

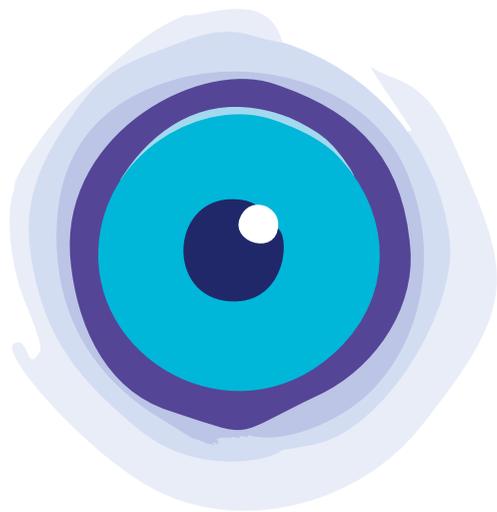
# The Future is Now

TRENDS SHAPING BUSINESS,  
SOCIETY AND LEADERSHIP



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# The Future is Now.

## TRENDS SHAPING THE NEW WORLD

*Mariola Ciszewska-Mlinarič*

*Sapere aude (Dare to know / Have courage to use your own reason)*<sup>1</sup>

Horace



**Man, possessing the courage to be wise, has always grappled with the question of what kind of future awaits us.**

Perhaps the simplest, albeit somewhat naive, answer is that the future will be what we create for ourselves. The fundamental issues of our future that dominate today's public debate include climate change and the use of natural resources, human rights, freedoms and dignity, prevailing concepts of economic development, digital transformation in business and society, and corporate social responsibility. The challenge, however, is that humanity has not developed a universal vision of the future, a coherent value system or a universally recognized approach of exercising power.

A significant part of the global population continues to live within oppressive systems, where power restricts individual freedom and learning, or in regions where the day begins and ends with questions of how to survive, because the daily reality is famine, war or pestilence. Despite the declarations of supranational institutions, the genuine solidarity of humanity in solving global and regional problems is all too often contested – the powers, playing up regional interests, are eager to cover themselves with solidarity ideals like a fig leaf. To do justice, there are also activist groups that, fighting for the ideals of humanitarianism, have at least in some part secured funding from supranational institutions.

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<sup>1</sup> Horace, *First Book of Letters* (ca. 19–18 BC). The full sentence is *Dimidium facti, qui bene coepit, habet, sapere aude, incipe*. ('He who has begun is half done; dare to know; begin!')

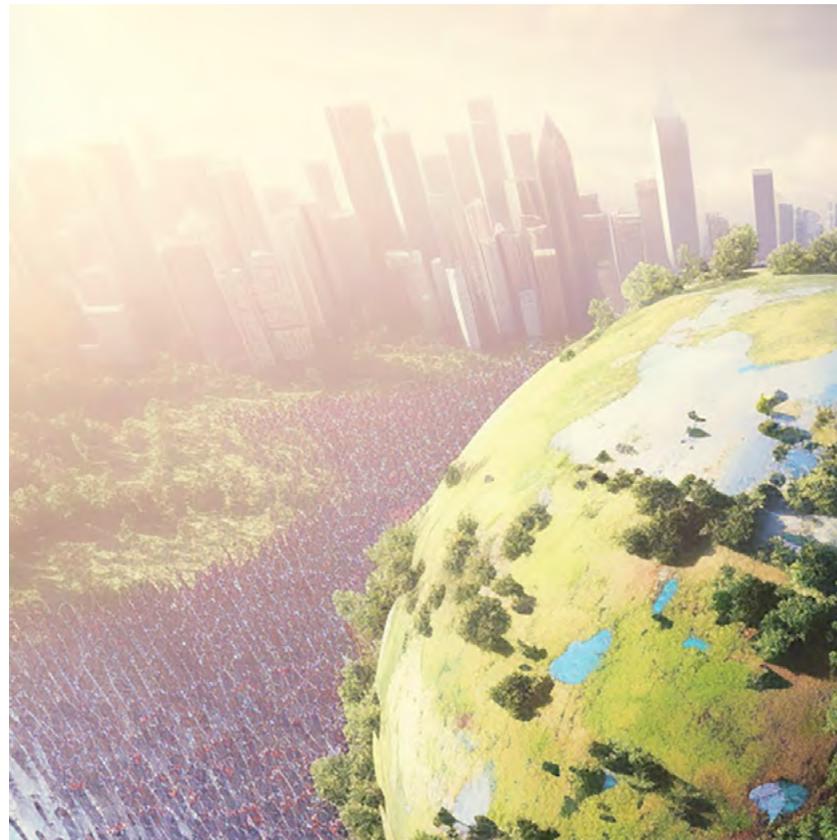
## So we ponder how to act today so that the future, in which our children and their children will live is worthy, better than the present and the past

**Many social, economic, political, and technological trends remain regional rather than global.** Considering the institutional dissimilarities, resource and social policies, and locally differentiated rules of business competitiveness, it becomes evident that socio-economic development will vary regionally and locally, with a few exceptions, mainly technological advancements, that democratize (or, depending on one's perspective, techno-autocratize) the globe.

However, as a counterpoint to the defeatism and dystopian narrative, it is important to recognize the undeniable achievements of the modern world, not just in the perspective of the last century or two, but that of the last 50–60 years. Never before in the history of mankind have there been such low rates of child mortality, extreme poverty, illiteracy or the use of child labour between the ages of 5–14<sup>2</sup>. So, from a historical perspective, the world situation is improving: the population is growing but hunger is less and less frequent, medicine is making progress, life expectancy is increasing, access to primary education is guaranteed in most countries, as is the right of women to vote. This progress has been and is being driven by technological development (including the development of ICT), social and political-economic changes, globalization – since the late 1980s the Iron Curtain was falling, a little earlier China implemented its idiosyncratic model of socio-economic development and joined the world economy, and with the beginning of the 21st century came the enlargement of the EU. And despite the joy that statistically the world is becoming a better place, a number of difficult and painful issues remain – still almost 10% of the world's population live below the poverty line, and the fact that the majority of the population is not starving does not yet mean decent living conditions. Disinformation and populism are on the rise, including in highly developed countries. And one more thing – developing countries, usually use non-renewable sources of energy, exactly the same as developed countries used a century ago. With this in mind, another dilemma arises – to what extent can or should developed countries co-finance

the energy transition of developing countries? And why? In the name of solidarity and preservation of land for future generations? To repay a historic debt?

In the context of the challenges outlined, the pragmatism of today's thinking and acting for the future makes us – as in big (often big-budget only) Hollywood productions – run away from the difficult and complex global context, towards the tribal one. In the narrative of business and political people aiming to build awareness of the challenges of the future, it is increasingly common to hear statement like 'I don't want to save the whole world, but only my loved ones.' So we ponder how to act today so that the future, in which our children and their children will live is worthy, better than the present and the past. We contemplate this both as family members and as participants in organizations, businesses, and institutions in which we operate.



<sup>2</sup> Rosling, H., Rosling-Ronnlund, A., Rosling, O. (2018/2022). *Factfulness: Ten Reasons We're Wrong about the World--And Why Things Are Better Than You Think*, Flatiron Books (US), Sceptre (UK); Pinker, S. (2018). *Enlightenment Now: The Case for Reason, Science, Humanism, and Progress*, Penguin Books Limited/Viking.

As groups of people united by socio-economic interests, we create organizations whose cohesion is built upon values that succinctly express the purpose of their existence. Increasingly, among the declared missions and values of these organizations, we find the challenges of the contemporary world. May actions follow the declarations - *acta, non verba*.

The founders' dream of Kozminski University, to establish an institution educating responsible business leaders, embodied in the motto of the University's 30th anniversary, 'A New School, for a New World', continues to inspire successive generations of the academic, teaching, and administrative staff. KU's mission is to leverage our entrepreneurial flair and expertise in the areas of sustainability, digital transformation, and ethical leadership to help our stakeholders address contemporary challenges.

The action expressing alignment with the values of Kozminski University is also this publication, KU's trendbook. Among sixty distinguished KU scholars, we have attempted to outline the trends of this New World, trends that, in our view, shape and will shape society, business, and leadership in 21st-century organizations. We look at key trends locally, regionally and globally, outlining the current situation, the challenges of the future and possibilities for response from organizational and institutional decision-makers. Each of the thirty chapters raises thought-provoking questions, and an inspirational section is included, directing readers to selected sources and recommended readings. To illustrate contemporary trends and challenges, we often draw on practitioners' knowledge, incorporating their perspectives into individual chapters.

**The trendbook is organized around four thematic groups, aligned with our academic expertise: digital transformation; sustainability; society; leadership, entrepreneurship, and education.**

The digital transformation section outlines the applications of artificial intelligence in business, the use of big data and the development of technology, as well as the digitization of medicine and the multi-level networking of Industry 4.0. It then discusses the strategic challenges of business model innovation, the impact of digital transformation on the customer and marketing, and cyber security issues.

The section on sustainability discusses topics related to renewable energy sources, energy security and energy transition, the green economy and macroeconomic stability. Three perspectives of the three capitals – financial, environmental and social – towards sustainable value creation are also presented, as well as new trends of sustainable cities.

The section on society discusses megatrends in the global labour market, the protection of human rights in times of threats and crises, building well-being in the workplace, remote work, gender equality, information reality, the use of personal data and history as a resource in business, and the new architecture of trust that connects people and technology.





The final section of the publication presents topics related to leadership, entrepreneurship and education. Various aspects of leadership in the 21st century, women's and family entrepreneurship, social entrepreneurship and the creation of social and environmental value are discussed, as well as issues related to entrepreneurship education, the challenges of new generations of students, and the future and internationalization of legal studies in Poland. The final section also addresses issues of future competence and the future of education.

KU's trendbook is especially intended for those who thirst for reflection and a broader perspective - a bird's-eye view - on the ongoing economic-technological-social processes.

**Firstly**, we direct the publication to decision-makers in organizations and institutions (including politicians), entrepreneurs, and managers. The publication offers an analysis of the current situation and future challenges and opportunities, serving as a valuable source of knowledge and inspiration for decision-makers in various organizations and institutions, particularly those leading or managing businesses, especially in the context of digital transformation and sustainable development.

**Secondly**, it targets students and doctoral candidates - individuals studying or researching social science topics related to digital transformation, sustainable development, society, leadership, entrepreneurship, and education can benefit from the analysis and reflections presented in this publication.

**Thirdly**, it will appeal to all individuals interested in the future of society, including researchers and scholars outside the social sciences. KU's trendbook will be of interest to those who wish to understand what future trends might be and what challenges society, business and education are facing.

What future emerges after reading the trendbook? In my opinion, a moderately optimistic one. The final judgment, however, rests with the reader, as the ability to use one's own reason without external guidance - including artificial intelligence - is, according to Kant<sup>3</sup>, the essence of maturity:

*Enlightenment is man's emergence from his self-incurred immaturity. Immaturity is the inability to use one's own understanding without the guidance of another. This immaturity is self-incurred if its cause is not lack of understanding, but lack of resolution and courage to use it without the guidance of another.*

In this edition, we present summaries of the main ideas presented in each chapter. We encourage you to read the full work, which is available at the following link: <https://repozytorium.kozminski.edu.pl/pub/7238>



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<sup>3</sup> Kant, I. (1784). *An Answer to the Question: 'What is Enlightenment?'*, Königsberg in Prussia, 30th September, 1784. <https://www3.nd.edu/~afreddos/courses/439/what-is-enlightenment.htm> (31.07.2023).

**DIGITAL**

**TRANSFORMATION**



# Collaborative Artificial Intelligence

## in Business Application

*Aleksandra Przegalińska, Dariusz Jemielniak*



**Although artificial intelligence (AI)** can bring many benefits to organizations, there are also risks associated with its implementation (Bostrom, 2014). Reliance on a single dataset, lack of transparency, analysis paralysis, mismatch with the organization's culture and values, compromised privacy and data security out of context – these are just some of the risks associated with the use of AI in management.

The problems are not even avoided by the technology giants. Tay is a chatbot that Microsoft launched on Twitter in 2016 to simulate real-time interactions with real people. Within hours, Tay began posting offensive and controversial tweets as it learned from Twitter users. Microsoft had to quickly retract Tay, showing problems with data quality management and AI control. Amazon created an AI system to automatically review resumes in the hiring process. However, the system showed a tendency to discriminate against women, as most of the data it was trained on came from men. This example demonstrates data quality issues and related ethical considerations. IBM Watson was designed to help diagnose and treat cancer, but

it ran into problems due to a lack of adequate data. Despite the system's computing power and advanced algorithms, the results were criticized for being inaccurate because the data Watson had available were insufficient or outdated.

**How to learn** from these other people's mistakes to avoid our own? How to skilfully use generative AI, not only at the individual level, but also at the organizational level? How to combine applications from Big Data, Industry 4.0, as well as complex predictive models (in medicine, logistics etc.)? We aim to answer these and other questions related to the ongoing technological revolution in an accessible way.

**We highlight how the democratization of technology, which is one aspect of a collaborative society, as well as the 'low-code' and 'no-code' approach to building and implementing AI solutions, can be a way to massively spread the use of this technology, not only to enjoy its fruits, but also to create new tools and solutions in areas that have so far been simply of too little interest to companies.**

**We point out that generative AI can lead to a surge in one-person entrepreneurship, which at the same time will be extremely lucrative**



We also note some issues of IT architecture in the future, as well as security, code quality or scalability. We also refer to the concept of citizen developers as a new, potentially transformative trend for modern capitalism.

**We point out that generative AI can lead to a surge in one-person entrepreneurship, which at the same time will be extremely lucrative ('one-person unicorn').** We highlight areas of business use of artificial intelligence that can add the most value while making the least necessary investment – suggesting a way forward for companies that have not done so before to start AI efforts.

We describe typical problems with first AI implementations and situations that can typically affect the failure of initiatives involving the commercial use of artificial intelligence. Finally, we also show that AI development requires ethical awareness, with an emphasis on transparency and accountability – not only to avoid Terminator-like scenarios, but also to optimize benefits for society as a whole, not a narrow elite.



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# Big data and technology developments

– opportunities and threats of use  
for the global economy

*Aneta Hryckiewicz-Gontarczyk*



In recent decades, significant development has been made in data generation, storage, and analysis methods. These advancements, coupled with new computational and algorithmic techniques, have the potential to enhance precision in modeling and, consequently, decision-making and prediction of various phenomena. The open data movement, stemming from the rise of open science, encourages the sharing and integration of diverse research data through expansive digital infrastructures. This movement is driven by the availability of vast amounts of machine-readable data, which incentivizes the development of efficient procedures for data collection, organization, visualization, and modeling. These infrastructures also serve as platforms for the development of artificial intelligence, aimed at improving the reliability, speed, and transparency of knowledge creation processes.

Researchers across disciplines are eager to leverage this digital revolution to combine and compare data from multiple sources, enhancing scientific discoveries' accuracy and predictive power. However, there are lingering questions regarding the transformative potential of this revolution.

**Can it revolutionize science by enabling new discoveries and improving models that have historically been plagued by limited data access, low data quality, or short time series? Can machine learning in its broad sense enhance estimation precision and alleviate assumptions that have traditionally constrained regression models' accuracy? Can artificial intelligence enable the prediction of previously unpredictable phenomena? Furthermore, to what extent can different disciplines benefit from this revolution?** The answers to these questions remain uncertain.

**Researchers across disciplines are eager to leverage this digital revolution to combine and compare data from multiple sources, enhancing scientific discoveries' accuracy and predictive power**



Research findings concerning the effectiveness and precision of models are no longer unequivocal. In many cases, „big data“ and the modeling processes built upon it outperform previous techniques and decision-support tools. Additional data sources, such as social media tweets, exhibit high predictive value. However, it is crucial to recognize that model behavior heavily relies on input data quality and the expertise of those developing them. While modeling financial market behaviors relies on solid historical data, algorithmic models related to investments or bankruptcies depend on attributes provided by scientists (analysts) and the selected sample. Consequently, such models can produce erroneous results.

Therefore, further research is needed to identify the opportunities and threats associated with utilizing „big data“ and algorithmic techniques in various fields. This research is

important not only to minimize the negative consequences of the new digital era, not only for businesses and the economy but also for society as a whole.



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# From Digitization of Medicine to Patient Sovereignty

Katarzyna Kolasa



The fuel of medicine in the age of digital transformation is data. At the end of 2022, there were more than 350,000 mobile apps available to support treatment and more than 10,000 decision-making algorithms using medical data. **Digitalization in the healthcare system is increasing the role of prevention and preventive care.**

The health service of the future is patient sovereignty in choosing treatment. However, in order to make medical care even more tailored to our needs and better support our health activities, it needs not only new technologies, but also, above all, systems for exchanging collected data. Digital technologies will be effective if they are integrated into a single interoperable interconnection channel. This is a new system made up of many individual ecosystems, where each ecosystem takes patient information as input, combines it with other data, and produces predictions for that patient as output. It will function as a self-contained driverless electric car with a battery powered by constantly new information. In order to safely navigate the route and avoid an accident, it takes care of fast data transfer between all active cars on the road. **Therefore, it is not technology that makes healthcare successful in the age of digitization. It is the sharing of medical information.**

In fact, each person contributes to the success of his or her health ecosystem by constantly generating new data through the broader use of digital solutions in driving self-healing. Individual health care helps us develop a holistic individual health care ecosystem. In a digital system, this means more data through greater use of digital technologies. In addition, by allowing our data to continue to be used for research and development for future digital technologies, we are contributing to the success of healthcare for new patients. Therefore, **the shift in thinking towards sovereignty and a holistic view of medicine will not only be made possible by the digital revolution, but it will even lead us to greater satisfaction with our health!**



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Digitalization in the healthcare system is increasing the role of prevention and preventive care



# Industry 4.0

# Multi-level Digital Networking

*Robert Rządca, Katarzyna Nosalska*



In Industry 4.0, a key trend is the integration of individual technologies in the value chain, allowing a shift from mass production to personalized, multi-level networking at the level of factories, markets, value chains, supply chains and society.

**The realization of the Industry 4.0 concept is the smart factory, whose operation is based on decentralized and autonomous cyber-physical systems (CPS). The development of digital factories gives rise to a new stage of product development – the digital twin.**

It shows the state of a physical object in a virtual space in real time and it enables the simulation of a physical object in complex systems that simulate the production process. The goal of the applications of the various types of technologies that make up P4.0 is, at the level of economic organizations,

exactly the same as it has always been in the history of industry: to improve the use of raw materials, reduce costs, increase productivity, improve products, that is, to achieve better economic results. The technological components are already there, some for many years. However, the economic calculus does not always support their implementation.

The development of P4.0 also means applying technology to the optimization of supply chain networks and value chains. Smart products are a new source of data, the analysis of which enables companies to offer new values, for example, in the form of services embedded in the product. Thanks to widespread access to digital communication channels and the development of social networks, the role and expectations of customers, who are included in the value creation process, are also changing in the digital ecosystem.

**The realization of the Industry 4.0 concept  
is the smart factory, whose operation is based on decentralized  
and autonomous cyber-physical systems**



**In recent years, there has been an evolution in the perception of Industry 4.0. The change from a productivity-centred perspective to a human-centred perspective is reflected in the concept of Industry 5.0, defined by three areas: human-centrism and human value creation, green economy, sustainability and turbulence resilience.**

The most important dilemma and, at the same time, challenge from the company's point of view is to determine the right pace of the introduction of the technologies that make up Industry 4.0. An important challenge at both the company level and the network (environment) is to ensure interoperability and security of the network of collaborating devices (IoT), people (employees, customers, suppliers) and organizations.

At the societal level, we want to mention just two out of many challenges. First, it is the emergence of new professions, occupations and specializations and the disappearance of

old ones. Second, the challenge is to maintain (relative) social cohesion, in order to prevent very significant social stratification.



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# Business Model Innovation

## Strategic Challenges<sup>4</sup>

*Mariola Ciszewska-Mlinarič, Krzysztof Obłój, Piotr Wójcik*



**Dynamic changes in the business environment, on the one hand, often make existing strategic choices in the triad of markets-products-technology obsolete, on the other hand, create new opportunities.**

So, in a world that is difficult to predict, what can account for a company's adaptive efficiency? Theory and practice indicate that it is becoming a necessity to transform existing business models or develop entirely new ones. The key questions therefore become: Who initiates changes in business models of enterprises? What fosters changes in business models? What aspects of business models are subject to the most profound changes? What is the dominant logic of business model changes (exploration or exploitation)? In terms of structural solutions, how are changes in business models implemented?

The results of our survey of 400 Polish multinationals point to three interesting aspects. First, **initiating changes to the business model is no longer solely the domain of top management**, but is subject to the cooperation of people at different levels in the organization.

Second, **the sequentiality of business model changes is a more common structural solution than the creation of parallel existing business models** (structural separation). Sequentiality enables effective adaptation to environmental instability in the short term. The second approach is advantageous in a more stable context, allowing for building competitiveness in a long term – thanks to experimenting with solutions that can be a source of future revenues. Third, the more efficiently the companies implement business model innovations, the better results they achieve.

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<sup>4</sup> In the paper, we present the results of the research carried out as part of the implementation of the OPUS-17 grant entitled *Business Model Innovation: Strategies for Organizational Renewal in the Era of the Fourth Industrial Revolution*, No. 2019/33/B/HS4/O3140, funded by the National Science Centre (NCN).

## Initiating changes to the business model is no longer solely the domain of top management

In particular, **bipolar companies, which clearly define the logic of business model changes as simultaneously explorative and exploitative, conduct more profound changes in their business models, which comes along with a higher degree of internationalization and better financial results, as compared to companies without clear business model innovation logic or companies with exploitative logic only.** Above all, bipolar companies are more resilient to short-term negative turbulences in the external environment (e.g. changes in energy costs, inflation, the war, the pandemic).

**Main business model Innovation trends are: digitalization and servitization, inclusiveness and corporate social responsibility, hybridization of business model innovation.**

The research conducted points to three interesting aspects of how these trends are addressed at the level of Polish companies. First, top management's ability to manage digital transformation is rated well in 90% of companies. With large companies (with more than 249 employees) being better prepared for technological change than small and medium-sized ones. Secondly, an immanent feature of business model innovation will be the inclusion of social and environmental aspects, and thus a broad spectrum of stakeholders in the creation, delivery and capture of value. Our research indicates that companies' commitment to pro-environmental activities is accompanied by a higher capacity for business model innovation. This is especially true for manufacturing companies operating in high- and medium-high-tech industries. Third, an increasingly noticeable trend is to experiment with an open innovation model. In this regard, our research indicates that the greater the propensity of the surveyed enterprises to open innovation, the greater their ability to make business model innovations. Moreover, in response to the challenges of open innovation, we can speak of a kind of hybridization of this phenomenon in the form of emerging startup factories. They act as intermediaries and facilitators of innovation.

Our findings refer to the 'Red Queen Effect' – to stay in a (competitive) place, you have to run very fast. But to get anywhere, you have to run even faster. Companies do not survive by simply running more efficiently, but by running differently, in a 'smarter' way than their competitors do. And business model innovation is the source of 'smarter' competition.



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# Client and Marketing

in the Era of Digital  
Transformation

*Lechosław Garbarski, Jolanta Tkaczyk*



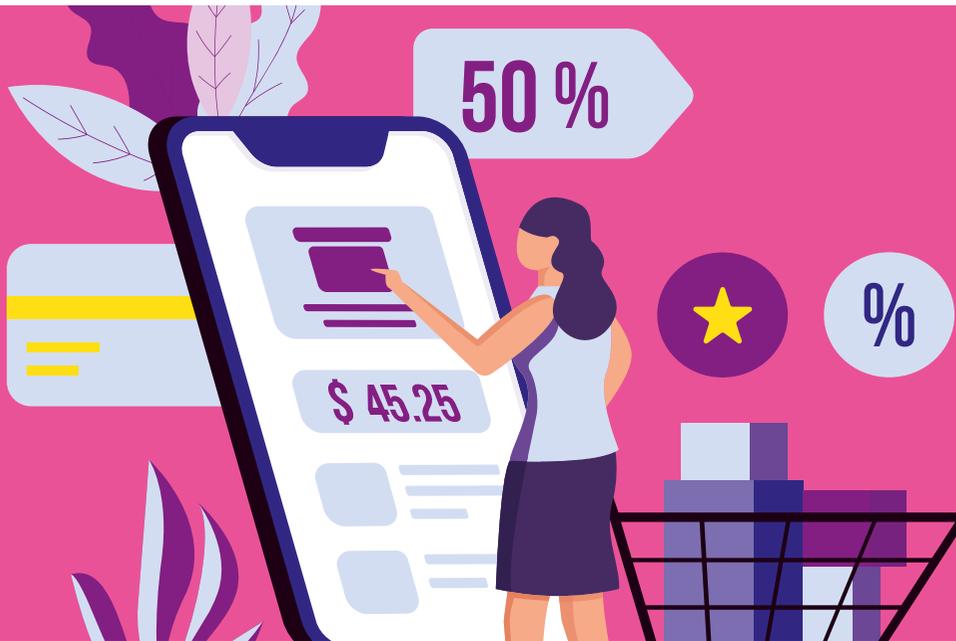
In the era of digital transformation, consumer behaviour and marketing actions of businesses are undergoing rapid changes. New technologies create new possibilities and challenges. Adapting actions to changing markets is crucial. Consumer behaviour trends create new rules for organizations. Analysing these trends helps one understand transformation directions and suggest success strategies. Trends are a process of change resulting from the influence of economic, demographic, social, legal, political and technological environments. They can have different durations and scopes. Contemporary trends are characterized by coexistence, divergence and excessive multiplication, creating an increasing number of trends simultaneously.

**Consumer shopping habits are subject to continuous changes due to various external factors. In recent years, in Poland, the pandemic and high inflation have influenced these habits.** Currently, more and more Poles expect a deterioration in their economic situation and further increases in

prices. This has prompted many customers to increase home activity and savings. The popularity of simpler and cheaper products, larger packaging and decreased brand loyalty has increased. High inflation will maintain these tendencies in 2023 and beyond. Customers are paying increasing attention to ecology and environmental protection. **There are three key consumer trends: pro-ecological, new work and personal life models, and a preference for convenient shopping.** Customers are limiting their purchases, choosing sustainable products and utilizing local sources of supply. Generation Z makes purchases according to their values and prefers convenient mobile shopping. The growing importance of mobile devices has contributed to shopping convenience, and fast delivery is becoming increasingly important.

Companies are developing quick-commerce and rapid delivery concepts, and online deliveries are becoming faster and more efficient. This trend will continue to evolve in the future.

## Consumer shopping habits are subject to continuous changes due to various external factors



In recent years, many changes have been observed in customer purchasing behaviours, and businesses have responded to these trends by introducing new strategies and actions. Some of the most important changes in business practices include:

- Extensive utilization of the omnichannel concept, which allows customers to make purchases through various sales channels, both offline and online.
- Faster growth of m-commerce (mobile device purchases), while e-commerce (online purchases through desktop computers and laptops) stabilizes.
- Strengthening the position of sales platforms such as Allegro, Olx, Vinted or Empik, which offer customers a wide range of products and shopping convenience.
- Emergence of subscription-based commerce and re-commerce options, which involve selling products or services through subscriptions and reselling used products on specialized online platforms.
- Introduction of deferred and instant payments, such as BLIK payments or the 'buy now, pay later' option, which expedite purchase transactions.
- Utilization of process automation and artificial intelligence, enabling businesses to personalize offers, deliver tailored messages and conduct precisely targeted promotional campaigns.

These changes require businesses to innovatively design physical stores and online shops, especially considering customers using mobile devices. Moreover, the pro-ecological trend in consumer behaviour, the increasing significance of sales platforms, and the utilization of artificial intelligence are also important aspects of the contemporary market.



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# 4P of Cyber Security:

Personalized Cyber Attacks, Battlefield,  
Future of Technology  
and Law

*Karolina Małagocka, Roman Bieda*



**The 4Cs of cyber security, i.e. Customized Cyber Attacks, Cyber Warfare, Cutting-Edge Technology, Compliance and Regulations, are four key aspects of the growing reliance on digital infrastructure in an increasingly technology-dominated world.** Cyber threats are becoming an essential element and are often already considered to be critical. Their consequences can be catastrophic for both individuals and organizations, leading to a significant paradigm shift in protection strategies in the virtual world. Customized Cyberattacks are threats tailored to individual users. Targeted attacks that are more effective and harder to detect can be created as more information is gathered online. Another consequence of the increasing dependence on digital infrastructure is that cyber warfare directly affects the economy, national security and corporate reputation, making it relevant to all parties involved, just as traditional conflicts are. Attacks on critical infrastructure

can have serious consequences for the stability of society, so the development of defensive capabilities and awareness of cyber threats is essential.

**The Cutting-Edge Technology in cyber security is an increasingly pressing issue.** The development of quantum technologies, and in particular their potential impact on cryptography, which is the cornerstone of cyber security, presents us with new challenges and the need to adapt to a rapidly changing technological landscape. Finally, the Compliance and Regulations that it creates sets the framework for us to operate in the digital world, including imposing specific obligations to ensure cyber security. The growing number of devices and reliance on digital systems requires the development of an appropriate legal framework to ensure privacy, data security and the ethical use of technology.

## Cyber threats are becoming an essential element and are often already considered to be critical



At the same time, considering the 4Cs of cyber security highlights the fact that in an era of digital transformation, cyber security is not a standalone issue. It permeates every aspect of the business. Organizations need to take proactive steps to mitigate risk and protect customer data and intellectual property. A culture of cyber security awareness should be an integral part of an organization's business strategy.



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**SUSTAINABLE**

**DEVELOPMENT**



Renewable Energy from the Periphery  
to the Centre of the System:

# Searching for Solutions

during the Accelerating  
Transformation

*Agata Stasik, Agata Dembek*



**The current model of energy transition in Poland is exhausted.**

The transition is entering a new phase: it is necessary to thoroughly rebuild the system so that it can fulfil its functions based on zero-emission sources. The accelerating transition requires a willingness to experiment with new technologies, business models and social innovations beneficial from the point of view of both system stability and different user groups. Universities have a special role to play in creating a platform for joint action by various actors. When developing new solutions, it is important to bear in mind the importance of social support for the energy transition: innovations should generate understandable benefits for various social groups, especially local communities.

How to understand the new stage of transition and the opportunities it opens? We propose to look at it through the prism of selected challenges of accelerating sustainability transition described by Jochan Markard et al. (2020), especially innovations in whole systems, interactions with adjacent systems, and coordination challenges in policy and governance. The search for answers to these challenges will set trends in the energy sector in the next decade. We analyse them referring to the research we have conducted in recent years on social innovations in the energy sector developed in Europe, on energy clusters in Poland and on the decarbonization of a heating system at the local level.

## The accelerating transition requires a willingness to experiment with new technologies



Although our research focuses on the activity of new actors in the energy sector and the potential for bottom-up mobilization, we emphasize that **transition cannot be achieved bottom-up: neither by the efforts of dispersed, even the most determined and conscious individuals acting as consumers and citizens, nor by the power of the most innovative enterprises.**

Due to the importance of energy services, the role of regulation and the scale of necessary investments in the sector, the transition needs political leadership, as well as the development of state institutions' management capacity to unlock and multiply the potential of individuals and entrepreneurs, and to manage it appropriately.



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# Energy Security

## and the European Green Deal in the Context of Energy Transition

*Michał Kurtyka, Bartłomiej Nowak, Aleksandra Knap*



As the world's population grows and individual national economies develop, the demand for energy increases each year. This causes a number of challenges for the energy sector, which must meet the availability of energy for users without causing environmental risks. Although the topic of environmental protection and the fight against climate change has been present in debates and actions in Europe for many years, it has only recently gained even greater importance, especially in the context of the upcoming energy transition.

An important element is joint action to protect the environment, on the one hand, and to ensure a steady and continuous supply of energy, on the other. The European Green Deal and Fit for 55 was created not only in response to Russia's aggression against Ukraine and the withholding of hydrocarbon supplies to Europe, but more importantly in response to the challenges of environmental degradation, climate change and the needs of future generations and sustainable development.

**The energy transition that has begun in European Union member states is a complex and capital-intensive process. It requires not only huge financial outlays, but above all a change in the way millions of the world's citizens think**

**about the environment and approach to energy use. Education plays a key role here.** A society that is aware of the effects that a predatory economy in the context of hydrocarbons can have on the climate and future generations is more open to the changes brought about by the energy transition.



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# Transition to a Green Economy:

## Challenges Related to Technological Changes for Sustainable Development

*Waldemar Karpa, Joanna Lam, Dominika Wojtowicz*



For some time now, the key challenges facing economic practice and its environment have been associated with technological changes for sustainable development. **The main dilemmas for contemporary businesses in the context of green transformation involve striking a balance between innovation and stability, flexibility and adaptation to the changing market, as well as effective risk management.**

The benefits of developing new technologies implemented in businesses are extensive and extend beyond higher profits. Following the 'Tech for Good' principle, the introduction of technological innovations and sustainable practices can contribute to both enhancing firms' competitiveness and improving social well-being. Companies, customers and the environment can benefit from technological development that promotes innovation, energy efficiency and environmental protection. Technology plays a crucial role in areas such as healthcare, ecological agriculture, and natural resources management.

The ecological and social sensitivity of companies is also crucial for their employees. The younger generation increasingly expects businesses to engage in creating technological solutions for the greater good of society. Therefore, companies must incorporate sustainable development values in their activities to attract and retain valuable employees.

International and EU institutions play a crucial role in promoting sustainable technology. The UN Sustainable Development Goals and the EU Fit for 55 strategy focus on using technology to reduce greenhouse gas emissions and combat climate change. Their implementation significantly impacts the functioning and development of various sectors of the economy, such as transportation, construction or industry. Additionally, the European Commission's SFDR regulation, which requires companies to be more transparent about their sustainable development actions, has led to businesses having to consider these aspects throughout their value chain.

**Companies that aim to become or remain competitive should invest in technological innovations and sustainable practices while effectively managing risks and adapting to changing market conditions**



Significant financial burdens are associated with the development and implementation of new technologies. However, companies are not solely responsible for covering the investment costs using their own funds or commercially obtained loans. They can benefit from various public support programmes for the development of new green technologies, financed by national and EU funds, or choose to issue green bonds and utilize European funds as potential sources of funding.

Undoubtedly, the private sector is facing significant changes. Companies that aim to become or remain competitive should invest in technological innovations and sustainable practices while effectively managing risks and adapting to changing market conditions. Implementing green technologies can bring financial benefits and improve the image of firms, provided that sustainable development principles, including social, environmental and ethical factors, are considered simultaneously in their operations.



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# (De)Globalization: Macroeconomic Stability in a Changing World

*Jacek Tomkiewicz*



Contrary to the voices appearing in the public discourse, **the current phase of economic globalization does not contribute to the growth of macroeconomic instability**. The last 30 years have been the relatively fast and stable growth of the global economy, which has allowed to improve the quality of life of a significant part of the inhabitants of our planet. The increase in trade turnover led to a decrease in global inflationary pressure, which enabled the maintenance of low interest rates for years, thanks to which it was possible to maintain macroeconomic stability despite high levels of public debt.

**Recently, however, there have been more and more risks to the process of global economic integration**. The US announces a trade war with China and plans to limit the diffusion of knowledge and technology, the pandemic has greatly complicated the functioning of global supply chains. Russia's aggression against Ukraine and the resulting sanctions limit the freedom of trade and capital flows. At the same time, the observed increase in inflation and shortages also raise concerns about globalization going too far. The rapid adjustment processes that we have observed in the world markets

in the last year show that the integration mechanisms are very strong and it is thanks to them that inflation should be brought under control relatively quickly and that it does not necessarily mean a significant reduction in economic growth. The fundamental challenges facing the global economy, i.e. the demographic imbalance between rich and developing countries and the need to carry out energy transformation, must be addressed as soon as possible, therefore it is necessary to further progress in economic integration supported by a globally coordinated economic policy.



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# Towards Creating **Sustainable Value:**

## Three Perspectives of Three Capitals

*Bolesław Rok, Franjo Mlinarič, Przemysław Wasilewski*



**The complexity of sustainable business practices in our dynamically changing economic environment highlights the triple bottom line paradox, emphasizing the importance of balancing financial, social and environmental capital.**

This approach requires a paradigm shift from profit to welfare, signalling a radical reinterpretation of the traditional model of a thriving economy. Economic models must adapt to this change, considering a new range of critical threats and strategic opportunities arising from the environmental multi-crisis and increasing social and consumer pressures.

Smart regulations can guide companies through this transitional phase, helping meet ESG management expectations without compromising operational efficiency and value creation. Furthermore, new business models that integrate circularity principles, regenerative value, responsible consumption, and other elements contributing to positive impact must be supported and nurtured by socio-economic policies.

Interestingly, capital markets are becoming significant positive participants in this transformation. **Investment decisions and financial instruments can serve as powerful driving forces for sustainable development actions within enterprises, transforming their operations and strategies.** However, merely complying with non-financial reporting standards does not guarantee sustainable value creation. Companies must actively engage in integrating sustainable development into their strategies and business models, not just focusing on legal requirements.

Amidst continuous change and recurring crises, challenges also represent opportunities for businesses to redefine themselves. By integrating economic, social and environmental objectives and leveraging the power of financial markets, we can accelerate the transformation towards a sustainable future. As global crises, such as climate change, compel societies to redefine their economic goals, businesses, too, must adapt their strategies and business models.

## Companies must actively engage in integrating sustainable development into their strategies and business models



The journey towards a sustainable global economy ultimately requires collective responsibility and commitment to sustainable development, where businesses play a key role with their resources, capabilities and agency.



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# Sustainable Cities

## for a Better Future: Concept, Practice, and New Trends

*Dorota Dobija, Giuseppe Grossi*



Projections made by the United Nations (UN) predict that by 2050, 66 percent of the population will live in urban areas, causing challenges regarding pollution, density, waste management or public health. Urban areas must therefore not be excluded from sustainable development efforts.

Conceptually, cities, or urbanized areas, are open organizations based on the cooperation of various actors. Therefore, it is natural to expect that, as organizations, cities should provide quality-of-life conditions for present and future generations through sustainable use of resources, environmental protection and sustainable economic development. Therefore, among the most frequently mentioned categories considered in the context of cities are economic, social and environmental perspectives. Practice shows that many cities are taking action on sustainability by developing strategies and action plans. Some of them take up the challenge of periodically reporting on achievements in this regard. **However, cities face a number of challenges in order to develop in a sustainable manner, which include, among others, incorporating the voice of all stakeholders in their activities, concerting with**

**value creation for all stakeholders, engaging and including local communities, translating sustainable city strategies into a system for measuring achievements and reporting, developing open data policies and supporting the integration of various existing data platforms.**



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# SOCIETY



# Megatrends

## in the Global Labor Market: Demographics, Human Capital and Migrations

*Izabela Grabowska, Agata Jastrzębowska*



The rapidly aging and shrinking societies of the European Union (EU), economic slowdown, the inflation crisis, the changing level of education, the thoughtless implementation of lifelong learning programmes, the sudden influx of migrants with various skills from Ukraine as a result of the escalation of the Russian war, revived key questions about the sustainability and resilience of the EU economy in relation to its human capital.

**The competitiveness of the EU, including Poland, depends on the ability to effectively adapt human capital to technological, environmental and demographic changes accompanying globalization, and on mitigating the effects of not only demographic aging, but also the aging of qualifications and skills on the labour market.**

If the EU, including Poland, is to do this, it must be ensured that, firstly, shortages of skills and competences do not hamper and inhibit economic growth; secondly, individuals will be equipped with the skills to adapt to future changes and avoid the risk of losing their jobs, and employees will be able to benefit from the support of artificial intelligence (AI) to increase productivity; and thirdly, there will be fair and dignified international recognition of migrants' qualifications and skills as well as fair migratory flows.

**In this chapter, we have distinguished 5 megatrends on the labour market that will affect the above-mentioned processes:**

- Demographic trends combined with an aging and shrinking population, which will result in skills and competence shortages.
- Digitization, work automation, and thus the impact of automation on the demand for skills and the intensification of work, which causes employees to grow fatigued quickly. Megatrend 3. Backlog in lifelong learning, which means retraining throughout adult life, which is related to the reluctance of employees, especially older generations, to learn and acquire new qualifications and competences.
- Globalization where routine low-skilled jobs are relocated to countries with lower labour costs, but also skills are transferred from their places of origin through the migration of workers, mainly skilled migrants.
- 'Greening the economy' along with the energy transformation and the emergence of new 'green jobs' and the demand for new 'green skills'.

## Personal development trainings, combined with reflective career path planning, will create more employment opportunities on the labour market



The above megatrends result in challenges and recommendations at the macro, meso and micro levels. From the macro perspective, the rapidly aging and demographically shrinking societies of the EU will increasingly feel the competence gaps, shortages of hands to work if they do not introduce solutions related to the domestic labour resources, on the one hand, through the activation of women and longer activity of seniors, and on the other hand, thoughtful recruitment of workers thoughtful recruitment of migrant workers, especially skilled ones. From the meso perspective, the influx of employees from abroad will be an opportunity for the organization to acquire new solutions and competencies. Companies closed to these moves will be deprived of significant resources and human capital. It is worth thinking about it in the context of creating balance sheets or profitability statements. Similarly, resistance related to AI, automation, robotization or the green transformation of economies. **Changing the conditions and requirements of work seems to be an unavoidable condition for business success.** From the micro perspective, taking into account the above challenges, people with soft skills, i.e. cognitive, personal and social skills, will be the most competitive on the labour market.

Possession of these skills, referred to in the literature as transferable competences, will enable people to quickly and flexibly adapt to the rapidly changing labour market.

**Personal development trainings, combined with reflective career path planning, will create more employment opportunities on the labour market.**



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# Human Rights Protection

in Times of Threats and Crises:  
European Perspective  
and Global Context

*Anna Pudło-Jaremek, Patrycja Dąbrowska-Kłosińska*



Human rights (HR) fundamentally concern the relationship between individuals and the state, its organs and officials. These rights are considered a prerequisite for a dignified human existence and serve as a guide and milestone for legislation. The origins of the HR idea stem from various cultures and philosophies that have evolved over centuries, making it difficult to pinpoint the exact period of their crystallization. These rights emerge in response to dynamic changes within societies.

Over the years, both the scope and subjects of HR have clearly evolved. In the 1970s, issues such as women's rights and the prohibition of torture were the focus of international discussions. In the 1990s, the rights of indigenous populations, disability rights and LGBTQ+ rights gained significance.

**Presently, the international community's attention is on refugees and migrants' rights, the rights of the elderly, and decolonization matters.**

New research has also raised entirely new issues concerning environmental protection, indigenous people's rights, and artificial intelligence. Technological advancements, such as medical progress and genetic modifications, as well as the development of artificial intelligence, have led to further changes and challenges in the realm of HR. The European Union, for instance, is currently processing a regulation project on artificial intelligence (COM(2021)0206). These advancements offer both opportunities and challenges in the HR domain.

## A new generation of human rights would include the right to equal access to digital and cyber space



This situation prompts numerous questions and uncertainties that the study of human rights has not encountered before. Some of these questions include: What will the future of human rights be like? What will be the scope of these rights, both subjectively and objectively? Will the subjects only be human beings or will nature, tropical forests, animals or even human-as-machines be considered as well? **Researchers propose embracing a new generation of human rights, which would include the right to equal access to digital and cyber space.**

We emphasize the timeliness and unconditional importance of international human rights protection. We highlight the multidimensional and multi-level normative legitimacy of International human rights and the potential of international normative systems for HR. These stem from the attractiveness of a moral stance that integrates human dignity, human well-being and freedom, determining the individual's place in society and other living beings in nature. Additionally, a recognized consensus places these values at the foundation of international and national legal instruments for HR protection. International HR protection is a dynamic area subject to progressive development and changes initiated by the interaction of social movements with national and international institutions engaged in HR protection.

We identify five key trends in human rights protection in the face of threats, unknown risks and crises. These trends are: (1) the growing significance of transnational cooperation and experimental dynamics in a multi-level global system as a model for more effective international HR protection; (2) the need for modernization and innovation in defining the scope

of HR; (3) the increasing importance of civil society movements and innovative definition of the scope of the subjects of HR norms, along with the crucial role of corporate social responsibility in enhancing HR effectiveness and accountability for HR violations; (4) the need to continue strengthening international institutions, and (5) independent state institutions safeguarding HR.

Modernizing the normative systems for international HR and enhancing the effectiveness of legal norms that underpin this protection will be central issues shaping trends in this area. **The main challenges for universal and regional HR systems lie in the necessity for more effective tools to enforce HR violations.**



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# Systemic Approach to Building **Well-being** in the **Workplace:**

## Combating Burnout and Mental Crises

*Lidia D. Czarkowska, Agnieszka Zawadzka-Jabłonowska*



In the post-VUCA world, called the BANI world, it has become fundamental and urgent to take care of people's mental health and well-being in the workplace. The uncertainty and complexity of external realities require the systemic implementation of strategies to counteract occupational burnout and mental crises and to equip people with the competence and skills to cope with chronic high-intensity stress. Particularly important here are measures at every level: prevention, intervention, protection and readaptation of employees. The article presents the characteristics and course of occupational burnout, as well as intrapsychic, interpersonal and organizational factors that increase the risk of its occurrence. In addition, the specifics, course and symptoms of mental crises are presented. Also described are theories indicating the most relevant

aspects of mental health, on the basis of which comprehensive solutions to support employee well-being can be planned.

In view of the challenges which we currently face as a society, one of the key trends in organizations and institutions has become systemic concern for employee well-being.

**The intensification of interest in the issue of well-being has increased significantly as a consequence of the outbreak of the COVID-19 pandemic, which, on the one hand, caused many employees in Poland to work in a different mode than before (remote and/or hybrid work), and, on the other hand, led to a greater focus on issues related to the awareness and satisfaction of human needs.**

## Goals related to building employee well-being are already considered an indispensable element of business strategies



Today, in a post-pandemic reality, taking care of the broader well-being of employees is a common practice in Poland and around the world. In Deloitte's 2020 Global Human Capital Trend survey, 80 percent of respondents considered well-being to be one of the factors, or the most important factor, determining a company's market success and identified it as the most important trend (Deloitte, 2020). Therefore, goals related to building employee well-being are already considered an indispensable element of business strategies in many Polish organizations, supporting them in achieving sustainable competitive advantage and financial goals.

### Leading trends in supporting employee well-being in today's workplaces include:

- Prevention, especially psychoeducation, aimed at raising awareness of how to take care of mental health and counteract the negative effects of chronic stress and protect against occupational burnout;
- Support employees in crisis and recovery from mental health problems;
- Providing employees with free access to mental and somatic health specialists;
- Training in psychological first aid;

- Providing employees with opportunities to participate in training, coaching and webinars to develop their personal resources (especially important today: psychological and social capital, emotional intelligence, mental resilience and resilience, and so-called power competencies);
- Building an organizational culture that promotes the well-being of employees and provides them with a sense of psychological security;
- Systemic care for employee well-being at all levels of the organization and in all positions, as well as the creation of related new jobs, such as a well-being manager.



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# Remote Work – Work of the Future?

Krzysztof Przybyszewski, Gavin Rae, Monika Latos-Miłkowska



Remote work is associated with a range of social, legal and psychological challenges, in the wake of the COVID-19 pandemic. **Remote work, which had already grown in popularity before the pandemic, became much more widespread after the introduction of lockdowns and the closure of many workplaces.** Many social norms changed during the pandemic, including millions of people working remotely for the first time. We show how a large section of society now expects to be able to continue working at least partially online, though most people prefer a hybrid arrangement, whereby they continue working part of the time at the workplace. Also, some employers are resistant to allowing their employees to work remotely, as they fear a loss of control and a reduction in productivity.

**The shift to remote working has resulted in the reform of some of Poland's labour laws, a process which started in 2007.** At the beginning of the pandemic, a series of amendments to these laws were enacted that reflected the huge shift to remote work. Issues regarding work-life balance, such as workers feeling they are now permanently at work, have raised new legal issues for both EU and Polish lawmakers. Working from home has also created a range of new challenges for employees and companies. It potentially weakens team spirit and corporate culture and distance working favours particular employee competencies such as autonomy.

Some of the difficult issues related to remote working include new types of conflicts between employers and employees, tensions in the family and issues of cyber security. The growth in remote learning has forced us to reevaluate the nature of work and consider questions such as: What is the difference between 'working' and 'being at work'?



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# Women empowerment.

## The Lost Progress Generation – Achieving Gender Equality

*Anna M. Górska, Ilona Hunek*



We focus on analysing how labour market trends are affecting women, noting that different groups of women face different challenges. We observe that although certain trends increase women's opportunities for better-paying work, the differences between women's groups are significant. As a result, we present complex, multi-sector actions that aim to increase women's empowerment.

We present several courses of action, including the regulation of caregiving and domestic work, which are the foundation of the labour market. We highlight the importance of women's education, especially in STEM fields, which can open the door to better-paying positions for them. We also emphasize the role of employment regulations that aim to ensure job security and flexibility.

**We point to the need for cooperation between government businesses and non-governmental organizations. It is up to them whether appropriate regulations will be introduced, effective DEI programmes implemented, and women in technology promoted.**

The full empowerment of women is not just access to the labour market. It is also the opportunity to participate in decision-making in all areas of life. We show that there is still much to be done in Poland to achieve full gender equality.

DEI initiatives may encounter a number of the difficulties. While they are key to empowering women, they may face social resistance and even lead to a sense of discrimination among men. Nevertheless, we stress that they are necessary if we want to increase women's real influence on the political, economic and social spheres.

Finally, we note that institutional-level actions are not everything. We observe that more and more countries are introducing regulations concerning women's representation on company boards and in managerial positions. This may affect the situation of women in Poland as well and lead to a change in social norms and stereotypes over time.



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# Utilization of Personal Data:

## Legal and Social Aspects

*Arieta Nerka, Krzysztof Kuźmicz*



One of the leading features of modern times has become the widespread use of personal data. The most important challenge regarding the protection of human rights, especially privacy, is to reconcile the development of technology with modern and effective legal regulation. Experience shows that the current legal framework for the protection of personal data turns out to be insufficient to guarantee respect for human rights, especially in the era of Big Data analytics, when digital processes allow both the generation of data on the basis of already available data and their further processing. The wide possibilities of using personal data on many levels must lead to the development of legal and ethical principles for their responsible use. The issue does not concern one country or even one continent – the flow of information and the amount of data that is made available during interactions on the Internet, using the 5G network or artificial intelligence, is constantly growing.

The knowledge gathered in this way brings benefits to consumers and business, and can have a positive impact on our environment in terms of environmental protection, health protection, labour market etc. **Due to the increasingly stringent requirements for the protection of privacy and personal data security and the generated media message, however, there**

**are discrepancies in the expectations of customers (consumers) – that personal data, especially in virtual space, be protected to the maximum extent, while expecting innovative services, both in online and stationary stores.**

Of course, in business, personalized products and services provide a strategic advantage, but all personalization is based on one fundamental asset: personal data. There is no personalization without data. Access to e-tools that facilitate functioning in everyday life is becoming simpler, intuitive, encouraging unrestricted use which, however, allows, in a way that is not always controlled, for collecting users' personal data. On the basis of the data, consumer profiles are built, which become the subject of an advertising exchange enabling the offering of personalized commercial content, which brings increased profits to entrepreneurs. It can be said that personal data is the price of participation in social and economic life. In the future, it may happen that the market for personal data used as a kind of currency may have a completely different scope than at present. Hence, a regulatory approach to the issue of the use of personal data is important to ensure legal protection of a person in the context of the use of his personal data.

## The most important challenge regarding the protection of human rights, especially privacy, is to reconcile the development of technology with modern and effective legal regulation



The value of personal data in the modern world is difficult to estimate, especially in terms of the use of data of users of applications, websites etc. With the increasing prevalence of the use of personal data, the importance of privacy and security issues is growing. The development of information and communication technologies or the use of Big Data sets mean that a person is unable to take informed and voluntary consent, since he or she is unable to understand the purpose and methods of data processing. The practice of users using both cloud computing and social media services is a vivid example of the pretence of maintaining information autonomy. It becomes illusory when confronted with the choices made by the data subject when deciding to use the internet. Then social conventions, convenience in quick access to e-services prevail, and not the protection of one's own personal data.

The law and practice of personal data protection have to face quite diverse problems, such as: data-driven cybercrime, distortion of algorithms involved in, among others, automated decision-making processes; discrimination; identity theft; deprivation of rights and freedoms or the ability to exercise control over personal data; processing in connection with which

personal factors are assessed, in particular the analysed or predicted aspects regarding the effects of work, economic situation, health, personal preferences or interests, credibility or behaviour, location or movement – in order to create or use personal profiles; processing data of persons in need of special care, especially children; processing involving large amounts of personal data (Big Data) and affecting a large number of data subjects.



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# Informational (Un)Reality:

## Selected Thoughts and Observations

*Stanisław Jędrzejewski, Krzysztof Kuźmicz*



The phenomenon of misinformation is widespread today, but it is particularly true of social media. Social media make it easy to spread false or manipulated information, which undoubtedly affects public opinion and society as a whole.

Disinformation is particularly dangerous in times of crisis, such as a pandemic. False information on disease, treatment and prevention can seriously jeopardize public health and safety. Disinformation is also related to information warfare, where false information and propaganda is used as a tool in political or military conflicts.

**Vulnerability to disinformation stems from a number of psychosocial conditions. Recipients often have a sense of inadequate knowledge and uncertainty, which makes them vulnerable to manipulation and disinformation. In addition, limitations of the human mind, such as the tendency to be cognitively parsimonious or to remember information selectively, affect susceptibility to disinformation.**

Governments often take steps to control the flow of information and introduce disinformation to protect their interests. However, disinformation and censorship can violate freedom of expression and access to information. This is also undertaken by NGOs and, as part of self-regulation, by the media themselves: traditional media and social media platforms.

In this article, we attempt to systematize the phenomenon and present it in media studies and sociological perspective. We also indicate methods of not succumbing to disinformation.



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# History as a Resource in Business:

Past, Present,  
Future

*Tomasz Olejniczak, Anna Pikos*



The history of business undoubtedly has the potential as a field that allows shaping the future of business. The article emphasizes the significance of history as a resource for companies in building their organizational identity and developing a competitive advantage. However, it is noted that negative connotations of the word history in Poland, as well as the lack of financial, human, and technological resources in most Polish firms, have hindered many of them from effectively utilizing historical resources. The article suggests that companies can overcome this challenge by adopting a utilitarian and resource-based approach to history and by developing structures and processes that support contemporary business archives and the utilization of history in business.

It is worth noting that Polish archival law does not distinguish a separate category of 'business archives', and they are formally part of company archives, along with the records of hospitals, schools, institutions and various associations. Various models of company archives in Poland are shown. Virtually every model of company archives can be found in Poland.

Research conducted on long-lived companies in Poland led to two important findings, **first, that long-lived companies differ in terms of historical continuity, and second, they differ in their level of advancement in the use of historical resources. On this basis, four models for the use of historical resources by long-lived companies in Poland were distinguished: strategic heritage, ideal heritage, legendary heritage and natural heritage.**

**We propose two potential paths for the development of long-lived companies, namely from legendary heritage to strategic heritage and from natural heritage to ideal heritage.** The first path involves the use of professional repositories, private museums, foundations and real estate developers to make better use of the limited historical continuity of some companies, while the second path involves the transformation of unused collections of family archives and business documents belonging to small and medium-sized companies into published corporate histories, museums or archival collections.

**Companies that are able to use their historic resource wisely,  
will be able to use it to their competitive advantage  
and will be better able to meet the demands  
of a changing business world**



The importance of history and business archives will continue to grow in the coming years. **There are several key trends of the 21st century that could further enhance and accelerate companies' use of history as a resource. These trends include digital transformation, heritage marketing, big data analytics, social and environmental impact, and diversity.** Digitization of archives allows companies to create unique marketing content, inspire product innovation and renew old patterns and styles. Heritage marketing has become a popular area of research because customers are increasingly interested in the story of a company's origins and development, and history can strengthen customer loyalty and trust. Analysing large data sets can help companies gain new insights into their past and identify patterns that may have been previously overlooked. The social and environmental impact of companies is becoming increasingly important, and business historians can play a key role in helping companies understand the impact of their operations and develop more sustainable practices. Finally, diversity is an important trend, and business historians can help companies understand their historical context and develop strategies to promote greater diversity.

Companies that can use their historical resource wisely will be able to gain a competitive advantage from this resource and will be in a better position to meet the demands of the changing business world. The issue of how to start using history in your business is addressed in Bruce Weindruch's book *Start with the Future and Work Back: A Heritage Management*

*Manifesto*. Weindruch gives examples of global companies that have used their strategic resources to build a sense of identity and purpose among employees, conduct successful rebranding or design marketing campaigns, differentiate themselves from the competition and forge partnerships based on shared values. In each of these success stories, the company identified a specific future goal and then, with the help of business historians and archivists, used its historical resources and accumulated years of experience, human memories and emotions to achieve that goal. It seems, then, that the conflict between the future and history is illusory, and that future-oriented Polish companies should begin to realize the potential of their most valuable resource as soon as possible.



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# New Architecture of Trust:

# People and Technologies

*Dominika Latusek-Jurczak*



ZTrust is a fundamental pillar of business and management, commanding attention and significance for decades. It revolves around navigating uncertainty and risk, offering the most effective, accessible and cost-efficient approach to solving coordination and governance problems in business and society at large. Trust is rooted in personal predispositions and the assessment of a potential recipient's credibility. Its level depends on individual experiences, cultural environment, and the stability of surrounding institutions.

While trust plays a pivotal role in organizational interactions, its importance varies across contexts. It becomes particularly crucial when genuine vulnerability exists, and uncertainties surround partners' competence and reliability in task performance. **These uncertainties stem from two sources: the potential for opportunistic behaviour and decision-makers' bounded rationality. Trust assumes heightened significance in situations where the risk of opportunism is greater and the trustor struggles to predict their partner's behaviour. Information asymmetry further amplifies these**

**threats, making trust even more crucial.** While information asymmetry is prevalent, certain industries, such as those with dominant players aggregating and leveraging information, are more exposed to its effects.

The ongoing digital transformation wave brings unprecedented changes to organizational processes and profoundly alters the dynamics of trust. Technologies shape trust-based behaviours, while trust in technology is a prerequisite for adopting and disseminating new innovations. The latest generation of technologies enables extensive interconnections and interoperability between humans and machines. At the core of these changes lies unparalleled digitization across all industries, driven by breakthrough technologies such as blockchain, the Internet of Things (IoT), cloud computing, and machine learning. While each technology possesses unique features, they all share a critical aspect: mutual connectivity and interoperability. Importantly, these technologies transcend organizational actions and penetrate deeper into our lives, shaping interpersonal relationships, organizational processes and social structures.

## Trust has been and will continue to be a reliable mechanism for dealing with uncertainty and risk



They serve as sources of transformative megatrends that impact all organizations, including data reliance, process digitization and automation.

One of these megatrends involves the exponential growth in data volume and diversity. Devices constantly collect information, which is transmitted and processed in real-time, playing a pivotal role in organizational functioning and the broader economy.

The advancement of artificial intelligence constitutes another megatrend. Technologies like deep learning empower machines to perform increasingly sophisticated tasks, making autonomous decisions that surpass individual human knowledge. Process automation represents the third megatrend, driven by intelligent sensors, mobile devices and algorithms. Automation streamlines routine decision-making and facilitates seamless information exchange, both within and between organizations.

Embracing trust as a cornerstone enables organizations to navigate uncertainty, mitigate risks, and foster successful relationships in the digital landscape. Trust serves as a reliable mechanism to address uncertainties and risks, ensuring organizational resilience and driving business success.



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**LEADERSHIP,**

**ENTREPRENEURSHIP**

**AND EDUCATION**



# Leadership in the 21st Century

Andrzej K. Koźmiński, Anna Baczyńska, Paweł Korzyński



Nowadays, the role of a leader is incredibly complex and requires diverse skills. The traditional division of roles into a manager, an artist, and a priest is increasingly being replaced by new approaches to leadership.

It is no longer possible to unequivocally define what characteristics a leader should have. In the past, the focus was on seeking universal traits of a leader, but now more attention is paid to behaviours and skills.

Well-known leaders express concerns about the future of leadership, and political scientist Moses Naim describes the breakdown of power. More and more limitations are appearing

in the functioning of leaders, hence self-reflection (due to the need to identify the leader's limitations) and the ability to mobilize supporters seem to be key for effective leadership. **Moreover, the concept of 'leadership in times of plague' presented by Camus may be a response to today's uncertain times – leadership is more dispersed rather than centralized.**

Based on these observations, the authors formulate a set of recommendations for contemporary business leaders, including managing organizational policy, creating a positive culture, minimizing bureaucracy, building motivation and managing information.



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# Women's Entrepreneurship

## and Family Entrepreneurship

*Izabela Kołodkiewicz, Eugeniusz Kęciak*



Women running their business must be able (more than their male counterparts) to be able to reconcile two life roles: on the one hand, that of a mother/wife, and on the other, that of a business owner. For this reason, the so-called women's entrepreneurship has its justified place in entrepreneurship studies as a separate area of research.

**Despite the noticeable improvement in the conditions for running a business by female entrepreneurs, both in Poland and in the world, much remains to be done.** First of all, it is necessary to better identify and then remove barriers limiting the start and development of companies established by women. This will contribute to the further socio-economic growth of the country, society, their families and themselves

**Family businesses are undoubtedly one of the main pillars of any economy. This is determined by the long-term perspective they take on operations, which ensures the stability of jobs as well as their contribution to GDP.** Another important feature of theirs is the trust of the market. Polish family businesses are largely young entities that are just learning intergenerational cooperation. Among the key challenges that Polish family businesses are already facing or will soon have to face are:

- Succession, including the choice of an exit strategy either in the form of transferring the company into the hands of the family or selling it.
- Building family governance and corporate governance structures.
- Leveraging new technologies, including increasing digital competence.
- Attracting and retaining qualified employees.
- Creating attractive job offers and tools to facilitate the entry of representatives of younger generations into the labour market.



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# Evolution of Entrepreneurship Towards Creating Social and Environmental Value:

# Social Entrepreneurship

## and Positive Impact Start-ups

*Svetlana Gudkova, Bolesław Rok*



The contemporary challenges of the climate crisis, social changes and ethical dilemmas challenge the existing business models and require from companies of all sizes and industries – as well as their leaders and founders – taking a new role. Social entrepreneurs are people with great passion and commitment who actively contribute to solving social and environmental problems by creating social enterprises. They operate in a similar way to commercial entities, but their main goal is to achieve a social mission, while profits are reinvested or used to further support beneficiaries and increase social impact. The effective realization of the combination of economic and social goals requires designing innovative business models that create value for society and the environment.

Social entrepreneurship is full of remarkable stories of social change. Muhammad Yunus, the founder of Grameen Bank in Bangladesh, is one of the best-known representatives of this group, and his innovative approach to microfinance earned him the Nobel Peace Prize. According to the estimates of the British Council, there are around 11.5 million social enterprises in the world, including 29,535 organizations in Poland. At the university, we observe a growing interest of students in the idea of social entrepreneurship, and the latest research by the Global Entrepreneurship Monitor shows that Polish entrepreneurs rank first in Europe in terms of thinking from the perspective of social effects in the decision-making process.

**A company of positive impact is such an economic activity thanks to which – through innovation for sustainable development with the use of technology and increasing the level of reliability and efficiency – people acting with passion in the name of the common good lead to a rapid increase in the value of the company, the quality of life for people and the environment within the sphere of their influence.**



## The effective realization of the combination of economic and social goals requires designing innovative business models that create value for society and the environment



We can already observe rapidly developing partnerships of innovative of positive impact startups with the most progressive corporations in various industries and fields, in different parts of the world. Typically, such startups can effectively support the changes undertaken by the largest companies towards sustainable development, and they also certainly inspire and establish the directions of these changes.

Several main trends can be identified in the development of social entrepreneurship in the coming years. **Firstly, the society's awareness of social and environmental problems is growing, which encourages the creation of innovative business models that combine economic goals with social value.** **Secondly, the development of technology and digital transformation support the ability to scale up innovative solutions, increasing the social impact of entrepreneurs.** **Third, cross-sectoral partnerships are becoming strategically important for solving complex problems, enabling the efficient use of resources.** **Fourthly, access to financial sources and transparency related to social impact measurement become crucial.** Social entrepreneurs are reaching for innovative forms of financing, and developing methods to measure social impact in cooperation with stakeholders is becoming increasingly important for their success.

We started creating the Ecosystem of Positive Impact at Kozminski University in 2018, supporting the 'best for the world' organizations in the process of achieving excellence in sustainable management and increasing positive impact. Since then, we have already distinguished 110 such startups,

the vast majority of which are doing great on the market, bringing a significant positive impact to the sustainable development project. We also publish annual reports presenting the development of this market, prepared as part of the Kozminski Business Hub with the participation of postgraduate students. We hope that our initiative for sustainable development will find more and more support in the environment and will become an inspiration for other entrepreneurs.



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# Education and Entrepreneurship

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**The need to include an entrepreneurial dimension in the educational offer of the University was recognized as early as the first stage of the University's functioning in the 1990s. The adopted strategy aimed to support systemic transformations by educating managerial staff, as well as preparing students and graduates to embark on an entrepreneurial career path.**

Over the course of 30 years of operation, the ALK (Academy of Leadership and Management) has implemented a comprehensive concept of supporting ambitious entrepreneurship, using modern teaching techniques, actively engaging with the entrepreneurial community and aspiring entrepreneurs in the Mazovia region, and disseminating good entrepreneurship teaching practices developed at ALK to other universities throughout the country.

The accumulated knowledge and experience in entrepreneurship education provide a solid foundation for meeting new challenges in this field, particularly in preparing Kozminski University's students and graduates to implement sustainable development ideas. **Young entrepreneurs must skilfully balance economic goals with the need for environmental protection and consider the social and ethical dimensions of their activities. The issue of 'sustainable entrepreneurship' is already present in ALK's educational offer.**

Simultaneously, the new generations of entrepreneurs are faced with a tremendous opportunity presented by the ongoing digital transformation in the economy, permeating all areas of social life. Students are being prepared to engage in a particular type of so-called pure digital entrepreneurship. This occurs when business activities exclusively or almost exclusively involve digital artifacts, and digital technologies play a crucial and vital role in implementing all key pillars of an innovative

business model. Key skills in utilizing digital platforms, cloud solutions, Industry 4.0 technologies, Big Data, virtual reality (VR) and artificial intelligence are being developed.

An important direction in enriching and making ALK's educational offer more attractive is the use of simulation games in entrepreneurship teaching. At classes, tested gaming solutions are employed along with specially prepared scenarios. New simulation games that take into account the specificities of individual sectors of the economy are also being created, utilizing virtual reality technology. Gamification methods enable the creation of realistic environments, and game scenarios include the most typical situations in the business environment that require decision-making, often within the framework of group work.



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# New Generations at the University

*Witold T. Bielecki, Maciej Madziński*



**There are several dilemmas related to the education of generations called Generation Z and subsequently Generation Alpha. Individuals from these generations have been raised among technologies. They also do not recognize traditional authorities; instead, they expect epistemic authority. Rapid feedback is important to them and they are assertive. This influences teaching methods and the way classes are conducted.** So how could the university management model change to meet the needs of the so-called new generations?

In the digital world of VUCA, the importance of soft skills, such as creative thinking, analytical thinking, technological literacy, curiosity and lifelong learning, resilience, flexibility and agility, is growing. AI and digitalization are impacting the job market. The world in which we live requires a modern, flexible organization of education.

**We see the need to create a modern and bold model that offers students a kind of *smorgasbord* where they can choose the most interesting subjects according to their needs.**

The university should be flexible and adapt to changing generations, emphasizing the personalization of teaching on the one hand and distance education on the other. Combine traditional and modern learning methods. Efforts should be made to reduce the burden of tedious, repetitive work on academic staff in favour of individualized work with students.

We also recommend changes in the way universities are managed – the concepts that, in our opinion, should guide the ‘universities of the future’ are:

- The concept of an entrepreneurial university;
- Elements of a turquoise organization, self-organization;
- Project management, usage of ‘agile’ project methodologies;
- Conscious building of ‘antifragility’ by the university and its students.

## The 'university of the future' is an entrepreneurial missionary organization with a strong, professional 'steering centre'



### The 'university of the future' is an entrepreneurial missionary organization with a strong, professional 'steering centre'.

It is innovation-oriented, relies to some extent on self-organization, uses 'agile' project management methodologies and 'builds' its 'antifragility'. Students, academics and administrative staff are guided by such values as respect, trust, flexibility of roles and support for grassroots initiatives. We believe that this would have a positive impact on the internal motivation of university stakeholders.

At the same time, we are not extreme in our considerations – we understand the limitations of concepts such as a turquoise organization or 'antifragility'. We propose to treat them as signposts, points for further discussion, rather than specific, finished solutions.



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# Poly-technical Legal Education

## in the 21st Century

*Jolanta Jabłońska-Bonca*



In Greek, politechnos means 'having skills in many arts'. Legal studies in the 21st century require a poly-technical approach to teaching methods. **The need for poly-technical profiling of legal study programmes (subject matter, skill levels) aims to achieve various levels of legal knowledge, skills and competencies tailored to the cognitive, emotional and ethical skills of students.**

Not all law students who started these studies due to open access are able and willing to overcome all levels of the cognitive (cognitive) sphere, the emotional (affective) sphere and the psychomotor sphere (perception, attitude, directed action). Due to the mass rather than elitist nature of these studies, their predispositions and skills vary greatly. Therefore, students should discover their strengths and weaknesses already in their studies. The complexity, speed and uncertainty of the environment are forcing new types of legal competence – education needs to be adapted to them. In particular, the technological revolution is changing the demand for legal skills.

For this to be possible, it is necessary to teach classes in such a way that they can test different models of how lawyers act in different circumstances, rather than just teaching them dogmatic-legal subjects, i.e. the content of legal norms. Poly-technology is necessary.

I consider four education profiles and legal professional profiles as key elements. These are the lawyer who 'understands' artificial intelligence and digital technologies; the interdisciplinary corporate lawyer; the lawyer defending human rights, the guardian of justice, rule of law, and public affairs; and the crisis management strategist lawyer. In the full text, I explain why I consider them crucial and what skills they require.



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# Internationalization of Legal Studies in Poland

– Fiction or Real Future?

*Łukasz Gruszczyński, Mateusz Woiński*



How does the globalization process influence the creation and implementation of legal studies in Polish academic centres? Taking as a starting point the thesis that globalization is one of the significant factors influencing the model of education in this area, which is additionally strengthened within the European Union by the Europeanization of law, we indicate the key trends in the internationalization of education. In our opinion, they include several essential elements.

**Firstly, technological changes will result in a shift from detailed to systemic knowledge, with a simultaneous increase in the importance of skills and values. Secondly, the need to regulate global phenomena, such as climate change or migration, will reinforce the international component in legal education (particularly within the EU).** This will force Polish academic institutions to create courses that are attractive to foreign students. In this regard, Poland can play a leading role for candidates from the former Soviet Union countries, especially Belarus and Ukraine. The European integration process, aiming towards further federalization, will facilitate student and academic exchanges (such as Erasmus+), as well as the cooperation and harmonization of education within the European Higher Education Area. Participation in these programmes and projects should have a positive impact on the research and teaching staff, enriching their competences in the field of

education methodology (dissemination of modern, activating teaching methods and tools).

However, the internationalization of education requires overcoming several challenges. The most significant obstacles appear to be the peripheral position of Polish legal research (with research results typically published within internal forums and rarely contributing as valuable input to global scientific development) and the low competitiveness of Polish universities (which will require an increase in the quality of research and teaching, as well as economic investment in research and education).



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# The Competencies of the Future

## and the Future of Education

*Mariola Ciszewska-Mlinarič, Sylwia Hałas-Dej, Grzegorz Mazurek*



The education of the future is an extensive concept of life-long learning, which has gained particular significance in the times of rapid acceleration. An increasing number of workers are confronted with the fact that they will change professions multiple times in their lives, not just workplaces. New professions will require an interdisciplinary approach. These changes cannot be avoided; we must adapt to them. How we think about and approach these changes will determine our future successes or failures. The current world is characterized by great uncertainty and pace of change. Rapid adaptation to what comes our way is necessary.

Therefore, the entire education system should focus on shaping competencies related to skills, knowledge, and traits that individuals need to succeed in the ever-changing socio-economic environment. **These competencies of the future will include critical thinking, collaboration and teamwork, creativity, communication, adaptability, a lifelong learning orientation, global and technological awareness. We need these competencies to embrace change, tolerate uncertainty to a greater extent and be flexible.**

These needs regarding future competencies will influence the shape of education in the future.

This future is shaped by economic, social and technological trends. Economic factors are related to the necessity of adjusting to the demands of the job market. Social trends are associated with lifelong learning and the increasing diversity in the student population. Technological trends will have an even greater impact on (online and hybrid) teaching methods, the growing role of artificial intelligence, data analysis and security, virtual and augmented reality. More or less understood, these trends open up new possibilities for personalized learning, immersive experiences and data-driven decision-making. Work is becoming a source of energy, knowledge, satisfaction and the search for meaning for an increasing number of people.

**Leaders and managers face entirely new requirements. There will be increasing demand for employees who understand technology while also possessing well-developed soft skills that distinguish them from artificial intelligence.**

## Lifelong learning and cooperation with business are key to preparing students for the challenges of the future



Business-oriented higher education institutions are currently facing many challenges related to shaping future competencies and the future of education. Higher education institutions should focus on personalized learning, interdisciplinary approaches, ethics and social responsibility.

**Lifelong learning and collaboration with the private sector are crucial for preparing students for the future. The responsibility for preparing young individuals and, later on, employees and leaders, should result from the cooperation between higher education institutions and the environment: secondary schools, employers, research institutions and businesses.**

This joint effort will enable us to meet upcoming challenges and, therefore, have an impact on shaping education for the future based on properly identified and developed competencies. Competencies that will allow individuals to navigate freely in a changing environment.

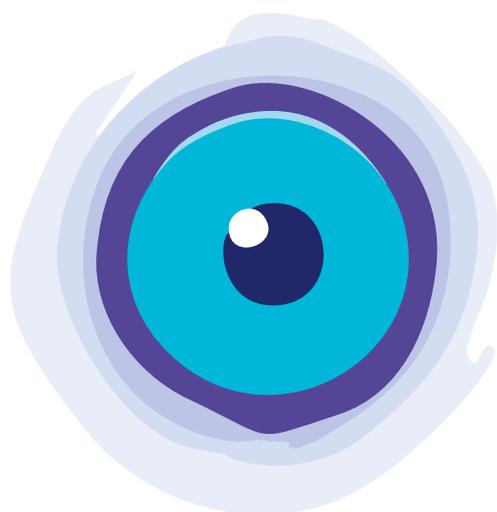


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