNIOSKI

1.Tesla skutecznie łączy zasady Lean oraz Agile Management, kierując się elastycznością i efektywnością, co wspomaga działanie w dynamicznym otoczeniu rynkowym.

2.Lean Management umożliwia firmie maksymalizację wartości za pomocą automatyzacji i robotyzacji procesów, eliminacji marnotrawstwa oraz projektowaniu fabryk z myślą o szybkiej transformacji.

3.Agile Management wspiera zwinność kierowania przedsiębiorstwem dzięki iteracyjnemu podejściu, prototypowaniu, testowaniu oraz częstej aktualizacji oprogramowania.

4.Wykorzystywanie Lean Management do usprawniania operacji oraz Agile Management do udoskonalani a i wprowadzania innowacyjnych rozwiązań zwiększa odporność organizacji na zmienność i niepewność rynku.

5.Podejście przedsiębiorstwa Tesla może służyć jako model referencyjny dla innych firm chcących zwiększyć swoją konkurencyjność i sprawność operacyjną w warunkach środowiska VUCA.

BIBLIOGRAFIA

Edyta Brodziak

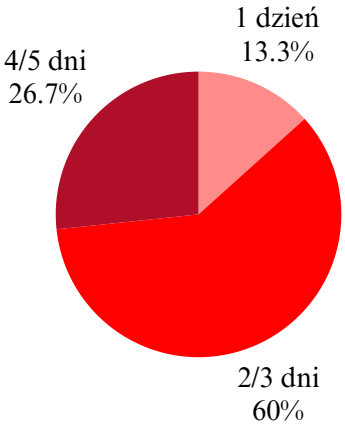
Praca hybrydowa w świecie VUCA
równowaga między elastycznością i stabilnością

W świecie VUCA (zmienność, niepewność, złożoność, niejednoznaczność) organizacje stoją przed wieloma wyzwaniami wynikającymi z dynamicznych warunków środowiska w jakim działają.
Model pracy hybrydowej jest odpowiedzią na zmieniające się potrzeby organizacji oraz pracowników. Łączy on korzyści pracy zdalnej i stacjonarnej zapewniając elastyczność oraz work-life balance wraz ze stabilnością oraz integracją zespołu.

CEL BADANIA:
Praca ma na celu wykazanie w jaki sposób utrzymywana jest równowaga między elastycznością i stabilnością na stanowiskach niższego szczebla w trybie pracy hybrydowej w organizacjach działających w dynamicznym otoczeniu.

METODA BADAWCZA: Wywiad

Ile dni w tygodniu pracujesz stacjonarnie?



W jakim stopniu czujesz związany z organizacją, w której pracujesz?

Najczęściej wskazywane korzyści wynikające z trybu pracy hybrydowej:
- elastyczne godziny pracy,
- work-life balance,
- większe poczucie autonomii,
- możliwość pracy z dowolnego miejsca,

Najczęściej wskazywane problemy wynikające z trybu pracy hybrydowej:
- problemy z komunikacją, przepływem informacji,
- obniżający się poziom motywacji,
- brak poczucia przynależności do grupy,

WNIOSKI:
Model pracy hybrydowej staje się coraz częściej wybieranym trybem pracy w organizacjach działających w świecie VUCA. Wiąże się to z wieloma wyzwaniami, z którymi muszą obecnie mierzyć się przedsiębiorstwa, ale również otwiera to wiele nowych możliwości.
Najczęściej wskazywanymi korzyściami z modelu pracy hybrydowej są elastyczne godziny pracy oraz work-life balance, a najczęściej wskazywanymi problemami są utrudniona komunikacja oraz obniżająca się motywacja.
Zachowanie równowagi między elastycznością pracy, a jej stabilnością jest niezwykle istotne w obliczu zmiennego środowiska. Efektywność tego modelu pracy wymaga od firm ciągłego reagowania na zmiany zachodzące wewnątrz oraz na zewnątrz organizacji.

BIBLIOGRAFIA

MANAGING THE ORGANISATION IN A HYBRID WORKING ENVIRONMENT

Mateusz Ciochoń
Regina Gąsiorek
Wojciech Chudy

Hybrid work combines remote and in-office tasks, allowing employees to balance flexibility and collaboration. It requires effective communication, access to technology, and thoughtful organizational management. As companies adopt hybrid models, they must address challenges related to performance, motivation, and social cohesion.

The objective of the poster is to define and characterize hybrid work as a flexible form of work organization that combines performing duties both remotely and on the employer's premises, based on the needs of the employee, the goals of the organization, and available digital technologies.

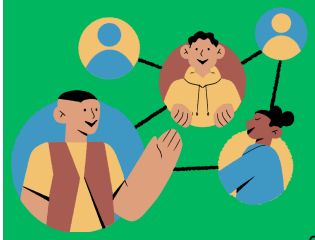
EMPLOYEES

Managers must consider different employee preferences and capabilities. It's crucial to promote equality and inclusion, ensuring everyone has the same access to resources and opportunities regardless of location. Additionally, organizations should provide training to help employees adapt to hybrid workflows and digital tools. Understanding individual work styles and offering flexibility can significantly improve job satisfaction and retention

MOTIVATION

Maintaining employee engagement remotely is a challenge. Employers must offer recognition, development opportunities, and a sense of purpose to keep morale high. Regularly celebrating achievements and milestones can strengthen employee connection to the organization. Personal development plans and career pathways should be accessible to both remote and in-office staff.

PROCEDURES



Hybrid systems demand revised workflows. Standardized yet flexible procedures help employees operate smoothly, even in distributed environments. It is important to regularly review and adapt procedures based on employee feedback and technological changes. Consistent onboarding and documentation ensure all team members understand expectations and processes.

MONITORING

Maintaining employee engagement remotely is a challenge. Employers must offer recognition, development opportunities, and a sense of purpose to keep morale high. Regularly celebrating achievements and milestones can strengthen employee connection to the organization. Personal development plans and career pathways should be accessible to both remote and in-office staff.

EFFICIENCY

Hybrid models can increase productivity when supported by clear expectations, appropriate tools, and time management strategies. Workflow automation and asynchronous collaboration reduce downtime and improve task coordination. Identifying and removing productivity blockers ensures that teams can maintain high performance regardless of location.

SUMMARY

The poster explores the challenges and strategies of managing organizations in a hybrid working environment, which blends remote and in-office work. It highlights the need for flexibility, communication, digital tools, and inclusive management to ensure high levels of performance, motivation, and cohesion.

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Managing the organisation in a hybrid working environment

Mateusz Cichoń, Regina Gasiorek, Wojciech Chudy

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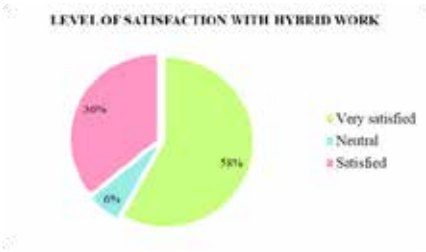
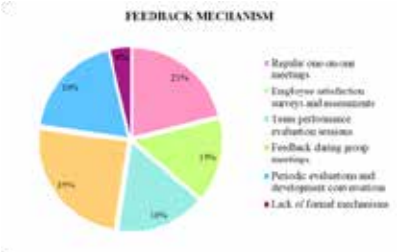
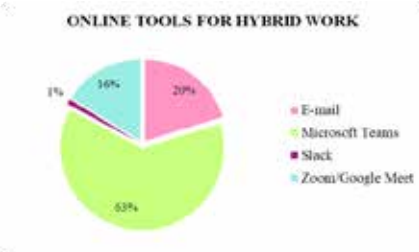
Hybrid work in the VUCA era: How to manage an organization remotely and on-site?

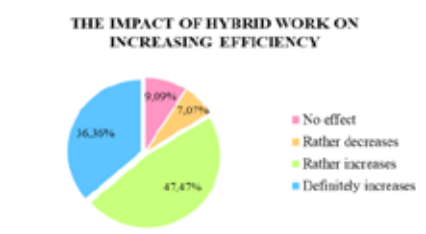
In the VUCA era, developing an effective hybrid work model is a key challenge for leaders. It requires flexibility, innovation, and strong management to ensure high service quality.

The poster presents best practices and tools for managing teams in a hybrid work model. It highlights the importance of motivation, engagement, and collaboration.









Hybrid work has become a widely adopted model among employers. In a survey of 100 individuals, 95% expressed satisfaction with this form of work, and over 80% reported improved productivity.

Despite its benefits, hybrid work poses certain challenges. Respondents pointed to issues such as lack of proper tools (41%), low motivation (34%), and communication difficulties (31%).

To overcome these obstacles, companies are encouraged to adopt best practices, including clear task distribution, regular face-to-face meetings, and ensuring employees have sufficient technical support and skills.

Among the most effective strategies identified were regular team communication, clear office attendance guidelines, and flexible schedules.

Feedback also plays a vital role. The most effective forms include team meeting feedback and one-on-one conversations.

As for communication tools, Microsoft Teams (63%) and E-mail (20%) were the most frequently used.

Over 80% of respondents confirmed that their companies provide training opportunities, either regularly or occasionally.

To support high efficiency, organizations are implementing measures such as flexible working hours, transparent team goals, and modern technological solutions.

Overall, 95% of participants believe that hybrid work is a good solution.

Source: Own study based on the results of an original survey on hybrid work, conducted among 100 respondents.

ROMAN DROBAKH

THE IMPACT OF ARTIFICIAL INTELLIGENCE ON ORGANIZATIONAL STRUCTURE

The objective of this poster is to explore how artificial intelligence (AI) influences organizational structures. It aims to present how AI-driven technologies reshape internal processes and decision-making models. Through expert insights, this poster highlights the transformative role of AI in increasing efficiency, enabling automation organizational models.

BENEFITS OF IMPLEMENTING AI IN A COMPANY

The implementation of artificial intelligence in enterprises is a strategic decision that brings measurable results. AI enables automation of repetitive tasks, leading to significant time savings and lower operational costs. According to Deloitte's 2023 report, companies using AI report a 17% increase in productivity across automated processes.

PROCESS AUTOMATION

AI supports business process automation by continuously learning and adapting to changing conditions. In supply chain management, it optimizes delivery routes, inventory levels, and production schedules in real time. AI also integrates data across systems, detects patterns and anomalies, and triggers automated actions to enhance efficiency and reduce costs.

DECISION-MAKING IN BUSINESS

AI revolutionizes business data analysis by detecting patterns and trends across vast datasets. It not only examines historical data but also builds predictive models to forecast future outcomes and identify risks early. According to IBM, AI-driven decisions increase forecast accuracy by 23% compared to traditional methods.

HOW AI TRANSFORMS BUSINESS MODELS ?

AI is reshaping business models by enabling personalized products and services at scale, redefining how companies deliver value. Traditional models are evolving into AI-powered platforms that connect market participants and optimize matchmaking, pricing, and recommendations. AI also helps businesses create new revenue streams—like predictive services and data monetization—leading to innovative subscription and pay-per-use models.

AI DEVELOPMENT FORECASTS IN BUSINESS

AI in business is evolving toward more advanced systems capable of contextual understanding and complex decision-making. Gartner predicts that by 2026, over 75% of enterprises will integrate AI into core processes. Rapid growth is expected in generative AI, which enables content and solution creation. Cloud-based tools and AI-as-a-Service will also make AI more accessible to small and mid-sized businesses, leveling the competitive field.

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The impact of artificial intelligence on organizational structure

Drobakh Roman

UNIWERSYTET EKONOMICZNY W KRAKOWIE

Pola Filipowicz

EU taxonomy as a tool to support sustainable development management

EU Taxonomy

The EU Taxonomy is a classification system that defines which economic activities can be considered environmentally sustainable, aiming to guide investments toward the EU's climate and environmental objectives.

It was established under Regulation (EU) 2020/852 and implemented through delegated acts, supporting the European Green Deal and the Sustainable Finance Disclosure Regulation (SFDR).

Methodology

The analysis is based on a review of academic literature, EU regulatory documents, and corporate sustainability reports.

In addition, a comparative assessment of InPost's reporting practices was conducted using its annual report for the year 2023.

Introduction

The purpose of this research is to examine the role of the EU Taxonomy as a tool for sustainable development management. It explores how the taxonomy shapes corporate sustainability strategies and policy decisions, accelerating the transition to a low-carbon economy.

Using InPost as a case study, the study highlights both opportunities and challenges, demonstrating how this regulatory framework enhances corporate alignment with environmental and sustainability objectives.

INPOST

InPost is a leading logistics company specializing in out-of-home delivery solutions, operating an extensive network of Automated Parcel Machines (APMs) across Europe.
The company focuses on sustainable last-mile delivery, offering services for e-commerce, courier, and parcel locker logistics.

ESG STRATEGY

InPost's ESG strategy emphasizes the integration of environmental responsibility, social impact, and corporate governance into its operations, with a strong focus on reducing carbon emissions and promoting circular solutions.

KEY KPIs

In comparison to 2022, in 2023 InPost observed **rise of all three KPIs** – Turnover, CapEx and OpEx with the activities aligned with EU Taxonomy. Year-on-year increase of 33% in taxonomy-aligned turnover and a sharp rise in electric vehicle deliveries reflect the company's strategic investment in taxonomy-compliant activities.

Tool in sustainable development management

The table presents InPost's key initiatives and their alignment with the EU Taxonomy, illustrating how the taxonomy serves as a practical tool for sustainable development management. InPost's low-emission delivery model, particularly through APMs, (Automated Parcel Machines) reduces CO_2 emissions by 98%, directly contributing to climate change mitigation.
Additional actions—such as the use of 100% renewable energy in APMs, the Green City Programme, and circular solutions like ECOreturns—demonstrate how the taxonomy informs both operational decisions and long-term planning.

Area	Key Data/Initiative	Taxonomy Relevance
APM/OOH Delivery	98% less CO2 vs. door-to-door delivery	Climate change mitigation
Taxonomy-Aligned Turnover	PLN 3,319.1m (+33% YoY)	Quantitative disclosure
EV Fleet	73m parcels (+143% YoY) delivered by EVs	Substantial contribution to climate goals
Renewable Energy	100% in Polish APMs	Do no significant harm, climate mitigation
Green City Programme	57 cities (54 PL, 3 FR)	Urban sustainability
Circular Economy	ECOreturns, recycled materials	Resource efficiency, waste reduction
Double Materiality	Stakeholder-driven ESG priorities	CSRD/ESRS compliance

Examples of InPost 2026 sustainability goals:

- Launching at least **two new solutions annually to promote sustainable consumer behaviour**.
- Achieving **net-zero GHG emissions** across the value chain **by 2040**. net-zero greenhouse gas emissions across the entire value chain by 2040.
- **Employing 1,000 employees** as a result of the implementation of programs of equalizing opportunities on the labor market
- By 2024, 100% of packaging in in-house operations made **from recyclable materials**.

8-Country EU Coverage

Conclusion

- Guided by stakeholder expectations and double materiality principles, InPost uses the EU Taxonomy not merely for regulatory compliance, but as a framework to structure, monitor, and scale its sustainability strategy across markets.
- InPost notes that **capital expenditure (Capex) can be** directly **linked to specific taxonomy-eligible activities, but revenue and operating expenses (Opex) typically cannot.** This makes it difficult to fully capture the scope of taxonomy-aligned financial performance.
- The EU Taxonomy is a powerful sustainable management tool that transforms sustainability from a reporting obligation into a driver of innovation, value creation, and long-term competitiveness. InPost's approach demonstrates how taxonomy alignment can **shape business models, enhance transparency**, and accelerate the transition to a low-carbon economy.

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KRAKOW UNIVERSITY OF ECONOMICS

Dominika Florek
Magdalena Hosaja

Autonomy vs. Automation
Opportunity or Threat?

In a VUCA world, automation and autonomous systems are both a response to and a driver of rapid change.

The objective of this poster is to highlight specific issues associated with workplace autonomy in the context of advancing automation.

Concerns about automation are longstanding. Initially, only manual, repetitive tasks were seen as at risk, while intellectual work seemed safe. The rise of AI, however, revealed that even cognitive tasks can be automated.

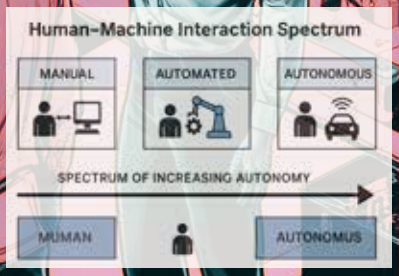
Today's shift brings autonomous systems that make decisions and adapt—replacing humans in many physical tasks. Can human autonomy survive in this changing landscape?

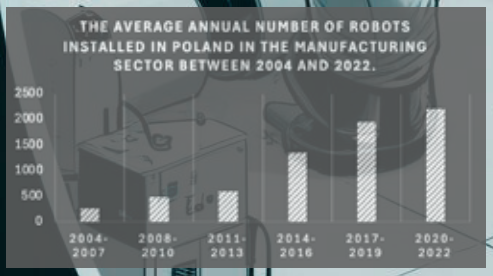
Human autonomy becomes even more crucial — organizations must empower people to make informed, ethical decisions in tandem with machines.

New tech jobs, higher efficiency, safer work, and more room for creativity.

Autonomous technologies can provide stability and speed in volatile markets, but they also introduce new layers of uncertainty and complexity.

Job loss, skill decline, tech dependence, and unclear AI responsibility.





As automation evolves into autonomy, the boundaries between human and machine roles continue to blur. While these technologies offer efficiency, safety, and innovation, they also bring risks—job displacement, skill erosion, and ethical uncertainty.

In the VUCA world, where change is constant and unpredictable, human autonomy is not a luxury but a necessity. To navigate this landscape, organizations must strike a balance: leveraging the power of autonomous systems while preserving space for human judgment, adaptability and responsibility.

Volatility
Uncertainty
Complexity
Ambiguity

<the_future_of_work_is_not>
<just_about_technology>
<it's_about_how_we_choose>
<to_live_and_lead_alongside_it>

Resources:
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Autonomy vs. Automation. Opportunity of Threat?

Florek Dominika, Hosaja Magdalena

UNIWERSYTET JAGIELLOŃSKI W KRAKOWIE

Aleksandra Franiek
Aleksandra Kuś

Hybrid work in the VUCA world

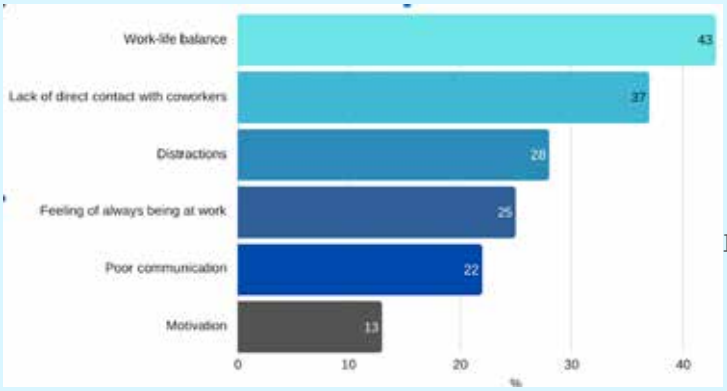
Managing hybrid teams in a VUCA world demands a new approach centered on trust, flexibility, and digital tools.

How to manage teams in the era of flexibility?

The VUCA Environment

The modern business landscape is marked by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). This calls for new leadership approaches, particularly in hybrid work models.

The most commonly mentioned challenges for remote workers



CHALLENGES IN HYBRID TEAM MANAGEMENT

- Team Cohesion: Physical distance can weaken team bonds.
- Communication Gaps: Remote and asynchronous communication can hinder clarity and collaboration.
- Performance vs. Well-being: Maintaining productivity while supporting employee mental health is a delicate balance.

BENEFITS AND KEY STRATEGIES FOR SUCCESS

Agile leadership promotes autonomy, transparent decisions, and fast feedback loops. Sustainable models emphasize flexible schedules, clear goals, and focus on outcomes over presence. Technology supports collaboration (e.g., Slack, Teams), performance tracking, and virtual team-building. This approach boosts engagement, resilience, agility, and work-life balance.

Saving time

Simple employee management

Clear goals

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WYŻSZA SZKOŁA ZARZĄDZANIA I BANKOWOŚCI W KRAKOWIE

CMQ 2025

AUTOR
LIC. JAKUB GAJEWSKI

METODY DOSKONALENIA PROCESÓW LOGISTYCZNYCH W DZIAŁALNOŚCI PRZEDSIĘBIORSTWA HANDLOWEGO

WPROWADZENIE

- Współczesna logistyka to kluczowy element budowania przewagi konkurencyjnej firm handlowych.
- Obszar magazynowania - newralgiczny punkt realizacji zamówień.

PROBLEM BADAWCZY

Jakie czynniki organizacyjne i technologiczne wpływają na efektywność realizacji procesu magazynowego - od przyjęcia towaru do jego wysyłki?

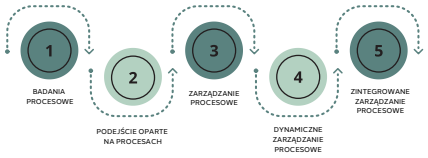
CEL BADANIA

Identyfikacja i ocena efektywności procesu magazynowania w firmie Offroad Express oraz wskazanie potencjalnych usprawnień.

HIPOTEZA BADAWCZA

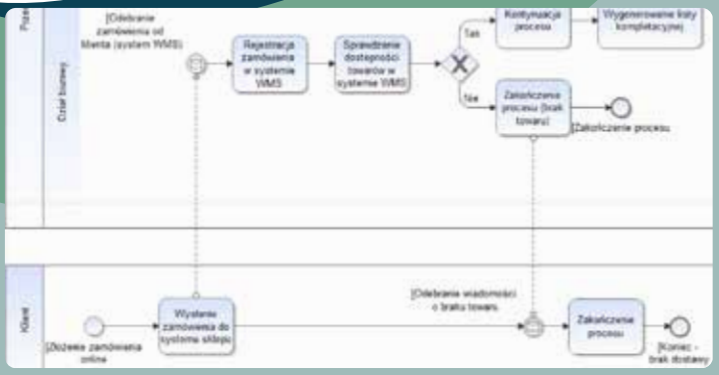
Największe trudności operacyjne występują na etapie kompletacji zamówień, a wdrożenie systemu WMS przyczyni się do znaczącego zwiększenia efektywności oraz ograniczenia błędów.

EWOLUCJA ZARZĄDZANIA PROCESOWEGO



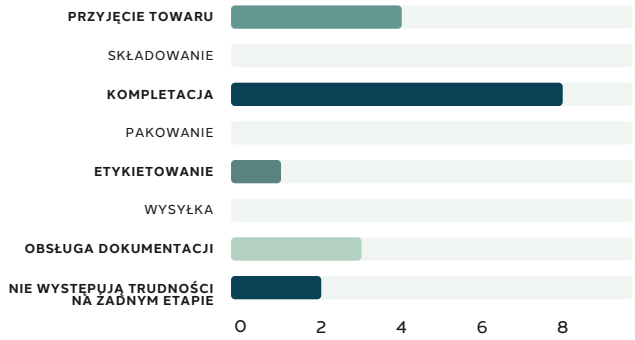
METODY DOSKONALENIA PROCESÓW LOGISTYCZNYCH

METODY BADAWCZE



FRAGMENT PROCESU MAGAZYNOWANIA W NOTACJI BPMN

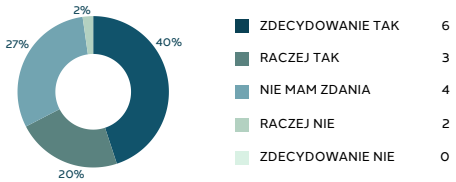
ETAPY PROCESU, W KTÓRYCH WYSTĘPUJĄ PROBLEMY



KLUCZOWE WYNIKI BADAŃ

1). **Problemy operacyjne** - kompletacja zamówień, brak systemu WMS, niejednolite etykiety.
2). **Postrzeganie technologii** - 60% pracowników pozytywnie ocenia wdrożenie WMS. Pracownicy są otwarci na cyfryzację procesów.
3). **Perspektywa zarządzającego** - potrzeba wdrożenia WMS, rozwój kompetencji cyfrowych.

POSTRZEGANIE TECHNOLOGII I SYSTEMÓW WMS



WNIOSKI Z BADAŃ

1). Problemy operacyjne koncentrują się na kompletacji zamówień.
2). Wysoka potrzeba standaryzacji i automatyzacji pracy magazynu, a jej brak wpływa negatywnie na płynność procesów.
3). Istnieje wysoka gotowość do zmian i wdrożenia systemu WMS.

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KRAKOW UNIVERSITY OF ECONOMICS

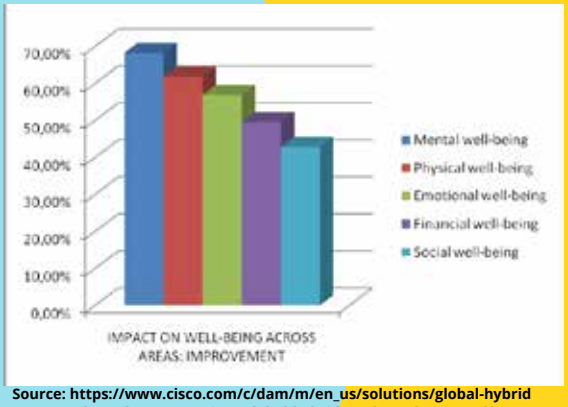
Filip Hardek

The Hybrid Workplace in the VUCA World – Challenges and Solutions

The aim of this poster is to explore how hybrid work models can help organizations navigate the challenges of the VUCA world — an environment defined by Volatility, Uncertainty, Complexity, and Ambiguity. As businesses shift toward more flexible ways of working, the hybrid model has emerged as a powerful response to these disruptive forces. This poster presents key challenges, real-world data, and practical strategies that leaders can adopt to support effective hybrid collaboration and resilience in the face of constant change.

Introduction

In response to the challenges posed by the VUCA environment, Cisco has emerged as a leader in developing a sustainable hybrid work model. As a global technology company with a distributed workforce, Cisco faced difficulties in maintaining organizational culture, ensuring seamless collaboration across time zones, and addressing the visibility gap between remote and in-office employees.
To navigate these complexities, Cisco adopted a "hybrid-first" strategy, which empowered employees to choose how and where they work, with no one-size-fits-all policy. This model was supported by major investments in Webex, Cisco's own collaboration platform, which was upgraded to support high-quality video meetings, interactive whiteboards, and asynchronous team communication.
Understanding that flexibility alone is not enough, Cisco launched a series of well-being initiatives, including mental health support, flexible scheduling options, and consistent leadership check-ins. These changes were not only about operational efficiency, but about fostering a culture of inclusion, trust, and transparency.
The results have been tangible. Cisco observed increased productivity and a notable improvement in employee retention. By enabling location-independent work, the company was also able to diversify its talent pool and create a more inclusive working environment. As a result of the "hybrid-first" strategy, Cisco saw a notable improvement in employee well-being, with increased satisfaction, reduced burnout, and better work-life balance. The focus on mental health support, flexible scheduling, and regular leadership engagement fostered a more supportive and resilient work environment.



Source: https://www.cisco.com/c/dam/m/en_us/solutions/global-hybrid-work-study/reports/cisco-global-hybrid-work-study-2022.pdf

In 2022, Trip.com, a global travel service provider, tested a hybrid work model to improve employee retention and productivity. Before the experiment, the company faced high turnover and low employee engagement. To address these issues, some teams switched to a hybrid model, while others remained in the office. Employees were allowed to work remotely two days per week, improving their work-life balance. The company also introduced weekly virtual team meetings to maintain communication and cohesion. Additionally, Trip.com provided training on time management and remote work best practices. The hybrid model resulted in a 33% reduction in employee turnover, saving the company millions annually. Employee satisfaction also increased, with workers reporting higher job satisfaction and better well-being. The changes helped reduce recruitment and training costs. Overall, Trip.com saw significant improvements in both retention and employee morale

Conclusion

In conclusion, hybrid work models have proven to be an effective response to the challenges of the VUCA world, offering organizations the flexibility and resilience needed to thrive in volatile, uncertain, complex, and ambiguous environments. As demonstrated by companies like Cisco and Trip.com, adopting a hybrid-first approach not only addresses operational challenges but also fosters a supportive and inclusive workplace culture. By empowering employees with greater autonomy over their work environments, businesses can improve productivity, employee well-being, and retention, ultimately driving long-term success. The key takeaway is that organizations must recognize the importance of flexibility, communication, and employee support to navigate ongoing disruption and remain competitive in the evolving global landscape.

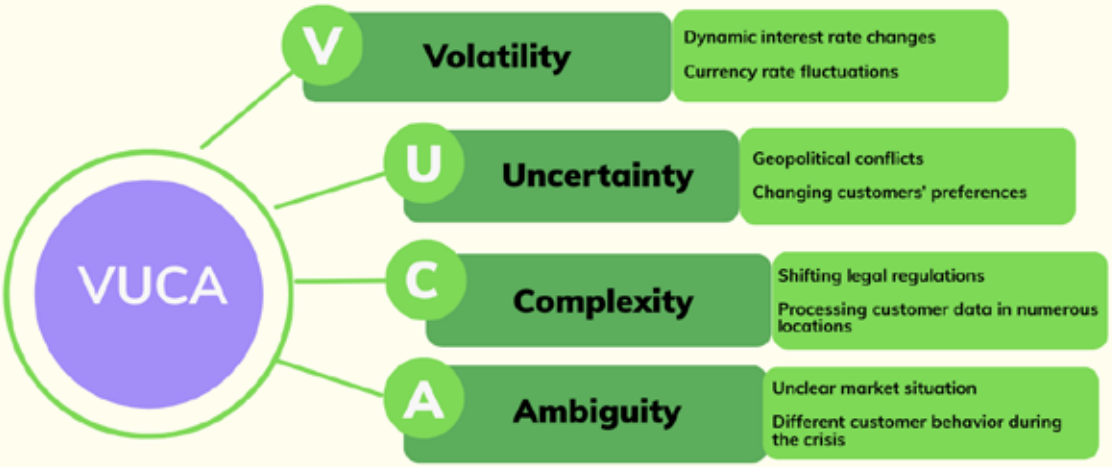
Resources

https://www.cisco.com/c/dam/m/en_us/solutions/global-hybrid-work-study/reports/cisco-global-hybrid-work-study-2022.pdf https://focus.hidubai.com/79-felt-that-working-remotely-had-improved-their-work-life-balance https://www.cisco.com/site/us/en/solutions/hybrid-work/index.html https://www.cisco.com/c/en/us/solutions/collateral/hybrid-work/workplace/reimagine-office-spaces.html? https://hbr.org/2024/10/one-company-a-b-tested-hybrid-work-heres-what-they-found

Dominika Jajkiewicz

BANKING IN THE VUCA WORLD

The financial market is one of the most important areas of the national economy. Thanks to machine learning and artificial intelligence, most traditional banks have undergone digital transformation. Despite the numerous advantages of electronic banking, like high quality of customer service and easy access to information, digitalized banks are threatened by the effects of the VUCA world. Weaker banks are falling victim to hackers and fraudsters who use artificial intelligence to steal customer data or money. The main goal of the poster is to present the factors that make financial institutions easier targets for hackers and fraudsters. It also describes a Polish startup that uses artificial intelligence to fight with scammers.



As a result of numerous and dynamic changes, humans are unable to ensure the cybersecurity of invested money or data. The Polish startup Nethone specializes in securing online payment transactions against hacking activities. The startup has been operating on the market since 2016.

Nethone

https://www.eu-startups.com/directory/nethone-2/

The VUCA world makes it difficult to organize resistant financial companies. Fraudsters and hackers take advantage of the lack of knowledge of bank employees and users. The solution to stop them is to use the same tools they use various forms of artificial intelligence. That's why the possibilities of Nethone are practically unlimited.

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Banking in the VUCA world

Jajkiewicz Dominika

Karolina Janusz

http://www.degrum.pl/

THE AIM OF THE POSTER IS TO SHOW THAT GREEN BUS STOPS CAN SERVE AS AN INTERDISCIPLINARY TOOL IN THE FIGHT AGAINST SMOG, COMBINING ECOLOGICAL, ENGINEERING, AND SOCIAL SOLUTIONS.

Source: https://climatelaunchpad.org/finalists/degrum/

Degrum is a Polish startup working on a "green stop" project. It allows people waiting for any means of transport to use a space free from pollution, and especially smog. Although there is currently not much information about their activities, this project is undoubtedly innovative and is an inspiration for similar structures currently being built.

Degrum took part in the **European Start-up Days 2019**, in the environmental protection category.

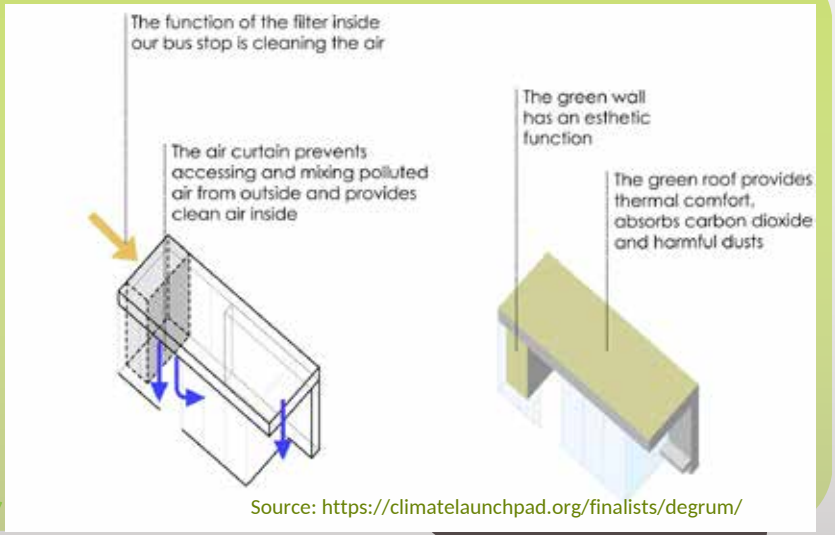
In the fourth edition of the anti-smog competition **"Smogathon"**, it received a special prize of **30,000 zł.**

THE MOST POLLUTED CITIES IN POLAND (2017–2024)

1 ORZESZE	7 WŁOCŁAWEK	13 KEPIE
2 RACIBORZ	8 BIELSKO-BIAŁA	14 KUTNO
3 ZGIERZ	9 KIELCE	15 LASK
4 JASTRZĘBIE ZDRÓJ	10 DZIALDOWO	16 RADOMSKO
5 SKARZYSKO-KAMIENNA	11 OTWOCK	17 KALISZ
6 KRZANOWICE	12 KATOWICE	18 KRAKÓW

THE BUS STOP DESIGNED BY DEGRUM

The bus stop will be built from modular elements, allowing its dimensions to be adjusted to spatial conditions. The roof will be covered with vegetation to reduce the heating of the structure, thereby lowering the surrounding temperature and significantly decreasing the amount of rainwater that needs to be drained by stormwater channels.



Source: https://climatelaunchpad.org/finalists/degrum/

IN CONCLUSION, THE IDEA OF CREATING GREEN BUS STOPS WOULD REVOLUTIONIZE THE FIGHT AGAINST SMOG AND CHANGE THE LIVES OF MANY PEOPLE.

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https://www.iqair.com/world-most-polluted-cities

Degrum – green stops as an interdyscyplinary tool in the fight against smog

Janusz Karolina

KRAKOW UNIVERSITY OF ECONOMICS

Angelina Kalyniuk

Customer Loyalty in the VUCA Era – How to Build Strong Relationships in Uncertain Conditions?

INTRODUCTION TO THE ISSUE

The VUCA world presents organizations with significant challenges in building customer loyalty. Rapid market changes, evolving consumer expectations, and technological advancements require companies to develop flexible strategies that not only adapt to shifts but also provide stability and value to customers. Traditional loyalty-building methods are no longer sufficient in such an unpredictable environment.

OBJECTIVE OF THE POSTER

This poster focuses on presenting key marketing tactics that help companies maintain customer loyalty when facing rapid changes and unpredictability in the VUCA landscape.

STRATEGIES FOR BUILDING LOYALTY IN A VUCA WORLD:

- Creating a culture of innovation both in the company and among consumers
- Community Building Around the Brand
- The company captures and understands the customer's experiences, feedback, and needs in relation to its product.
- Omnichannel Communication Strategy
- The company renews and adapts its resources (physical, financial, and human)
- The company constantly monitors the market to direct its technological developments.

KEY CHALLENGES IN BUILDING LOYALTY IN A VUCA WORLD:

- Volatility - Customer preferences shift rapidly due to new trends and competitive innovations.
- Uncertainty - It becomes harder to predict future consumer behavior and market trends.
- Complexity - The increasing number of communication channels and customer touchpoints complicates relationship management.
- Ambiguity - Defining the key drivers of loyalty is more challenging due to overlapping influences.

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KRAKOW UNIVERSITY OF ECONOMICS
JAGIELLONIAN UNIVERSITY IN KRAKÓW
Aleksandra Klasińska

ARTIFICAL INTELLIGENCE IN BUSINESS
ETHICAL DILEMMAS

The development and use of AI raises many ethical challenges in the business context. Nowadays, emphasis is placed on implementing ethical solutions in the proces of creating and using AI systems to minimize social risks and ensure compliance with moral values and business integrity.

The purpose of the poster is to analyze the relationship between business ethics and AI, addressing accountability, transparency, and sustainability.

Ethical principles to ensure sound development, implementation and use of AI systems - EC guidance

The principle of respect for human autonomy
AI systems should not unjustifiably subordinate, coerce, deceive, manipulate, condition or herd humans

The principle of prevention of harm
AI systems should neither cause nor exacerbate harm or otherwise adversely affect human beings

The principle of explicability
Crucial for building and maintaining users' trust in AI systems, points out the need of transparency of the AI processes

The principle of fairness
The use of AI systems should never lead to people being deceived or unjustifiably impaired in their freedom of choice

The roles of different levels of the organization in implementing the AI systems assessment checklist

Level	Relevant roles
Management and Board	Incorporates the implementation of AI systems into the organisation's strategy and acts as a higher authority for the evaluation of innovations and the application of AI when serious risks are detected
Legal department	Ensures that the use of AI systems complies with applicable legal standards and the values of the organisation
Product and Service Development	Using a checklist to assess the objectives of AI-based product and service development and recording the results of this assessment
Human Resources	Ensure appropriate competence and diversity of profiles among AI systems engineers; ensure appropriate training is provided

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Ethics guidelines for Trustworthy AI, High-level Expert Group on AI set up by EC, April 2019

CRACOW UNIVERSITY OF ECONOMICS

Lilianna Krężołek
Martyna Kowalewska

Innovative management methods in the VUCA world

Introduction

What is VUCA?

- VUCA is an acronym that stands for Volatility, Uncertainty, Complexity, and Ambiguity.
- It's a framework used to describe the dynamic and unpredictable nature of modern environments, particularly in business and project management.
- Originated in the U.S. Army War College in 1987. It was developed to help military leaders understand and respond to the challenges of a rapidly changing post-Cold War world.

Challenges of management in the VUCA World

- Fast and unpredictable changes, difficulties in long-term planning.
- Uncertainty and lack of clear information which leads to limited visibility into the future and making decisions with incomplete or rapidly changing data.
- Increased pressure on leadership - leaders must act quickly, yet strategically, they need for emotional intelligence, adaptability, and trust-building.

Innovative Management Methods

Design Thinking

Customer expectations evolve rapidly and Design Thinking enables organizations to stay relevant and responsive.

Stages

Empathize, Define, Ideate, Prototype, Test.
By following this process, organizations can develop innovative and user-centered solutions.

Distributed Leadership

Traditional top-down leadership structures often fail in environments that require speed and flexibility. Distributed leadership encourages empowerment at all levels. Decision-making authority is spread across teams who are closer to the information and the problems at hand.

Strategic Foresight

- Rather than relying on static planning, forward-thinking managers use strategic foresight to imagine future possibilities.
- Advantages: Improved ability to withstand challenges and readiness for unexpected events.

Agile Management

- Agile management techniques prioritize flexibility, iterative progress and rapid response to change.
- Agile breaks down detailed problems into manageable parts, encouraging collaboration to navigate interconnected challenges.

Continous Development

A culture of learning is essential in a world where skills and knowledge quickly become outdated. It equips individuals and organizations with the necessary skills and mindset to adapt to volatility, navigate ambiguity, and solve complex problems.

Case study - Spotify

Challenge

Traditional management methods became too rigid to support innovation and fast-paced growth in a highly volatile and uncertain environment.

Solution

Spotify implemented a unique Agile organizational model, tailored to foster flexibility and innovation. Key elements include:

- Squads – small, cross-functional, autonomous teams responsible for specific features
- Tribes – groups of squads working in related areas to encourage coordination
- Chapters and Guilds – horizontal networks for sharing expertise and best practices

Results

Spotify accelerated innovation, boosted employee engagement through team autonomy, and became more adaptable to a fast-changing, complex market.

Conclusion

In a VUCA world, innovative management methods like design thinking, distributed leadership, strategic foresight, agile, and continuous development are crucial. They emphasize flexibility, learning, and proactive adaptation to constant change and uncertainty. By empowering teams and focusing on continuous improvement, these approaches enable organizations to navigate complexity and thrive.

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WYŻSZA SZKOŁA EKONOMII I INFORMATYKI W KRAKOWIE

WERONIKA KULESZA
SARA SOLARZ

PSYCHOLOGICAL SAFETY IN MANAGEMENT SCIENCE ORGANIZATIONS

Introduction

Psychological safety, as defined by Harvard Professor Amy Edmondson, means the shared belief that a team is safe to take interpersonal risks. It is a key element of collaboration, innovation and organizational effectiveness.

BENEFITS OF PSYCHOLOGICAL SAFETY

- Better collaboration: Employees are more willing to share ideas and learn from mistakes.
- Innovation: A safe environment encourages experimentation.
- Efficiency: Teams that are open to discussion perform better.

IMPACT ON DECISION-MAKING AND LEADERSHIP

- Better decisions – open discussions lead to more informed choices.
- Strong leadership – leaders who promote openness build trust-based teams.

PURPOSE OF THE POSTER

The purpose of this paper is to present the importance of psychological safety in organizations and to show its impact on the functioning of teams, innovation and efficiency of operations

PSYCHOLOGICAL SAFETY ASSESSMENT – AMY EDMONDSON'S TOOL

- Mistakes are met with criticism.
- Team discusses problems openly.
- Differences lead to rejection.
- It's safe to take risks here.
- Asking for help is hard.
- No one undermines others.
- Unique skills are valued.

ORGANIZATIONAL CULTURE

- Openness – freedom to express opinions without fear of criticism.
- Trust – relationships built on respect and mutual support.

POLISH CONTEXT

The concept is still underdeveloped in Poland despite its proven impact on creativity and innovation.

CONCLUSION

PSYCHOLOGICAL SAFETY IS A CRUCIAL FACTOR IN ORGANIZATIONAL SUCCESS. TO BUILD IT, COMPANIES SHOULD PROMOTE TRANSPARENCY, INVEST IN LEADERSHIP DEVELOPMENT, AND REGULARLY ASSESS TEAM WELL-BEING. ORGANIZATIONS THAT PRIORITIZE A SAFE AND OPEN ENVIRONMENT UNLOCK GREATER INNOVATION, EMPLOYEE ENGAGEMENT, AND SUSTAINABLE GROWTH.

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Oleksandra Kushnir

HOW PREDICTIVE ANALYTICS HELPS BUSINESSES ANTICIPATE RISKS IN A VUCA WORLD

QUANTIFIES RISKS

Predictive analytics spots risks early by analyzing past and real-time data. It helps forecast events like customer churn, supplier issues, or market shifts. This allows businesses to act before problems escalate.

OPTIMIZES RESPONSE STRATEGIES

It supports smarter planning by suggesting how to respond to expected risks. Companies can adjust logistics, pricing, or inventory in advance. This minimizes losses and boosts efficiency.

SMARTER PREDICTIONS WITH AI

AI and machine learning improve the speed and accuracy of predictions. They detect subtle patterns and threats across massive data. This enables faster and more reliable decision-making.

RESILIENCE AND AGILITY

Predictive analytics strengthens a company's ability to adapt quickly. Scenario modeling helps prepare for different futures. It keeps businesses stable and responsive in uncertain conditions.

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How predictive analytics helps businesses anticipate risks in a VUCA world

Kushnir Oleksandra

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Oliwia Lichtenberg

Employee well-being as a key factor in organizational success

The problem

The purpose of this poster is to draw attention to the critical role of employee well-being in shaping the success and sustainability of modern organizations. Today's workplaces are undergoing significant transformations, from remote and hybrid work models to the growing mental health crisis and increased employee expectations around balance, purpose, and support. The core issue lies in treating well-being as an add-on rather than integrating it into the organizational culture, leadership practices, and strategic decision-making. Addressing this gap is essential not only for the health of employees, but also for the long-term success and resilience of the organization.

Superficial approach to well-being

In many organizations, well-being efforts are limited to symbolic actions such as occasional workshops, mindfulness apps, or minor perks. While well-intentioned, these initiatives often fail to address deeper issues like work overload, lack of support, or limited autonomy.

The absence of a consistent strategy and genuine leadership commitment leads to "well-being washing" — a superficial display of care that may increase employee frustration and reduce trust in the organization.

Rising levels of stress and burnout

An increasing number of employees are experiencing chronic stress, excessive workloads, and a lack of work-life balance. As a result, cases of burnout are growing, leading to reduced effectiveness, lower engagement, and higher absenteeism.

What is Well-being in Organizations?

Employee well-being in organizations refers to creating a work environment that supports mental, physical, and social health. It goes beyond benefits and perks. It's about building a culture of trust, respect, balance, and purpose.

Key elements include:

- Mental and physical health support
- Positive relationships and inclusion
- Work-life balance and flexibility
- Meaningful work and recognition
- Psychological safety and open communication
- Opportunities for growth and development

Summary

Supporting employee well-being is not just a trend. It's a strategic priority that drives productivity, loyalty, and resilience. Organizations that genuinely care for their people by promoting balance, purpose, and psychological safety create a strong foundation for sustainable growth and success. Real impact comes when well-being is deeply embedded in everyday practices and leadership.

The graphics were created using Canva.
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https://www.researchgate.net/publication/383033044_The_relationship_between_employee_well-being_and_organisational_effectiveness

ALEKSANDRA LIPKA
KACPER BOJDA

WHO WITH WHOM? POLITICAL UNCERTAINTY

Nowadays political uncertainty is huge dangerous for businesses. Situations in various countries as well as dynamically changing international relations are a threat to cooperating businesses and significantly affect the quality of financial results of foreign partners. Such events affect the increase in raw material prices, restrictions in international trade and uncertainty in further investments. Unfortunately, companies have no influence on such situations in the world.

The purpose of the poster is to show the dynamic political situations and international relations in which modern enterprises operate.

The recent elections and the change of the US president caused changes and confusion in international diplomacy. Since the Russian aggressor attacked Ukrainian territories in 2022, Ukrainians could count on the enormous support of the European Community and the United States, which is the leader in military supplies. After Donald Trump won the presidential election, the role of the US changed drastically. Contrary to his predecessor, the 45th and 47th president of the United States set the goal of ending the conflict as soon as possible, not taking into account the good of Ukraine first and foremost. Good relations with Vladimir Putin and the desire to reach an agreement in his favor worry all of Europe.

The policy of the United States has become unpredictable and often shocking to Europe and the rest of the world. Starting with the demand for ownership of the exploitation of Ukrainian rare earth resources in exchange for the aid they received to territorial claims regarding Canada and Greenland. Donald Trump and J. D. Vance are sure to seize the island, explaining it with the security of the NATO alliance, but it is known that Greenland has rich deposits of natural resources. This causes conflict, because the island is a dependent territory of Denmark and itself wanted to become an independent state in the future. Such a situation is dangerous because both countries belong to the same alliance and are business partners.

Donald Trump, during his second term, decided to start a tariff war. At the beginning of April, he announced a list of new tariffs. It included competitive countries such as China, but also trading partners such as the European Union. It also hit poorer countries such as Lesotho, where clothes for the American market are manufactured and then exported there. The changes have caused shock and consternation among politicians around the world, who are already implementing retaliatory tariffs. President Trump announces the rebirth of American industry, but the initial effects are mainly huge declines in the stock market of American companies and the outflow of 1.7 trillion dollars from Wall Street.

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Wydawnictwo: Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach
USA – przewodnik po rynku. Wydawca: Polska Agencja Inwestycji i Handlu S.A.

Who with whom? Political uncertainty

Lipka Aleksandra, Bojda Kacper

KRAKOW UNIVERSITY OF ECONOMICS

Maksym Malichenko

'Overemployed'—A Trend in the Face of Uncertainty

"pro et contra" of 'Overemployed' trend for employees and employers

Objective: Investigate potential impact of 'Overemployed' trend on job market

Who is 'Overemployed'?

'Overemployed' is somebody, who works 2 or more full-time remote jobs at the same time.

When & Where?

The 'overemployment' trend became particularly noticeable during the pandemic, when the number of remote positions increased significantly. While it is most prevalent in the broadly defined IT sector, it is also emerging in other industries.

Some statistics

"Thirty-seven percent of respondents to a January 2023 poll of nearly 1,000 workers from job site Monster admitted to having more than one full-time job. And among those who only work one full-time job, most (57%) said they would consider adding another."

FORTUNE, February 13, 2023

Why?

There are several reasons why employees take on multiple jobs, but the primary motivation is financial. For some, it also presents an opportunity to gain new experience and develop additional skills. Moreover, it allows individuals to explore different job roles without jeopardizing their current position.

Potential pros for employees

- Increased income
- Diversified employment risk, stronger negotiation position, career independence
- Diverse skillset (exposure to more tools, processes, and business models)
- A way to experiment with new industries or roles without fully quitting your main job

Potential pros for employers

- Access to bigger poll of highly skilled professionals (especially for those of narrow expertise)
- Potentially lower cost for hiring employees (employees may agree on lower salary, since they have other sources of income)

Potential cons for employees

- Risk of job loss, as well as risk of damaging professional reputation. In some cases potential law prosecution.
- Difficulties in career grows
- Burnout and Mental Fatigue, potentially lack of work-life balance

Potential cons for employers

- Risk of data leaks, unintentional cross-company knowledge sharing, misuse of company resources
- Higher turnover
- Decreased employee focus and productivity, reduced team cohesion

Entire website (overemployed.com) devoted to the trend. There are communities on Reddit and Discord as well.

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INSTYTUT PRZEDSIĘBIORCZOŚCI
UNIWERSYTETU JAGIELLOŃSKIEGO

Oliwia Miernik, Alicja Bogdan

The Impact of Video Assistant Referee (VAR) on Decision-Making and Match Outcomes in Football

INTRODUCTION

In recent years, football officiating has experienced a significant transformation due to the introduction of technologies like the Video Assistant Referee (VAR). Designed to improve decision-making accuracy and enhance fairness on the field, VAR directly addresses long-standing criticisms of human errors in officiating. As football becomes increasingly fast-paced and highly scrutinized, the demand for reliable, technology-driven solutions has never been more pressing. However, despite its advantages, VAR has been at the center of controversy, with critics arguing that it disrupts the flow of the game, introduces delays, and sometimes leads to inconsistent decisions. These challenges have sparked debates over whether the technology truly enhances the sport or undermines its spontaneity and emotional intensity.

This research aims to explore the impact of the Video Assistant Referee (VAR) system on decision-making processes in Premier League football. By analyzing the effectiveness, challenges, and reception of VAR, this study seeks to contribute to a deeper understanding of its role in enhancing the integrity of officiating in the sport. The findings will provide insights into how VAR influences match outcomes and the perceptions of players and fans regarding its implementation.

RESEARCH QUESTIONS

1. How has VAR affected key officiating metrics in the Premier League?
2. What challenges does VAR implementation present, and how do they influence match outcomes?
3. What are the perceptions of players and fans regarding VAR's impact on officiating and the game's emotional experience?

METHODS

This research will employ a quantitative and qualitative analysis of Premier League matches to assess the impact of VAR on officiating decisions. The methodology will consist of the following steps:

Data Collection:

Pre-VAR Season (One Season)
As VAR was not operational, data for the pre-VAR season will be collected using alternative methods to identify incidents that might have been influenced by VAR.

Post-VAR Seasons (Four Seasons)
For the seasons after VAR implementation, comprehensive and standardized data will be collected from official Premier League reports, match summaries, and reputable data providers. The analysis will include the following key metrics: Key metrics to be analyzed include:

- Total overturns
- Goals leading to goals and disallowed goals
- Penalties awarded and overturned
- Penalty retakes
- Goals ruled out for offside and awarded after incorrect offside
- Goals ruled out for handball and allowed after wrong handball
- Red cards and overturned red cards

Match Analysis: Specific matches in the Premier League where VAR played a pivotal role will be examined, focusing on the context of significant incidents, the decisions made, and the reactions from players and fans.

Fan and Player Reactions: Social media sentiment and post-match interviews will be analyzed to gauge reactions regarding the use of VAR. Data will be collected from platforms such as Twitter and official media outlets, categorizing feedback into positive, neutral, and negative sentiments.

VIDEO ASSISTANT REFEREE (VAR)

Figure 1. Source: FIFA..

VAR assists referees by reviewing critical game-changing decisions, thereby minimizing the impact of mistakes on match outcomes.

Challenges and Negative Aspects of VAR

The information is derived from an ESPN article, referencing a statement made by the representative of Club Wolverhampton Wanderers F.C.

- Frustration and confusion inside stadiums due to lengthy VAR checks and poor communication
- A more hostile atmosphere with protests, booing of the Premier League anthem and chants against VAR
- Overreach of VAR's original purpose to correct clear and obvious mistakes as it now overanalyses subjective decisions and compromises the game's fluidity and integrity
- Diminished accountability of on-field officials due to the safety net provided by VAR, leading to an erosion of authority on the pitch
- Continued errors despite VAR, with fans unable to accept human error after multiple views and replays, damaging confidence in officiating standards

Premier League VAR Decisions Across Seasons

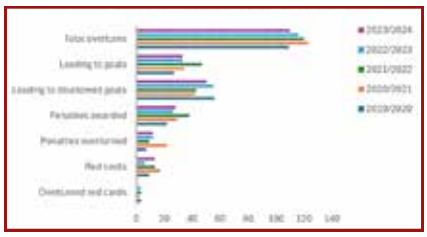


Figure 2. Source: Adapted from articles on ESPN from the series 'How VAR Decisions Affect Each Premier League Club.

What does the VAR review?

- Goal/no goal
- Penalty/no penalty
- Direct red card (not second yellow card/caution)
- Mistaken identity (when the referee cautions or sends off the wrong player)

What does it not review?

- Any yellow card (including second yellow card leading to red)
- Any free kick offence outside the box (other than red card offence)

CONCLUSION AND NEXT STEPS

This study examines the impact of VAR on decision-making in Premier League football, revealing improvements in accuracy for goals, penalties, and red cards. However, challenges such as delays, disrupted match flow, inconsistent decisions, and overreach into subjective calls remain. Despite VAR's potential to enhance fairness, its overall effectiveness and the reaction from fans and players highlight areas for improvement.

While this research is ongoing, the next steps will involve comprehensive data collection from both the pre-VAR season and four seasons after its implementation. This will include analyzing key metrics like overturns, disallowed goals, penalties, and red cards, alongside examining specific matches where VAR played a pivotal role. Additionally, the study will assess fan and player reactions through social media sentiment analysis. Future work will focus on refining the methods and analyzing the evolving role of referees, with potential expansion to other leagues for a broader comparison of VAR's impact.

UNIWERSYTET EKONOMICZNY W KRAKOWIE

JULIA NESKA

ELECTRIC CARS – FUTURE OR THE PAST?

Objective of the Poster:

To evaluate whether electric vehicles (EVs) represent a truly sustainable solution for the future of mobility, or whether they are a product of green marketing and economic lobbying with significant hidden costs.

PROS

- **Zero Emissions:**

Electric vehicles do not emit CO_2 during use, reducing air pollution and supporting climate goals.

- **Lower Operating Costs:**

EVs are cheaper to run and maintain thanks to simpler mechanics and low energy costs.

- **Renewable Energy Integration:**

They can be powered by clean energy sources, making them part of the sustainable energy transition.

- **Quiet and Smooth Ride:**

Electric motors provide a silent, vibration-free driving experience, improving urban comfort.

CONS

- **Battery Pollution:**

Lithium and cobalt mining damages ecosystems and raises ethical concerns in supply chains.

- **Limited Recycling:**

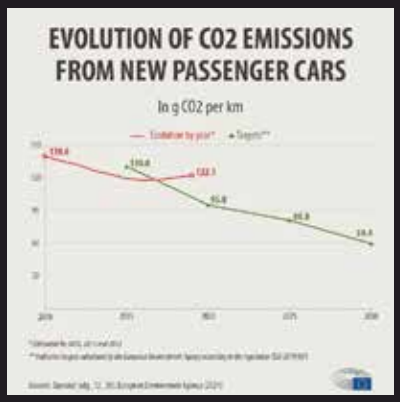
There is currently no efficient global system for recycling old EV batteries.

- **High Manufacturing Emissions:**

Producing batteries generates significant CO_2, offsetting early environmental benefits.

- **Fire and Safety Risks:**

EV batteries are prone to overheating and catching fire, especially when damaged or aged.



SUMMARY

Electric vehicles are widely promoted as a sustainable solution for the future of transport. However, their true environmental and economic impact remains a subject of debate, inviting further analysis and critical reflection.

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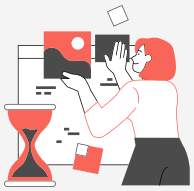
Ostap Petriv

The Hybrid Work Model: A Smart Response to VUCA Challenges

NAVIGATING VOLATILITY, UNCERTAINTY, COMPLEXITY, AND AMBIGUITY THROUGH MODERN WORK PRACTICES



AIM OF THE POSTER

In a VUCA world — marked by volatility, uncertainty, complexity, and ambiguity — hybrid work emerges as a key strategy for organizational resilience. It offers flexibility to counter volatility, data-driven insights to reduce uncertainty, structured policies to manage complexity, and adaptability to address ambiguity. This poster explores how hybrid models enable businesses to thrive in dynamic environments by aligning employee autonomy with organizational stability.

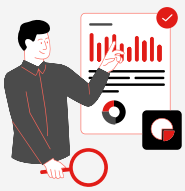
INTRODUCTION

The modern business landscape is increasingly shaped by the VUCA framework — characterized by Volatility, Uncertainty, Complexity, and Ambiguity. These conditions challenge organizations to remain flexible, responsive, and resilient. In this context, hybrid work has emerged not only as a response to crisis, but as a forward-looking strategy that redefines how we structure work. It combines remote and in-office practices to support adaptability, employee well-being, and business continuity. More than a logistical adjustment, hybrid work represents a cultural and strategic shift that helps organizations thrive in unpredictable environments.

THE “US VS. THEM” PROBLEM IN HYBRID WORK (THE INCLUSION SOLUTION)

Hybrid work, while offering flexibility, can unintentionally create divisions between remote and on-site employees. Remote workers often feel less visible, excluded from informal networks, and overlooked in decision-making. This results in unequal access to opportunities and information. As The Inclusion Solution stresses, inclusion must be proactive — equity in hybrid environments doesn't happen by default. Organizations must deliberately design systems where all employees, regardless of location, are seen, heard, and equally valued.

SECURING HYBRID WORKFORCES AMID VUCA CHALLENGES



In a VUCA environment, hybrid work introduces new safety and security challenges. As employees work from varied locations, organizations must balance duty of care with respect for personal privacy. The IFSEC Global roundtable highlights the need for clear safety protocols, simple reporting tools, and a culture of awareness. With the right technology and proactive policies, hybrid models can support both employee well-being and organizational resilience.

SECURING HYBRID WORKFORCES AMID VUCA CHALLENGES

In a VUCA environment, hybrid work introduces new safety and security challenges. As employees work from varied locations, organizations must balance duty of care with respect for personal privacy. The IFSEC Global roundtable highlights the need for clear safety protocols, simple reporting tools, and a culture of awareness. With the right technology and proactive policies, hybrid models can support both employee well-being and organizational resilience.

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KRAKOW UNIVERSITY OF ECONOMICS

KATARZYNA PIWNIK

ECONOMIC AND SOCIAL BENEFITS OF AI USE BY A WIDE RANGE OF USERS

SUBSTANTIVE CONTENT

THE POSTER PRESENTS HOW GENERATIVE ARTIFICIAL INTELLIGENCE (GAI) CAN HELP AUTOMATE AND SPEED UP BUSINESS PROCESSES BY INCREASING OPERATIONAL EFFICIENCY AND IMPROVING DECISION-MAKING CAPABILITIES. THE POSTER SHOWS THE IMPLEMENTATION OF ADVANCED LARGE LANGUAGE MODELS IN VARIOUS ORGANIZATIONAL CONTEXTS.

OBJECTIVE OF THE POSTER

THE POSTER DEMONSTRATES HOW GAI GENERATES NEW CONTENT, IN WHICH SECTORS ORGANIZATIONS ARE ADOPTING THESE TECHNOLOGIES, AND HOW GAI CAN IMPROVE NOT ONLY OUR WORK BUT ALSO OUR DAILY LIVES. THESE TOOLS ARE NOW BEING USED BY A WIDE AND GROWING RANGE OF USERS AROUND THE WORLD

INTRODUCTION

Generative Artificial Intelligence (**GAI**) is technology that can create new content — such as text, images, audio or computer code — based on what it has previously learned from massive datasets.
GAI, in particular large language models (**LLMs)** such as **ChatGPT**, has the potential to revolutionize research.

[1]

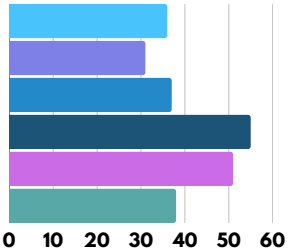
EXAMPLES

One of the most well-known examples of GAI is **ChatGPT,** developed by OpenAI. After releasing it in November 2022, it gained over **100 million users** in two months. Other notable LLMs are:
Claude 3.7 Sonnet by Anthropic is hybrid reasoning model known for detailed responses.
Bielik is the first language model primarily trained on Polish-language data.
DeepSeek is a platform from China, known for strong coding and text understanding.

LLMs have become useful **research tools** for tasks ranging from ideation and feedback, writing and background research to data analysis and coding.

WHY GAI IS IMPORTANT?

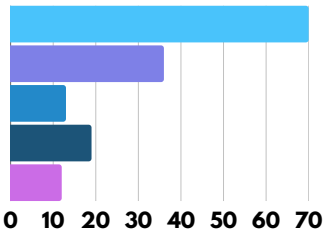
GLOBAL OPINION ON THE POTENTIAL OF AI TO IMPROVE LIFE (%) [3]



GLOBAL VIEWS ON WHICH SECTORS ARE MOST LIKELY TO BE IMPROVED BY AI:
The economy
The job market
My job
The amount of time it takes to get things done
My entertainment options
My health

*According to **Artificial Intelligence Index Report 2025** the use of AI by organizations worldwide has been increasing year by year — from **56%** in 2023 to **78%** globally in 2024. [4]*

THE MOST COMMON GAI USE CASES BY FUNCTION (%) [2]



AI USE BY ORGANIZATIONS CONTINUES TO GROW. THE MOST COMMONLY USED AREAS ARE:
Marketing and sales
R&D/product development
Software engineering
Other corporate function
Service operations

WHAT ARE THE BENEFITS OF GENERATIVE AI?

Organizations have reported **cost reductions** and **revenue increases** where they have started using AI.
GAI supports repetitive and routine tasks, leading to productivity gains.
A Microsoft workplace study established baseline productivity improvements in common workplace tasks, with document editing increasing by 10–13% and email processing time decreasing by 11%. [4]

WHAT ARE THE FUTURE OF JOBS?

*The "**Future of Jobs 2023**" report by the World Economic Forum (WEF) predicts that by **2027**, as many as 23% of current jobs will undergo transformation.*
*This means that millions of people around the world will need to **reskill** or **acquire new skills.***
*The jobs of tomorrow will be those who are **GAI literate** - those who can select the most suitable AI tool, adept at crafting better prompts and able to use iterative queries. [5]*

[1] VISUALIZATION BASED ON PUBLICLY AVAILABLE DATA RETRIEVED FROM ADDEPTO.COM, MODIFIED AND ADAPTED BY THE AUTHOR
[2] , [3] AUTHOR-DEVELOPED GRAPHIC BASED ON DATA ORIGINALLY PUBLISHED ON ARTIFICIAL INTELLIGENCE INDEX REPORT 2025, STANFORD UNIVERSITY HUMAN-CENTERED ARTIFICIAL INTELLIGENCE. CERTAIN ELEMENTS WERE REMOVED OR MODIFIED FOR CLARITY
SOME CONTENT ADAPTED FROM: "GENERATIVE AI FOR ECONOMIC RESEARCH: USE CASES AND IMPLICATIONS FOR ECONOMISTS" BY ANTON KORINEK
[4] ARTIFICIAL INTELLIGENCE INDEX REPORT 2025, STANFORD UNIVERSITY HUMAN-CENTERED ARTIFICIAL INTELLIGENCE
[5] WORLD ECONOMIC FORUM (WEF) "FUTURE OF JOBS 2023"

WebDev teams navigating a VUCA world

By Yurii Podria

In this poster I provide an overview of the evolution of web development, from early static HTML pages to the dynamic, interactive, and AI-powered experiences of today.

The VUCA world presents the challenge of keeping up with the fast-paced and constantly evolving field of web development. Developers and teams must continuously adapt to new technologies, tools, and methodologies to remain competitive and deliver efficient digital solutions.

Web development began with static HTML in the early 1990s. CSS added style, while JavaScript brought interactivity. The late '90s introduced server-side scripting (PHP, ASP), enabling dynamic content and laying the foundation for interactive web applications.

With AJAX and richer user experiences, Web 2.0 introduced real-time data loading and social interaction. Websites became platforms for user-generated content, transforming the internet into a collaborative space.

By the mid-2000s, frameworks like jQuery, AngularJS, and later React and Vue.js streamlined development. These tools made it easier to build responsive, component-based user interfaces.

The mobile revolution sparked responsive design and mobile-first strategies. Simultaneously, cloud platforms like AWS and Azure allowed scalable infrastructure, reshaping how teams deployed and managed applications.

In a fast-changing tech landscape, adaptability became crucial. Companies like Spotify used microservices and autonomous teams to stay agile, while Netflix adopted DevOps and chaos engineering to ensure resilience.

Web development teams embraced tools like Git, Docker, and Kubernetes. Microservices, APIs, and serverless computing became essential for flexibility, scalability, and rapid iteration.

AI is now a key driver in web tech. Chatbots, recommendation engines, and predictive analytics are powered by tools like GPT and TensorFlow.js, enhancing both UX and development efficiency.

The future of web development includes WebAssembly, AR/VR, voice interfaces, and ethical design. To thrive, teams must stay curious, adopt new tools, and remain adaptable in a constantly evolving digital world.

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Web Development in the world of VUCA

KRAKOW UNIVERSITY OF ECONOMICS

BUILDING A SURVIAL STRATEGY IN THE VUCA WORLD

Introduction

Joanna Polańska

The VUCA worldforces organizations to be ready to operate under conditions of constant change and unpredictability. The COVID-19 pandemic, the war in Ukraine, the energy crisis, and climate change are just a few of the major challenges faced in recent years.The aim of the poster is to show how companies can survive and adapt in a changing and uncertain world.

LPP S.A., the largest fashion retailer in Central and Eastern Europe, effectively responded to challenges such as COVID-19 lockdowns and disruptions caused by the war in Ukraine. The company quickly expanded its online sales by developing a stronger e-commerce platform and mobile app, making shopping accessible despite store closures. LPP also shifted part of its production closer to Europe to reduce supply-chain risks and delays.

LPP

IKEA, the world's largest furniture retailer, implements a sustainability strategy through its "Buy Back & Resell" program, which allows customers to return used furniture for store credit. Refurbished items are sold in the "As-Is" section, supporting recycling and waste reduction. During the pandemic the company also introduced "click and collect" services which helped customers order products online and pick them up in-store, which was convenient and safe.

During the pandemic, Zoom quickly adapted to the massive increase in users. The company scaled up its resources and introduced innovations such as end-to-end encryption, "waiting room" and special features for the education sector. As a result, the number of active users grew from 10 million daily in January 2020 to 300 million in April.

zoom

Summary

Building resilience isn't something that happens just once; it's more of a mindset. Organizations that make flexibility, digital transformation, and sustainability a core part of their operations are in a much better position to succeed in a VUCA world.

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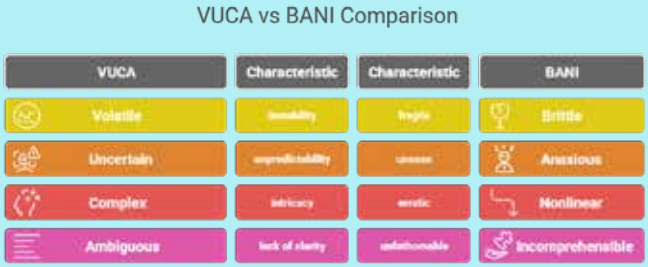
Katarzyna Pułka
Gabriela Gobiecka
Adrian Wyczesany

MANAGERIAL COMPETENCIES IN TIMES OF VUCA/BANI NEW IMAGE OF A LEADER

In today's BANI world, the traditional teachings of business schools are losing their relevance. The classic question of what defines true leadership now demands a different perspective. We no longer live in the relatively stable VUCA environment—instead, we face a far more chaotic and unpredictable reality. This shift calls for a completely new approach to leadership, one that aligns with the complexity and instability of the modern world.

THE AIM OF THE POSTER IS TO PRESENT THE CHALLENGES AND OBSTACLES THAT MANAGERS CURRENTLY FACE IN ORGANIZATIONS, AS WELL AS HOW THE CONCEPT OF LEADERSHIP HAS EVOLVED IN THE BANI ERA. IT ALSO OUTLINES THE KEY QUALITIES AND SKILLS THAT ARE ESSENTIAL FOR MODERN LEADERS IN BUILDING EFFECTIVE TEAMS.



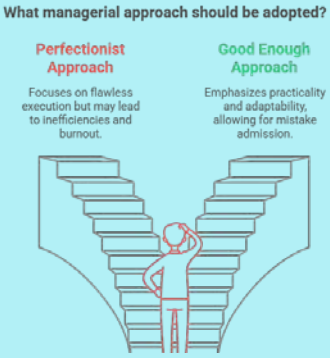
VUCA stands for Volatile, Uncertain, Complex, and Ambiguous. It describes a world full of rapid changes and unpredictability that require strategic thinking, agility, and adaptability from leaders. BANI stands for Brittle, Anxious, Nonlinear, and Incomprehensible. It reflects a more emotionally charged and fragile world, where systems can break suddenly, and people feel overwhelmed. It calls for resilience, empathy, and emotional intelligence in leadership.

In a BANI world effective management and leadership call for adaptability, creativity, and empathy. Leaders must sharpen their communication, problem-solving, and change management abilities to steer through the challenges of an ever-shifting environment. Success depends on their willingness to grow, stay flexible, and continuously evolve to meet the demands of an unpredictable and complex reality.

Key principles that promote authentic, adaptive leadership in a constantly changing world. These lessons encourage leaders to move away from rigid ideals and embrace a more human, flexible approach[4]:

1. **Avoid Black-and-White Thinking – Leadership isn't about rigid categories; it's about navigating complexity with openness.**
2. **Be Consistent and Authentic – True leadership stems from being genuine and acting in alignment with your values.**
3. **Know Yourself to Lead Others – Self-awareness is foundational to understanding and effectively guiding your team.**
4. **Stay Connected to Who You Are – Regular self-reflection helps maintain direction and purpose.**
5. **Listen First – Prioritize listening over speaking to build trust and understanding.**
6. **Provide Focused Context – Offer necessary background without overwhelming people with too much information.**
7. **Communicate Clearly – Use straightforward language while respecting the complexity of the message.**
8. **Overcommunicate When Needed – Transparency and frequent communication are crucial, especially in times of uncertainty.**
9. **Seek Feedback Regularly – Continuous improvement relies on openness to input and critique.**
10. **Embrace Diverse Skills and Experiences – Leverage the strengths of a varied team to drive innovation and resilience.**
11. **Distribute Leadership – Encourage shared responsibility and empower others to lead.**
12. **Build Trust – Trust is the foundation of all effective leadership—nurture it through honesty and reliability.**

These principles form a modern roadmap for leadership rooted in humility, adaptability, and genuine human connection.



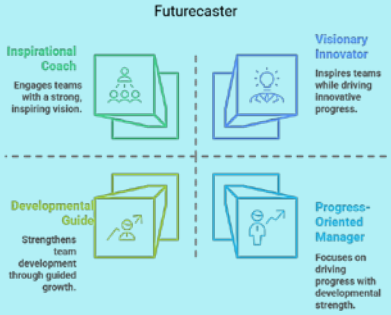
In today's volatile BANI world, traditional leadership models taught in business schools are losing relevance. The long-standing debate about the roles of managers versus leaders has evolved. Classic views, like those of Fayol[4], saw leadership as just a function of management, while thought leaders like Zaleznik[4] and Kotter[4] highlighted fundamental differences - managers support stability, while leaders drive change.

However, in a world where change is constant and unpredictable, rigid planning is no longer effective. Leaders can no longer rely on predefined steps or accumulated knowledge alone. They must continuously learn, unlearn, and adapt.

This is where the concept of the "Leader Good Enough" by Piotr Prokopowicz and Sebastian Drzewiecki[4] comes in. Inspired by Herbert Simon's distinction between perfection-seeking and "good enough" decision-making, they argue that striving for perfection in leadership leads to burnout and disillusionment. Instead, embracing imperfection and authenticity is more sustainable and effective.

Good enough leaders are self-aware, consistent, and open about their limitations. Paradoxically, this vulnerability builds trust and respect among their teams. The authors present 12 key lessons for authentic leadership, emphasizing empathy, communication, collaboration, and trust.

In essence, modern leadership isn't about being flawless. It's about being real, responsive, and resilient.



A Futurecaster is a modern leader designed for the BANI world—one marked by brittleness, anxiety, nonlinearity, and incomprehensibility. They combine vision, agility, innovation, relational intelligence, and resilience to guide teams through uncertainty. Unlike traditional leaders, Futurecasters don't just react to change—they anticipate, shape, and navigate it with clarity and adaptability. Their strength lies in turning chaos into opportunity and leading with purpose in unpredictable environments.[1]

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Managerial Competencies in the VUCA/BANI Era. Do We Need a Manager or a Leader?

Pułka Katarzyna, Gobiecka Gabriela, Wyczesany Adrian

Poland's Startup Landscape: A Regional Overview

Rakevich Violetta, Wojtek Julia, Fornalik Julka

KRAKOW UNIVERSITY OF ECONOMICS

Leadership in the VUCA World: Key Competencies for Entrepreneurs

Karolina Rogoz

The **aim** of this poster is to present **key leadership competencies** that enable **entrepreneurs** to **succeed** in the dynamic and unpredictable **VUCA environment**. In a world shaped by Volatility, Uncertainty, Complexity, and Ambiguity, entrepreneurs must go **beyond traditional** management approaches. This poster highlights critical soft and strategic skills—such as **adaptability, empathy, foresight, and innovation**—grounded in recent academic research. By identifying and **applying these competencies**, entrepreneurial leaders can respond to disruption with **resilience** and **confidence**.

V **Agility & Risk Tolerance** - Entrepreneurs must be **flexible** and **responsive**, making quick yet thoughtful **decisions** while remaining calm in the face of constant **change**.

U **Visionary Thinking**- In uncertain times, leaders need to **create** and **communicate** a strong **vision**, guiding their teams even when the path forward is unclear.

C **Systemic Thinking & Collaboration** - Entrepreneurs should be able to see the big **picture**, understand **relationships** across systems, and **collaborate** effectively with diverse stakeholders.

A **Creativity & Innovation** - In ambiguous scenarios, leaders must be **open** to **experimentation** and new ideas, exploring unconventional **solutions** to emerging **problems**.

In the VUCA world, effective leadership is no longer optional — it's essential. Recent studies confirm the widening gap between the leadership skills organizations need and what they currently have. According to Deloitte's 2023 Human Capital Trends report, only 23% of organizations believe their leaders are prepared to manage disruption. Empathy, a core leadership trait, is considered important by 78% of executives, yet only 54% of employees feel it is present in their workplace (Harvard Business Publishing, 2022). Leaders must also think strategically: anticipate changes, synthesize complex data, and adapt quickly. These competencies are the foundation of organizational resilience. In a rapidly evolving landscape, leaders who master agility, visionary thinking, systems thinking, and innovation will be best equipped to lead enterprises into the future.

In today's VUCA world, entrepreneurial leadership demands more than traditional business skills. Developing traits like empathy, agility, and strategic thinking is crucial for leading through disruption and fostering innovation, trust, and resilience. Leaders who can think systemically, communicate clearly, and adapt quickly will drive sustainable success.

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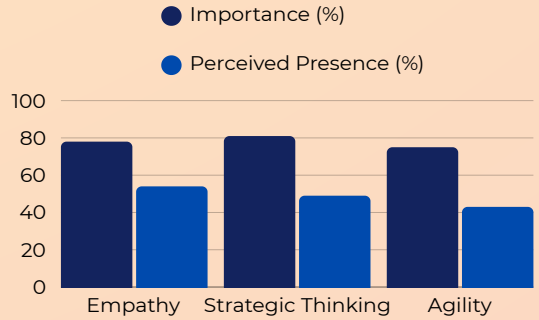

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Natalia Rojek

How legislation around the world handles a challenge of AI development

A challenge of AI regulation has been posed in front of the whole world, it this situation countries and organizations have taken different routes to cope with it. he regulations can be decided in two categories: AI development and safe use od AI. This poster shows both of them, as well different stages on wich countries interested in AI development are in terms of legislation. The importance of this regulations right now shows the change in how many countries have an AI regulation in any form from 25 in 2022 to 127 in 2023.

Poland

Poland as a Member State of European Union, heavily relies on its legislative bodies to regulate the problem of Artificial Intelligence, therefore the AI Act is Poland's main law in this area. AI Act is the first act worldwide that provides a complex regulation strictly considering Artificial Intelligence. Up until this point AI was partly regulated but never a main subject in different acts such as regarding authors law. The act itself is risk-based, providing clear set of rules for both developers and deployers regarding specific uses of AI. Risks described in the decree are divided into four categories: unacceptable risk, high risk, limited risk, minimal or no risk. All of the above, with the exception of the last one, are regulated and the first part came into force on 2 February 2025 regarding prohibitions and AI literacy obligations, mainly the prohibition of use and introduction to the market especially dangerous products.

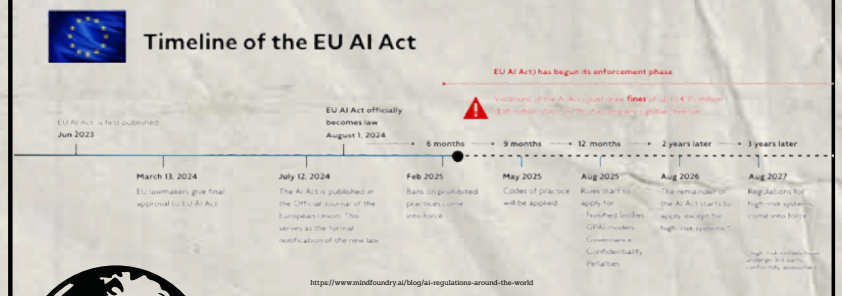
The rest of the regulations will be coming into force regularly until August 2027. Along with complementing acts, these measures are to guarantee safety, fundamental rights and human-centric AI as well as strengthen uptake, investment and innovation in AI across the EU. Poland, like every other Member State is responsible for implementation, supervision and enforcement of the Act.

Poland wanting to strengthen itself on the AI market is working on an additional decree about artificial intelligence. Its main objective is a further regulation of control systems and safety but also promoting innovation by creating a „sandbox" as a place for safe tests and development along with a creation of a research facility. The decree right now is at a stage of public consultations.

In order to implement both of this acts a new Commission of Development and Safety of Artificial Intelligence is to be created.

USA

In the United States of America the regulations are set on two levels: country and state. As of 2025 USA lacks a comprehensive act regulating the situation of AI but has many partial regulations on both levels, creating a legislative patchwork. This country's strategy resolves around fostering innovation and managing risks, with most of these bills being centered around development without imposing strict limitations. Former president Biden made noticeable effort to regulate AI risks while encouraging ethical use. However after Donald Trump became a president for the second time he revoked many of his predecessor's measures. Main regulation showing Trump's approach to the topic is Executive Order for Removing Barriers to American Leadership in AI.



Brazil

Brazil's first attempt to regulate Artificial Intelligence was in 2021 through a bill that set only legal framework. In December 2024 Brazil's senate approved a new bill regulating the problem more thoroughly, taking a lot of solutions after EU's AI Act. Main similarity in both of these acts is the risk categorization and gradation in placing more restrictions the higher the risk. Beside the safety requirements it promotes transparency in the market and it is to create a new authority to oversee AI regulations and enforce them. Although this bill is not yet passed, it already sets an example for the rest of Latin America, with Brazil being the one of the first countries there to attempt to regulate AI so neatly.

China

First meaningful regulations in China were applied in 2022 and 2023, although only one of them clearly refers to Artificial Intelligence as its main subject. Despite the multitude of acts mentioning there is no clear definition of what is considered an AI by law. Chinese regulations mostly target industry standards and best practices supporting innovation, as opposed to managing risks, wich are only generally classified. Most of the control over the Generative AI resolves around scientific supervision and the protection of national security and social public interests with duties such as content moderation and tagging. Moreover even with the number of applicable regulations, nonbinding technical standards are a huge part of current oversight.

Conclusion

Countries have taken different routs: Poland through UE as well as Brazil both went for one main act regulating everything important as well as they have taken a risk-base approach. On the other hand China is leaning more toward innovation and market similarly to USA, however USA does not one standardized act to regulate the AI. Shown countries cope quite well in comparison to most of all the others, although right now is the time when the rest is vigorously working not to be left behind.

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Maksym Rudek

Challenges Facing SMEs in a VUCA World

The aim of poster is: Small and Medium-sized Enterprises (SMEs) operate in an environment characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). This dynamic landscape presents several challenges:

What is VUCA World?

The VUCA world is a concept that describes the modern environment as being characterized by four key factors: **Volatility**, **Uncertainty**, **Complexity**, and **Ambiguity**.

Source: https://purewin.lk/

Classification of SMEs:

Category:	Employees:	Annual Turnover	Or Balance Sheet Total
Micro-enterprise	< 10	≤ €2 mln	≤ €2 mln
Small enterprise	< 50	≤ €10 mln	≤ €10 mln
Medium enterprise	< 250	≤ €50 mln	≤ €43 mln

Source: EU Reg. 2003/361/WE

4 Key Challenges for SMEs:

Rapid Market Changes (Volatility):

Fast-evolving markets demand quick adaptation, but SMEs often lack resources to pivot effectively.

Economic Uncertainty (Uncertainty):

Global instability and fluctuating demand create unpredictable conditions, challenging SMEs with limited financial buffers.

Increasing Complexity (Complexity):

Navigating regulations, supply chains, and global competition requires expertise SMEs may lack.

Technological Disruption (Ambiguity):

Rapid tech advancements (e.g., AI, digital transformation) create opportunities but also risks SMEs may struggle to manage.

How SMEs Can Respond:

Agility:

- Build flexible business models.
- Use data for quick decision-making.
- Foster a culture open to change.

Innovation:

- Invest in key technologies (e.g., AI, automation).
- Train employees on new tools.
- Allocate budget for R&D.

Resilience:

- Create contingency plans for risks.
- Diversify revenue streams.
- Build financial buffers for crises.

Collaboration:

- Form strategic partnerships.
- Join industry networks.
- Collaborate with research institutions or startups.

Summary: SMEs face challenges in a VUCA world marked by rapid market changes, technological disruptions, economic uncertainty, and regulatory complexity. They must adopt agile models, strategic partnerships, innovative technologies, and resilient practices to succeed.

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Challenges Facing SMEs in a VUCA World

Rudek Maksym

UNIWERSYTET EKONOMICZNY W KRAKOWIE

Author's name: Yevhen Savytskyi

How to build an organization's strategy in the VUCA world

Today, many corporations face plenty of challenges related to the VUCA world, such as:

1. Rapid nature of changes.
2. Unpredictable events and their outcomes.
3. Difficulties in identifying crucial issues and developing effective plans.
4. Incomplete or unclear information leading to troubles in interpretation.

RESEARCH PROBLEM

My poster is about building an effective strategy of the company according to the dynamic changes we observe in the VUCA world. I will talk about the problems we face during that process and how to solve them.

Fostering awareness of internal and external factors is key for identifying potential risks and opportunities. Cross-functional collaborations between employees should be promoted, so there will not be a fear of questioning established facts.

Leaders must define a strategic vision with long-term ambitions for their organization to give a clear direction for all workers. It is recommended to provide continuous skills training. Then the process of anticipating and future improvements is much easier.

Broadening involvement in processes helps to engage the company more widely. An effective team should achieve more and better results than any of its individual members. Teamwork helps people to make better daily decisions and monitor the signals of risk.

Accelerating digitalization of the processes is also needed to boost visibility and improve forecasts. For example, there are so-called "early-warning tools" that rely on predictive analytics and AI to analyze supply chains and react before a crisis.

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Emilia Sielska
Joanna Musiat

Greenwashing – New Perspectives in the VUCA World

The purpose of the work is to analyze and expose the practices of companies that deceive consumers about the environmental friendliness of their products and actions. Greenwashing is a tactic used by various companies, organizations, and institutions aimed at presenting their products, actions, or strategies as environmentally friendly, even though they are not in reality, thus misleading the public.

What benefits does the introduction of the European Parliament and Council Directive (EU) 2024/825 of February 28, 2024, bring?

- Increased awareness and consumer education
- Transparent certification system
- Expanded list of prohibited practices
- Harmonization of regulations across the European Union
- Increased sense of responsibility and ethics

Tips on how to recognize greenwashing:

- Verification of Certifications – Attention should be paid to reliable labels such as EU Ecolabel, Fair Trade, or FSC, which confirm that a product meets specific environmental or social standards.
- Analysis of Product Ingredients – Labels such as "bio" or "organic" do not always guarantee the absence of harmful substances. The presence of such components may indicate misleading marketing practices.
- Verification of Claims – When companies declare pro-environmental actions, such as CO_2 emission reduction, it is essential to look for concrete data, reports, or indicators that support these statements.
- Caution with Vague Terminology – Terms like "natural," "eco-friendly," or "environmentally friendly," if not supported by further explanation, may be part of a greenwashing strategy rather than evidence of genuine sustainable practices

Examples of companies using greenwashing:

- H&M – promoting the "conscious collection" line as eco-friendly, while simultaneously generating massive amounts of waste.
- Volkswagen – falsifying emission tests, claiming their cars are more eco-friendly.
- Coca-Cola – One of the world's largest producers of plastic waste, while promoting recycling and "eco bottles."

Environmental and social impacts:

- Increase in waste generation
- Undermining trust in green marketing
- Spreading false ecological standards
- Hindering the fight against the climate crisis

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Kinga Siurda

LEADERSHIP IN CHAOS: HOW TO LEAD EFFECTIVELY IN FAST-CHANGING WORLD?

The objective of this poster is to show how leaders can thrive in a dynamic VUCA world by developing competencies such as agility, resilience, emotional intelligence, and decisiveness. It presents practical strategies and case studies, encouraging reflection on leadership styles and the implementation of modern, adaptable approaches.

KEY LEADERSHIP COMPETENCIES

Flexibility
Flexibility allows leaders to quickly adapt to changes and make decisions in chaotic conditions.

Emotional Intelligence
Emotional intelligence enables understanding and managing emotions, building strong team relationships.

Resilience
Resilience helps leaders maintain focus and motivation under pressure, crucial during crises.

Data-Driven Decision-Making
Data-driven decisions enable objective assessments and strategic planning.

PRACTICAL STRATEGIES FOR LEADERS

1. Encouraging a Learning Mindset
Encouraging continuous learning improves adaptability. Promote experimentation and learning from mistakes.

2. Building Trust and Psychological Safety
Building trust and psychological safety enables open communication. Create an environment where team members feel comfortable sharing ideas.

3. Effective Communication in Uncertain Times
Effective communication maintains stability and morale. Regularly update the team on current events to reduce anxiety.

4. Using AI and Data for Better Decision-Making
Leveraging AI and data analysis improves decision accuracy. Integrate these tools into decision-making processes for better outcomes.

CONCLUSION

Effective leadership in chaotic times requires flexibility, open communication, and the ability to quickly adapt to changes. Leaders who can build strong teams and maintain a focus on goals will be able to navigate even the toughest periods and emerge stronger.

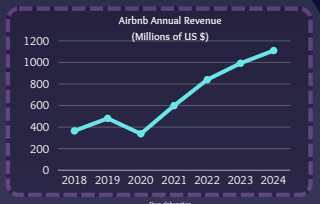
CASE STUDIES

Airbnb's Survival During the COVID-19 Pandemic

Problem: Decline in bookings and loss of income due to the pandemic.

Actions:
Focused on long-term rentals and virtual experiences.
Offered financial support to hosts.
Prepared for the return of tourists as restrictions eased.

Outcome: Kept the company afloat and prepared for post-pandemic recovery.



Google's Approach to Psychological Safety

Problem: Increased stress and burnout among employees during remote work.

Actions:
Implemented emotional support programs.
Promoted flexible work conditions, such as remote work.

Reduced stress and improved employee well-being.

Outcome: Built a healthy and productive work environment.

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KRAKOW UNIVERSITY OF ECONOMICS

Oliwia Skowron

DIGITAL TRANSFORMATION

INTRODUCTION

Digital transformation isn't just about adding new gadgets or apps—it's a mindset shift. When companies weave digital tools into their everyday work, they learn faster, innovate more, and bounce back from setbacks sooner. The aim of this poster is to present how digital transformation helps businesses build resilience, improve performance, and adapt to changing conditions.

WHY IS IT IMPORTANT

Digital tools and strategies are no longer optional—they are essential for survival and long-term success.

Digital Transformation in Numbers

Up to 50% Less Downtime

30-40% Faster Processes

+15% Cost Efficiency

25% Faster Product Launches

Stronger Long-Term Resilience

CORE TECHNOLOGIES DRIVING TRANSFORMATION

- **AI (Artificial Intelligence):** Think of AI like a super-smart assistant. It spots trends in huge piles of data, predicts problems before they happen, and even tailors services to each customer.
- **Cloud Computing:** Instead of owning expensive servers, companies "rent" computing power and storage on demand. This makes it easy to grow (or shrink) resources, work together from anywhere, and avoid big upfront costs.

Data Analytics & Automation: Raw numbers become clear charts and predictions. When you link analytics with automation, repetitive tasks run themselves, freeing people to focus on creative, strategic work.

• **Cybersecurity:** As you go digital, you need strong locks. Modern cybersecurity uses multiple layers, like encryption, monitoring, and other to keep data safe and build confidence among customers and regulators.

BEFORE VS. AFTER DIGITAL TRANSFORMATION

- **Innovation**
  - Before: One-off projects that took ages to get approved.
  - After: Continuous prototyping on digital platforms, with fast feedback
- **Risk Handling**
  - Before: React after something breaks.
  - After: Predict issues and trigger automated alerts before they become crises .
- **Strategic Planning**
  - Before: Annual strategy sessions with plans set in stone.
  - After: Ongoing tweaks based on live performance data .

FUTURE OUTLOOK & CONCLUSION

Digital transformation is no longer optional—it's the backbone of modern business. By embracing AI, cloud platforms, IoT, analytics, and solid cybersecurity, companies can adapt to surprises, keep improving, and grow sustainably—even when the unexpected hits .

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UNIWERSYTET EKONOMICZNY W KRAKOWIE

ADAPT OR DIE

NETFLIX'S

SUCCESS IN THE VUCA ERA

BLANKA SKWARCZEK

introduction

This study aims to examine Netflix's strategic evolution and enduring success in the context of the VUCA era business environment characterized by Volatility, Uncertainty, Complexity, and Ambiguity. Netflix presents a compelling case study of a company that has not only responded to such conditions but has thrived by embracing transformation as a constant. The objective of this poster is to analyze how Netflix's adaptive strategies enabled it to become a leader in the global digital entertainment market and to explore how its evolution exemplifies the principle of "adapt or die."

previous business model: DVD rental

watch the video

Netflix was founded in 1997 as a DVD rental service, offering a unique value proposition at the time: DVDs delivered by mail, no late fees, and an online catalog. This original business model was significant not only in disrupting traditional video rental services like Blockbuster but also in laying the groundwork for Netflix's future success. The company utilized online data tracking and user feedback to refine its offerings, establishing a data-driven culture and deep customer-centric focus early on. These elements became foundational as the company transitioned into the digital space. Moreover, its inventory management system and direct-to-consumer distribution model helped Netflix develop logistical and operational capabilities critical for scaling its later streaming services

transformation

The real turning point for Netflix came in 2007 with the launch of its streaming service, marking a radical transformation of its business model. This shift anticipated changes in consumer behavior well before streaming became mainstream. From a VUCA perspective, Netflix demonstrated exceptional strategic foresight:

- In the face of **volatility**, it moved away from the declining DVD market toward digital delivery.
- It embraced **uncertainty** by investing in a still-nascent streaming infrastructure.
- It managed **complexity** by navigating licensing agreements, international content rights, and cloud-based technology.
- It responded to **ambiguity** by creating original content, thereby reducing dependency on external studios.

This transformation positioned Netflix to dominate the digital content space. In 2013, Netflix released "House of Cards," its first original series, a move that redefined the content ecosystem and set a precedent for other streaming platforms. By 2016, Netflix had expanded to over 190 countries, establishing a global footprint that solidified its brand as a household name.

expansion

Netflix's post-streaming era has been characterized by relentless innovation and global expansion. Recognizing the diverse nature of global audiences, the company invested heavily in **localized content—productions** like Spain's Money Heist and South Korea's Squid Game became international hits. This strategy allowed Netflix to compete with regional broadcasters and gain market share in non-English-speaking regions.
From a technological standpoint, Netflix continued to enhance its user experience through **personalized recommendation** algorithms, powered by advanced machine learning and data analytics. The platform also began experimenting with **interactive content** (e.g., Black Mirror: Bandersnatch) and launched its own gaming vertical in 2021.

record growth in the pandemic

	revenue	subscribers
2019	$20.15 billion	167 million
2020	$24.99 billion	203 million

During the COVID-19 pandemic, when most industries faced significant downturns, Netflix experienced record growth. This spike highlighted not only the platform's growing dominance but also its resilience in volatile conditions.

conclusions

Netflix's trajectory from a DVD rental service to a global streaming powerhouse exemplifies the mantra "Adapt or Die." The company's ongoing success has been driven by a culture of continuous innovation, data-informed decision-making, and an unyielding focus on the customer. In an environment shaped by constant change and uncertainty, Netflix's willingness to disrupt its own model, take calculated risks, and scale rapidly has allowed it to stay ahead of both legacy competitors and digital newcomers. The case of Netflix underscores a key insight for business strategy in the VUCA era: organizations must not only respond to change—they must anticipate and embrace it as a permanent condition. Adaptability, therefore, is not just a competitive advantage; it is a necessity for survival.

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Adapt or Die – Netflix's Success in the VUCA Era

Skwarczek Blanka

Smyda Alicja

Nieć Ewelina

Globalization and its Social Consequences

The poster presents key definitions and drivers of globalization, highlighting its social effects based on a survey of 127 respondents. It outlines perceived benefits, such as openness and access, as well as concerns like cultural loss and uncertainty.

To analyze how globalization is perceived by society and what social consequences it is associated with.

What is Globalization?

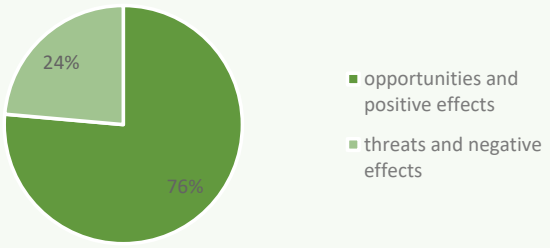
A multifaceted and complex phenomenon transforming economic and social life. It involves rapid cross-border flows of goods, services, capital, people, and ideas, reshaping national systems and increasing global interconnectedness.

Drivers of Globalization

- Export growth and capital mobility
- Raise of global brands and mergers
- Global corporations and international organizations
- Human rights, environmental awareness, democratic values
- New means of communication

Survey results

Globalization brings more...



Socio-Cultural Consequences

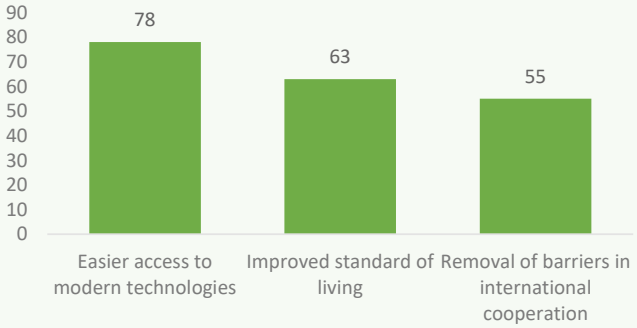
Benefits:

- Better access to goods/services
- Increased global thinking
- Cultural openness
- Cultural diversity exposure

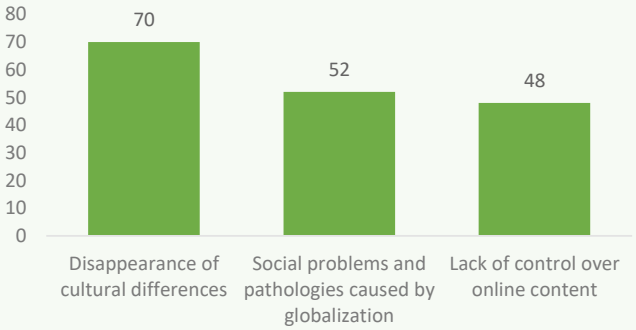
Costs:

- Loss of cultural uniqueness
- Poverty and inequality
- Cybercrime and uncontrolled content
- Identity crises and uncertainty

Top benefits of Globalization



Top drawback of Globalization



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JUSTYNA STAFIRA

THE IMPACT OF HYBRID WORK ON TEAM EFFECTIVENESS IN THE VUCA WORLD

This poster aims to explore how hybrid work models influence team effectiveness within the context of a VUCA (Volatile, Uncertain, Complex, Ambiguous) world. It seeks to provide insights into the benefits and challenges of hybrid work, offering strategies to enhance team performance and cohesion.

Reference: McKinsey & Company

INTRODUCTION

The COVID-19 pandemic has triggered a trend of remote and hybrid structures. In Poland alone, 88% of organizations have implemented hybrid systems, mirroring a worldwide trend toward flexibility. This transition has significantly reducing face-to-face interactions, increasing reliance on digital tools, and challenging traditional models of collaboration. The diagram illustrates the growing preference for hybrid work over time, emphasizing its sustained impact on team performance.

BENEFITS

Effective hybrid teams thrive on intentional structure and the right digital tools. Organizations using platforms like Microsoft Teams, Slack, or Zoom report productivity increases of up to 25%. Project management tools such as Asana, Trello, or Monday.com further enhance visibility and accountability. Globally, companies that promote asynchronous work, regular virtual check-ins, and hybrid leadership training see improved engagement and output. In Poland, firms investing in collaboration platforms and redefining work rhythms have reported enhanced team satisfaction and performance.

CHALLENGES

Studies show that 27% of employees in Poland and 43% globally face communication issues in hybrid setups. Disconnected digital tools, unclear expectations, and reduced spontaneous interaction hinder collaboration. Moreover, Microsoft's research reveals that 50% of hybrid employees feel less connected to their teams. Managers often struggle to lead distributed teams effectively, lacking visibility into performance and well-being—especially without consistent workflows or feedback channels.

CONCLUSIONS

Hybrid work models, when effectively implemented, can enhance team productivity, engagement, and retention. However, they also present challenges in communication and collaboration that must be addressed through strategic planning and the use of appropriate technologies. In a VUCA world, organizations must remain adaptable, continuously evaluating and refining their hybrid work strategies to maintain team effectiveness.

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The impact of hybrid work on team effectiveness in the VUCA world

Stafira Justyna

Wyższa Szkoła Ekonomii
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Gabriela Rożdżyńska

Mananing an organization in a remote working environment in specific indeustries

Remote work is a type of employment where an employee performs their job duties from a location outside the traditional office, most commonly from home. All tasks, communication, and collaboration are done using digital tools such as email, video conferencing, and cloud-based platforms. International remote work refers to working for a company or clients based in another country while living in a different location. With the rise of digital tools and global connectivity, professionals can now collaborate across borders without relocating. This type of work offers flexibility, exposure to diverse cultures, and the opportunity to build a global career. However, it may also involve challenges such as time zone differences, language barriers, and understanding foreign labor laws or tax regulations.

Medicine

Remote work in medicine most often involves telemedicine, which includes providing online medical consultations, issuing e-prescriptions, and analyzing test results remotely. Doctors, nurses, and psychotherapists can communicate with patients via video calls or chats, ensuring care without the need for physical presence. This form of work requires high medical expertise, proficiency with digital tools, as well as empathy and the ability to build relationships at a distance.

Archeology

The sources discuss the application of photogrammetry and 3D modeling in archaeology and cultural heritage, including dynamic documentation of excavations1 , creation of 3D models of artifacts and site, and analysis of research trends in this field

Law

Remote work in law allows legal professionals to perform their duties outside of a traditional office, using digital tools to communicate with clients, courts, and colleagues. It includes tasks such as writing legal documents, providing consultations, and conducting research—all done online. This model is increasingly accepted, though it must comply with confidentiality rules and legal regulations regarding data protection and jurisdiction.

Corporation

In an international corporation, remote work enables employees from different countries to collaborate effectively without being physically present in the same office. Digital tools like video conferencing, project management platforms, and cloud storage support communication and productivity across time zones. This model offers flexibility and access to global talent, but also requires clear coordination and awareness of cultural and legal differences.

Logistics

Remote work in logistics involves managing the processes of transportation, warehousing, and distribution of goods using IT systems. Remote specialists plan routes, monitor shipments, communicate with suppliers, and analyze logistical data to optimize the supply chain. This requires strong organizational skills, familiarity with industry-specific software, and the ability to quickly respond to changes and operational issues.

4o

Remote work allows professionals to perform their duties outside of a traditional office using digital tools. In an international context, it enables collaboration with companies and clients from other countries, offering flexibility and career growth while also posing legal and cultural challenges. In medicine, it takes the form of telemedicine; in archaeology, it relies on 3D technology; and in law, it requires strict confidentiality. International corporations use remote work to integrate global teams, while logistics applies it to manage supply chains remotely. Each industry, however, demands specific skills and adaptation of tools to suit the nature of the work.

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Employers in a VUCA World: Managing Teams in Uncertain Times

1 Prioritize Employee Well-being

Establish a culture that emphasizes mental and emotional health by offering support programs, stress management workshops, and mindfulness sessions.

2 Foster Resilience and Adaptability

Encourage continuous learning and skill development to help employees adapt to changing circumstances

3 Enhance Communication

Maintain transparent and open communication channels to build trust and keep employees informed during uncertain times.

4 Implement Succession Planning

Identify critical roles and prepare succession plans to ensure leadership continuity during turbulent periods

5 Implement Flexible Work Policies

Offer options such as remote or hybrid work arrangements and adaptable schedules to accommodate individual employee needs, enhancing engagement and satisfaction.

6 Cultivate an Agile Organizational Culture

Create an environment where experimentation and rapid adaptation to change are standard practices, enabling the organization to respond effectively to dynamic market conditions.

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Daria Szuba-Łata

THE ROLE OF CONTROLLING IN DECISION-MAKING UNDER UNCERTAINTY

INTORDUCTION

The aim of this poster is to explore and present the role and growing importance of controlling as a key management function in today's uncertain and rapidly evolving business environment, often described by the VUCA framework — Volatility, Uncertainty, Complexity, and Ambiguity.

In a VUCA environment, organizations face challenges in strategic and operational decisions. Controlling mitigates uncertainty by providing financial data, monitoring performance, and supporting decision-making with analytical tool

TECHNOLOGIES IN CONTROLLING

The increasing complexity of business environments has led to the integration of advanced technologies in controlling processes

Modern controlling leverages digital tools to enhance decision-making:

- **Big Data & Predictive Analytics** – Forecast financial trends, identify risks early, and support scenario planning through data-driven insights.
- **AI & Automation** – Accelerate reporting processes, reduce human error, and improve the precision of financial analyses.
- **Cloud-Based Financial Tools** – Provide real-time access to financial data, foster collaboration across departments, and support remote decision-making.
- **Interactive Dashboards** – Visualize key performance indicators (KPIs) in real time, making complex financial data easily understandable for managers.
- **Scale-Up Management Tools** – Support fast-growing companies in managing rapid expansion, resource scaling, and maintaining financial control during growth.
- **Scenario Analysis Software** – Help simulate multiple future outcomes and assess the financial impact of different strategic choices under uncertainty.

CHALLENGES & LIMITATIONS

Despite its strategic importance, controlling faces challenges in uncertain environments:

- **Data Accuracy & Availability** – Rapid changes can lead to outdated data.
- **Technology Integration** – Implementing AI and automation requires investment.
- **Forecasting Limitations –** Traditional models struggle with extreme uncertainties.
- **Decision-Making Speed** – Fast-changing markets demand real-time analysis.

To remain effective, controlling must evolve, embracing greater adaptability, responsiveness, and a forward-looking perspective. This shift supports better alignment with organizational goals, even in the face of continuous change.

CONTROLLING SUPPORTS ORGANIZATIONS THROUGH:

Risk Management

Identifying potential financial threats and implementing measures to mitigate them.

Budgeting & Forecasting

It utilizes rolling forecasts to enhance flexibility and adaptability to market changes.

Scenario Planning

Helps organizations prepare for various future market conditions by analyzing potential risks and opportunities.

Performance Monitoring

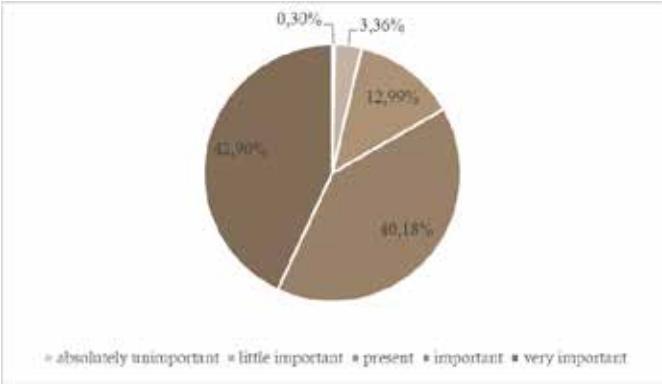
Ensures informed decision-making by continuously tracking and analyzing real-time financial data.

Cost Control & Optimization

Contribute to financial stability by improving resource allocation and minimizing unnecessary

THE IMPORTANCE OF CONTROLLING AS A MANAGEMENT FUNCTION

Based on in Slovak Enterprises



J. Mišún, Control(-ling): Known/Unknown 2018

In the study conducted by Juraj Misun, a total of 331 companies participated. When asked about the importance of the managerial function of control (controlling) in their organization, the responses were as follows:

- 142 companies (42.90%) rated it as "very important"
- 133 companies (40.18%) rated it as "important"
- 43 companies (12.99%) considered it as "present"
- 12 companies (3.36%) rated it as "little important"
- 1 company (0.30%) considered it "absolutely unimportant"

THE ROLE OF CONTROLLING IN PRODUCTION

Controlling plays a key role in ensuring efficient and value-oriented production. By delivering transparency in costs, performance, and resource use, it supports planning, monitoring, and operational optimization. It also helps identify inefficiencies, manage risks, and align production with strategic goals.
In the future, controlling might become even more strategic. With advanced analytics, real-time data, and AI, it will provide deeper insights, enabling predictive planning, dynamic cost control, and smarter decision-making in increasingly automated and data-driven environments.

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OD INFLUENCERA DO PRZEDSIĘBIORCY

CZYLI JAK TWÓRCY INTERNETOWI BUDUJĄ WŁASNE IMPERIA ONLINE

WSTĘP

w dzisiejszej gospodarce cyfrowej influencerzy nie są już dłużej tylko twórcami wszelakiego rodzaju treści. Wielu z nich ewoluowało w przedsiębiorców, którzy swoje marki osobiste przekształcili w potężne marki które wychodzą spoza grona ich własnych oglądających.

STRATEGIA ROZWOJU

- tworzenie własnych produktów i usług
- partnerstwa biznesowe i kampanie marek
- budowanie społeczności i lojalnych odbiorców
- dywersyfikacja źródeł dochodów

OBSZARY DZIAŁALNOŚCI

MODA I URODA

KURSY I SZKOLENIE

TECHNOLOGIA I APLIKACJE

E-COMMERCE

PRZYKŁADY TWÓRCÓW

KAROL WIŚNIEWSKI (FRIZ)

- JEST WŁAŚCICIELEM HOLDING EKIIPA S.A NOTOWANEJ NA GIELDZIE
- WYDAJE WŁASNE LODY Z WSPÓŁPRACA Z KORALEM.
- WŁAŚCICEL PROJEKTU "GENZIE"

JIMMY DONALDSON (MRBEAST)

- PROWADZI WŁASNĄ FUNDACJE BEAST PHILANTHROPY
- WYDAJE WŁASNE SŁODYCZE: FEASTABLES
- MA SWOJĄ BURGEROWNIE: MRBEAST BURGER

EWA GRZELAKWSKA (RED LIPSTICK MONSTER)

- WŁASNA MARKA KSMETYCZNA "RED LIPSTICK MONSTER"
- WYDAJE WŁASNE KSIĄŻKI I PRODUKTY EDUKACYJNE
- PROWADZI WŁASNE KURSY I WARSZTATU ZWIĄZANE ZARÓWNO Z MAKIJAŻEM JAK I DOTYCZĄCE ZIAŁANOSCI INFLUENCERSKIEJ

WYZWANIA

UTRZYMYWANIE AUTENTYCZNOŚCI

SKALOWANIE DZIAŁALNOŚCI

PRESJA CIĄGŁEGO TWORZENIA TREŚCI

BALAN MIĘDZY ŻYCIEM PRYWATNYM I PUBLICZNYM

WNIOSKI

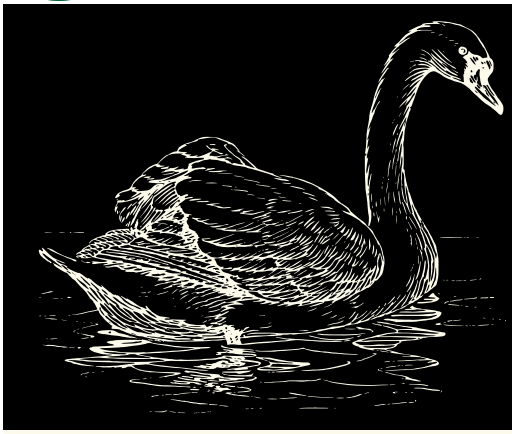
NFLUENCERZY REDEFINIUJĄ POJĘCIE PRZEDSIĘBIORCZOŚCI W ERZE INTERNETU, ŁĄCZĄC KREATYWNOŚĆ Z REALNYM WPŁYWEM GOSPODARCZYM.

Od influencera do przedsiębiorcy: jak polscy twórcy internetowi budują cyfrowe imperia

Szwagierczak Damian

UNIWERSYTET EKONOMICZNY W KRAKOWIE

Maksymilian Tatar



Black Swan Events

and Their Impact on Business Strategies

What are Black Swan events?

Black Swan events are unpredictable, rare and high-impact occurrences that disrupt economies and businesses. These events, such as the COVID-19 pandemic and financial crises, challenge traditional forecasting methods and force organizations to adapt rapidly. Companies that fail to anticipate such shocks face severe consequences, including supply chain failures, market instability, and financial losses.

Examples of Black Swan events

📌 Example 1: COVID-19 and E-commerce Boom

While traditional retailers struggled, companies like Amazon, Zoom, and Shopify saw massive growth due to increased online shopping and remote work trends.

Key lesson Businesses that embraced digital transformation early were better prepared.

📌 Example 2: 2008 Financial Crisis and Banking Regulations

Banks like Lehman Brothers collapsed, while those with strong risk management survived.

Key lesson Prudent financial management and regulatory compliance are crucial.

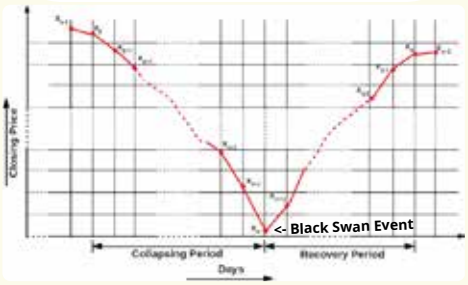
📌 Example 3: Toyota's Supply Chain Strategy Post-2011 Tsunami

After the Fukushima nuclear disaster, Toyota restructured its supply chain to be more resilient.

Key lesson: Diversified supply chains reduce risk exposure.

Aim of this poster

The aim of this poster is to explore the concept of black swan events, their characteristics, and their profound impact on business strategies. By understanding these rare but highly impactful events, organizations can better prepare for uncertainty and build resilience in an ever-changing business landscape.



https://www.researchgate.net/figure/Graphical-representation-of-Black-Swan-event_fig2_357663903

Key characteristics:

- Unpredictability: Black swan events are impossible to foresee with traditional risk management tools.
- High Impact: Despite their rarity, these events have profound and long-lasting effects on organizations and markets.
- Retrospective Clarity: In hindsight, these events often seem inevitable, but they are nearly impossible to anticipate beforehand.

Preparing for the Unknown

1. Embrace Uncertainty

Accept that black swan events are inevitable and prepare for the unexpected.

2. Invest in Resilience

Build robust systems and processes that can withstand disruption.

3. Foster Agility

Cultivate a culture of agility and adaptability to respond quickly to changing circumstances.

4. Diversify Strategies

Diversify risk management strategies to mitigate the impact of unpredictable events.

Conclusion

Black swan events are unavoidable, but their impact can be managed with the right strategies. By embracing uncertainty, building resilience, fostering agility, and diversifying approaches, organizations can better navigate the challenges posed by these rare but impactful events.

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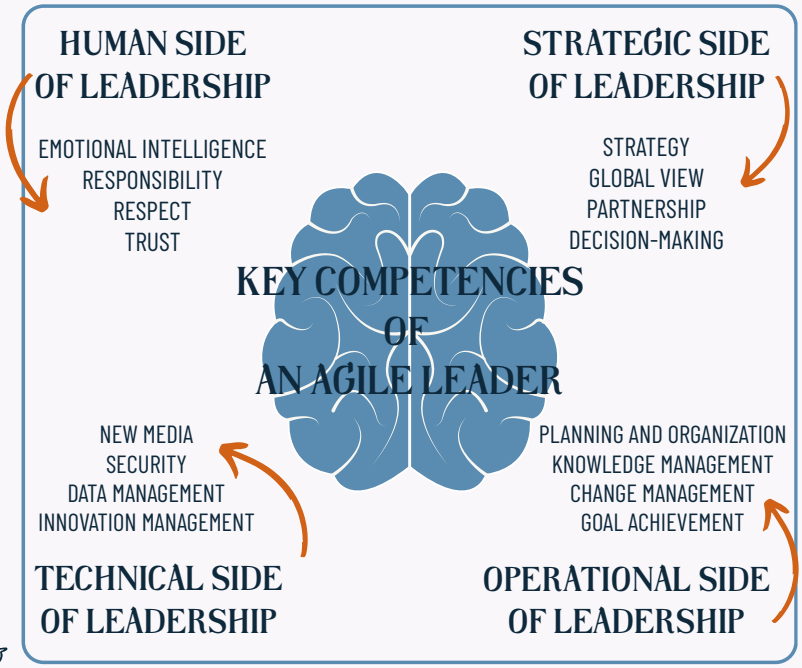
AGILE LEADERSHIP IN A VUCA WORLD

OLGA TURCZYN

Steer your team through the VUCA storm

WHY TRADITIONAL MANAGEMENT DOES NOT WORK IN A VUCA WORLD? IN TIMES OF INSTABILITY AND UNCERTAINTY, ADHERING TO RIGID RULES AND OPERATING ACCORDING TO PATTERNS DOES NOT BRING RESULTS TO THE ORGANIZATION. ACCORDING TO RESEARCH BY I4CP, PR.COM PRESS RELEASE, MARCH 11, 2010, ABOUT 80% OF FIRMS WHICH CANNOT ANTICIPATE AND INITIATE CHANGE ARE LOW-PERFORMING.

AGILE MANAGEMENT IS A MODERN APPROACH TO MANAGEMENT THAT ALLOWS ORGANIZATIONS TO EFFECTIVELY RESPOND TO DYNAMIC CHANGES IN THE MARKET AND TECHNOLOGICAL ENVIRONMENT. IT IS A WAY OF THINKING THAT ASSUMES FLEXIBILITY, QUICK DECISION-MAKING, EXPERIMENTATION AND CONTINUOUS IMPROVEMENT. IN THIS APPROACH, THE LEADER PLAYS AN EXTREMELY IMPORTANT ROLE. AN AGILE LEADER, REFERRED TO AS A "CONNECTED LEADER", IS A PERSON WHO CONNECTS PEOPLE AROUND A COMMON GOAL AND A CLEAR VISION OF THE FUTURE. SUCH A LEADER ACTS IN AN AUTHENTIC AND OPEN WAY, BUILDING TRUST THROUGH TRANSPARENT COMMUNICATION AND STRONG RELATIONSHIPS. HE BELIEVES IN THE POTENTIAL OF HIS TEAM, GIVES THEM RESPONSIBILITY AND SUPPORTS THEM IN MAKING DECISIONS.



HOW AGILE MANAGEMENT IMPACTS AN ORGANIZATION'S COMMUNITY? AGILE PROJECT MANAGEMENT POSITIVELY AFFECTS ORGANIZATIONAL COMMITMENT BOTH DIRECTLY AND INDIRECTLY. INDIRECT EFFECTS OCCUR THROUGH INCREASED JOB AUTONOMY AND ENHANCED SUPERVISOR SUPPORT. THESE FINDINGS SUGGEST THAT IMPLEMENTING AGILE PRACTICES CAN STRENGTHEN EMPLOYEES' EMOTIONAL BONDS WITH THEIR ORGANIZATION BY PROMOTING AUTONOMY AND SUPPORTIVE LEADERSHIP. CONSEQUENTLY, AGILE MANAGEMENT NOT ONLY IMPROVES PROJECT OUTCOMES BUT ALSO FOSTERS A MORE COMMITTED AND ENGAGED WORKFORCE.

DIFFICULTIES FACED BY AN AGILE LEADER:

- GLOBALIZATION
- DEVELOPING TECHNOLOGY AND UBIQUITOUS DIGITALIZATION
- GENERATIONAL DIFFERENCES
- MULTICULTURALISM
- GROWING INTERNAL AND EXTERNAL EXPECTATIONS
- CHANGES IN LEGAL REGULATIONS
- SOCIAL AND ECONOMIC CHANGES
- LACK OF TRUST
- UNCLEAR VISION AND STRATEGY
- GLOBAL CRISES
- UNUSED POTENTIAL OF THE TEAM AND AMBIGUITY OF ITS TALENTS
- PACE OF CHANGES

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SAMANTA CETERA
SEBASTIAN URYGA

STARTUP RESILIENCE IN A VUCA WORLD

HOW TO MANAGE AN ORGANIZATION THAT WILL SURVIVE ANY STORM

The purpose of this poster is to describe exactly what resilient management is and why it is extremely important for startups in today's VUCA world. Also poster will focus on resilience in the sense of competitive advantage.

RESILIENT MANAGEMENT

This term is closely related to functioning in today's VUCA world. It includes all activities that allow survival in a space full of changes and innovations. The goal of resilient management is to adapt to constantly changing trends. It means the ability to not only skillfully overcome difficult situations, but also to gain knowledge from them for continuous development.

WHY IS IT SO IMPORTANT?

Organizational resilience is key for startups because they operate in an environment that changes dynamically, often unpredictably. In a VUCA world full of volatility and uncertainty, startups do not have the time or resources to deal with long-term crises. They must react quickly, adapt and transform their operations. Flexibility, quick decisions, openness to innovation and efficient communication allow them to survive where other startups may fail. Resilience minimizes the risk of failure, strengthens the team and enables development even in unstable conditions.

Resilience Factor	Description	Occurrence in Startups (n=6)
Organisational Flexibility	Ability to quickly adapt to changing conditions	6/6
Decision-Making Speed	A shortened decision-making process, minimal bureaucracy	6/6
Internal Communication	Transparency, frequent team meetings, and information exchange	5/6
Openness to Innovation	Implementation of unconventional solutions, MVP testing	5/6
Risk Management Skills	Early identification of risks, contingency planning	4/6
Team Engagement	A culture of shared responsibility and collaboration	4/6

own study based on ,,ORGANISATIONAL RESILIENCE OF STARTUPS IN THE FACE OF CHALLENGES IN THE BUSINESS ENVIRONMENT IN POLAND" Anastazja Furtak, Joanna Toczyńska, 2024

The most important elements of Polish startups' resilience are flexibility and speed of action, because they allow for the most effective functioning and development in the VUCA world. Startups that do not use a culture of communication and do not manage risk are more vulnerable to failure.

RESILIENCE AS AN ADVANTAGE

Startup resilience is not only the ability to survive a crisis, but increasingly a real competitive advantage. Startups that can respond quickly to change, minimize the effects of uncertainty and use crises as an impulse for innovation gain an advantage over less flexible rivals. Resilient management allows not only to maintain business continuity, but also to build a reputation as a reliable, stable brand, which attracts customers, investors and talent. In the unstable world of VUCA, resilience becomes a market differentiator and the foundation of long-term success.

CONCLUSION

Resilient management is crucial for startups operating in a VUCA world, as it enables them to adapt quickly, manage uncertainty, and turn challenges into opportunities. Key resilience factors like flexibility and decision-making speed give startups a competitive edge and support long-term success.

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Startup resilience in a vuca world – how to manage an organization that will survive any storm

Uryga Sebastian, Cetera Samanta

Anna Więckowska

KRAKOW UNIVERSITY OF ECONOMICS

The aim of the poster is to present key strategies that help businesses adapt to a constantly changing world.

HOW BUSINESSES ADAPT TO A CHANGING WORLD?

This poster explores how companies adapt to changes by embracing innovation, enhancing flexibility, and focusing on sustainability.

OPENNESS TO INNOVATION

First strategy that is vital to the adaptation process is the encouragement of innovation and creativity. The business environment is constantly changing, and to keep up, businesses need to think outside of the box. This can be achieved by fostering an environment that encourages risk-taking and creative thinking. By doing so, businesses can come up with game-changing ideas that could significantly advance their operations and keep them ahead of their competitors.

BEING FLEXIBLE

Organizational flexibility refers to an organization's capacity to respond and adapt promptly to changes in its environment while maintaining efficiency and effectiveness. It involves the agility to adjust strategies, structures, processes, and resources in alignment with evolving market conditions, customer demands, and technological advancements.

SUSTAINABLE DEVELOPMENT

Sustainability has become a fundamental pillar worldwide, and it is increasingly prevalent in the business world. Companies that integrate sustainable practices into their operations not only enhance their social and environmental impact but also secure long-term success.

BENEFITS OF ADAPTING TO CHANGE:

1. Increased competitive edge
2. Operational Efficiency and Cost Savings
3. Enhance Customer Satisfaction and Loyalty
4. Long-Term Success

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KRAKOW UNIVERSITY OF ECONOMICS

ZUZANNA WNUK

ARTIFICIAL INTELLIGENCE AS A CATALYST FOR CHANGE IN ORGANIZATIONS

INTRODUCTION

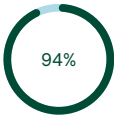
Artificial Intelligence has become a potent force, transforming organizations in many different sectors. To understand and communicate this complex change, it is essential to have a comprehensive view of the available information. This poster provides an overview of how AI is driving organizational change.

THE AIM

The aim of this poster is to explore how AI is powerfully reshaping organizations in many areas, and causing major change. This topic is particularly interesting to me because AI's transformative power has the potential to redefine traditional organizational structures and processes. Understanding this is crucial in today's VUCA world, where organizations must be agile and adaptive to survive and thrive; AI offers tools and strategies to navigate this complexity.

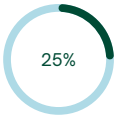
MAIN WAYS AI IS IMPACTING ORGANIZATIONS:

- **Organizational Culture:** AI is not only changing how people work but also sparking cultural shifts within organizations. This includes changes in power dynamics, values, and the need for organizations to adapt quickly.
- **Organizational Agility:** AI is helping organizations become more agile, enabling them to adapt rapidly to changes in the market and environment.
- **Change Management:** AI is also changing how organizations manage change itself. It provides tools to analyze data, improve communication, and predict potential issues during change processes.
- **Digital Transformation:** AI is a key driver of digital transformation, influencing everything from organizational structures and workflows to decision-making.



94% OF LEADERS BELIEVE AI IS CRITICAL TO SUCCESS

1/3 OF ORGANIZATIONS USE GEN AI REGULARLY



25% OF ENTERPRISES TO DEPLOY AI AGENTS BY 2025

$4.4 TRILLION

POTENTIAL PRODUCTIVITY GROWTH FROM AI

BENEFITS AND OPPORTUNITIES

Artificial Intelligence (AI) offers numerous benefits and opportunities for organizations:

- **Increased Efficiency and Productivity:** AI enables efficient and data-driven operations, enhancing productivity and optimizing processes within organizations. McKinsey estimates AI could contribute trillions of dollars in added productivity growth to the global economy.
- **Enhanced Decision-Making:** AI provides insights through the analysis of complex datasets, leading to more informed and effective decision-making.
- **Innovation:** AI drives innovation and the development of new business models.
- **Organizational Agility:** AI helps organizations to rapidly adapt to market and environmental changes.
- **Improved Change Management:** AI enhances change management by analyzing employee engagement and feedback, predicting potential issues, and improving communication.

CHALLENGES AND CONSIDERATIONS:

While AI offers significant opportunities, organizations must also consider the challenges and potential implications:

- **Cultural Alignment and Employee Resistance:** Integrating AI can be challenging and may face resistance and issues concerning cultural alignment.
- **Ethical Concerns:** It is important to address ethical considerations, including privacy, algorithmic bias, and the need for transparency and accountability.
- **Implementation Challenges:** Organizations may face hurdles such as managing AI-related risks, securing executive commitment, and a lack of understanding and limited access to necessary tools.
- **Job Displacement:** The societal impact of AI, including potential job displacement, is a significant consideration.
- **Data Security:** Data security is another challenge that organizations need to address.

source: www.canva.com

source: www.canva.com

source: www.canva.com

CONCLUSION

AI drives significant change in organizations, impacting culture, agility, management, and digital transformation. A strategic approach is crucial, focusing on maximizing benefits, mitigating challenges, and prioritizing responsible AI implementation.

RESOURCES

https://www.mckinsey.com/
https://www.deloitte.com/

https://www.researchgate.net/publication/380929689_AI_And_Organizational_Change_Dynamics_And_Management_Strategies
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https://www.andchange.com/ai-in-change-management/

UNIWERSYTET EKONOMICZNY W KRAKOWIE

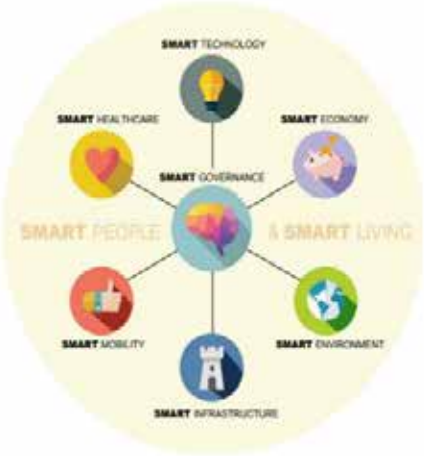
Mateusz Woźniak

The role of the metro as a fundamental component of an Intelligent Transportation System

The metro system, as part of an ITS, enhances urban mobility by offering high-capacity and efficient. It can integrat with smart technologies to supports smart city goals.

How does the integration of metro systems with Intelligent Transportation Systems (ITS) enhance urban mobility and sustainability?

"**Intelligent Transportation Systems** (ITS) offer a modern, data-driven approach to improving the safety, efficiency, and sustainability of transportation networks."



Impact of metro system development in different areas:

- can lead to expansion of urban areas, enhancing employment and recreation activities in specific areas;
- can lead to multifunctionality of local amenities (arts, restaurants etc.);
- can facilitates urbanisation, residential and commercial development, population growth in station areas etc. which leads to urban decentralization;
- can lead to carrying a considerable number of people, transport them to different areas across the city.

"**Mass Rapid Transit** (MRT) – fully automated underground driverless train with suitable **Information and Communication Technology Infrastructure** (ICT) – **Video Management System** (VMS) displaying real-time arrival times in the train and train stations, providing commuters with helpful information to optimize their journey plan"

Samples of smart metro system solutions:

- Control Centre - real time monitoring of metro operations, cyber threat detection, energy usage optimalisation;
- Asset Management - centralised network asset tracking, fault analysis and prediction, resource management;
- Payment methods - multiple options integrated in one system;
- Platform Screen Door - Train presence detection and synchronisation

High capacity system like metro are very attractive for long trips. Large cities can have extensive metro system, but it must have robust network of bus, train etc. network (the metro integrates the urban transport system). Urban planners should consider public transportation stations as focal points, which can modify adjacent neighbourhoods.

Systems	Maximal capacity (passengers/hour)	Commercial speed (kph)	Average station spacing (m)
Express rail system (MRT)	60,000	60	2,500-3,000
Urban rail system (MRT) (Conventional metro)	60,000	40	1,000-1,500
Monorail system	30,000	35	800-1,500
Light rail system (LRT)	30,000	30	800-1,500
Tram system	12,000	25	600-1,000

REFERENCES: https://www.digi.com/resources/definitions/its ; „Smart mobility solutions in public transport based on analysis chosen smart cities" - Helena Dudycz Igor Piątkowski ; „Evaluating integration between public transportation and pedestrian-oriented urban spaces in two main metro stations of Tehran" - Khashayar Kashani Jou ; https://www.stengg.com/en/smart-city/urban-solutions/smart-mobility-rail/smart-metro-systems ;

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