

## EDITORIAL

This issue of *Operations Research and Decisions* is dedicated to the international conference *Organization Development in Turbulent Environments*, which was organized by the Global Academic Network, Rime Lab, Chair of Management and Computing Systems at Poznań University of Technology and Faculty of Computer Science and Management at Wrocław University of Science and Technology. The conference was a combination of three cyclical events: the 9th Global Management Conference, 6th International Conference on Managing Enterprise of the Future and 5th International Conference on Contemporary Trends in Management Science.

The purpose of the conference was to present research findings and exchange views on the challenges facing contemporary organizations related to their development towards future businesses in turbulent environments. It is difficult to predict how the factors which directly or indirectly influence the activities carried out by the organization will be shaped. Hence, it is not clear how to optimize solutions within the organization, so that their shape favours development. This is why it is important to present research findings and exchange views on the challenges facing contemporary organizations related to their development towards future businesses in turbulent environments. In particular, it is necessary to identify the conditions of the organization's functioning in a turbulent environment, especially those that affect its development – favouring or limiting it. These include, among others, changes in legal, economic and social conditions, the evolution of customer requirements, or change in competitiveness among other organizations. Therefore, it seems important to find ways to improve the solutions applied in the organization, which lead to its continuous development.

The conference took place in Wrocław (Poland) from 19th to 21st of April 2018. The meeting was chaired by Tov Assogbavi from Laurentian University (Canada), Agnieszka Bieńkowska from Wrocław University of Science and Technology (Poland) and Stefan Trzcieliński from Poznań University of Technology (Poland). The Honorary Chairman of the Scientific Program was Wiesław M. Grudzewski, a Corresponding Member of the Polish Academy of Sciences. 85 researchers took part in the conference

(including 27 from international scientific institutions) and had the opportunity to present and discuss scientific problems. They represented 27 scientific institutions. 75 of them presented papers during 2 plenary sessions and 8 thematic sessions. Selected papers were accepted for publication in the journal *Operations Research and Decisions*. A short description of these papers is given below:

The paper *Influence of intra-organizational trust on organizational outcomes* by A. Bienkowska, K. Walecka-Jankowska, A. Zabłocka-Kluczka and J. Zimmer is focused on the notion of intra-organizational trust. Their empirical research revealed a significant, strong and positive relation between the level of trust shown by superiors in subordinates, trust shown by subordinates in superiors and trust between co-workers with all the parameters of organizational outcomes.

The paper *Barriers to the development of spin-offs. A fuzzy-set theoretic approach* by A. Kwiotkowska concerns an empirical study aimed at determining the nature of barriers to growth among Polish university spin-offs. Two major research questions are considered: what are the major barriers to growth, and which combinations of these barriers have the greatest impact on the performance of university spin-offs among the studied cases.

The paper *Polish and Ukrainian foresight into the directions for the innovation of power plants* by M. Shkrobot and E. Ropuszyńska-Surma presents an approach to planning the implementation of innovative technologies and the introduction of strategical modernization in power plants. It is based on the results obtained from two foresight studies conducted by the authors, corporate foresight conducted in Ukraine and regional foresight linked to the energy sector in Poland.

The paper *Innovation management in Polish enterprises* by J. Szkutnik and M. Piśniak describes how Polish enterprises demonstrate innovation and what kind of innovations have been introduced. The study aims to identify whether it is worthwhile to develop innovations in organizations and whether they are an important element of a firm's development. Analysis of the results of surveys conducted among Polish enterprises reveals that industrial enterprises focus mainly on product innovations, innovations related to manufacturing techniques, and organization-related innovations.

The paper *Internal determinants of firms' innovativeness* by E. Wojnicka-Sycz, P. Sycz, P. Walentynowicz, and J. Waśniewski presents an analysis of the determinants of organizations' innovativeness derived from its internal potential and characteristics. This empirical research was carried out in organizations that applied for public subsidies. The results obtained indicate that organizations' innovativeness is associated most strongly with their level of cooperation with academia, longer presence on the market and being highly equipped with modern technologies.

The paper *Credit risk management in finance. A review of various approaches* by A. Wójcicka-Wójtowicz investigates the use of various methods applied in the initial step of credit risk management and corresponding decision process. It presents their

potential advantages and drawbacks from the point of view of the principles for managing credit risk. It also presents a comparison of their usability and accuracy.

The paper *Tendencies in research on innovation in low-technology sectors* by M. Žemi-gała identifies and analyses the main tendencies concerning innovation in low-technology sectors. It concentrates on the dynamics of the numbers of such research articles, the major academic fields applied in this research, together with the industrial sectors, countries and topics studied. With respect to temporal dynamics, it is clear that the overall trend is growth, with more and more articles being published on innovation in low-tech sectors.

The valuable contribution of all the authors and reviewers is greatly appreciated.

*Marian Hořejš*  
*Guest Editor*