

# **Game Changers** in Management

**edited by**  
**Monika Hajdas**



Publishing House of Wrocław University of Economics and Business

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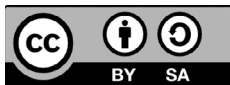
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## Preface

A “game changer” is a metaphor (Avelino et al., 2017) commonly used to describe a broad range of events and phenomena in different fields and domains, from natural disasters (Gober, 2018), through economic crises (Loorbach et al., 2016), emerging stories and narratives (Van Ruler, 2021), technological or social innovations (Avelino et al., 2019) to conflicts and political or military interventions (Geller & Guedes, 2017). Although precise definitions of a “game changer” vary and its conceptual boundaries remain blurred (Avelino et al., 2017), scholars agree that its main quality is the ability to change the *status quo*.

Management scholars have long been interested in increasing the relevance and impact of their studies (Banks et al., 2016; Brammer et al., 2019; Wickert et al., 2021) by addressing a diverse range of global issues. This aspiration to offer significant and meaningful theoretical, practical and societal contributions has led to the advent of strand of management research related to “grand challenges” (Brammer et al., 2019; Buckley et al., 2017; Ferraro et al., 2015; George et al., 2016). Solving any of these challenges could be a game changer, not only from management studies perspective but also from a wider social standpoint.

The present monograph on *Game Changers in Management* includes eight chapters that draw inspiration from a diverse set of theories – such as technology adoption, service-dominant logic or information systems (IS) success model, and industrial contexts – from military, through board games to higher education. Authors discuss current challenges in management research and practice and offer their valuable insights into advancing the knowledge on how to tackle those challenges.

The opening chapter in this monograph falls into a broad category of power, influence and public trust (Enriques, 2022) and how those who possess them may act towards a better future framed by the Sustainable Development Goals (SDGs). In their chapter entitled *Does Our Future Rest in Corporate Hands? Study of Krakow Top Ten Corporate Employers’ Commitment to UN Sustainable Development Goals* Piotr Buła, Anna Thompson and Agnieszka Żak highlight a private sector’s potential as the key agent of change when facing global game changers and wicked problems.

As emerging technologies usually bring significant social or economic change (Sossa et al., 2020), several authors in this monograph have focused their attention on technological game changers. In the chapter *Artificial Intelligence Adoption in Human Resources Management*, grounded in the context of Industry 4.0, Joanna Tabor-Błażewicz investigates the state of AI adoption in HR departments, including technology’s advantages and disadvantages perceived by HR professionals. As adopting novel technologies rarely

comes without challenges (Bai et al., 2023), the chapter *The Industry 5.0 Concept as a “Game Changer” for the Fourth Industrial Revolution* by Sebastian Saniuk and Sandra Grabowska highlights the limitations of digital technologies of the fourth industrial revolution. The authors of this chapter focus particularly on the dehumanization of an industry and show how these limitations hinder achieving the main goals of Industry 5.0, i.e., human orientation, sustainable development and resistance to all kinds of interference and disruptions caused by various geopolitical changes. In the chapter *The Idea of Organizational Resilience in the Face of Cybercrime* Dorota Walentek and Dorota Jelonek pay attention to numerous cyberthreats resulting from digital transformations, focusing particularly on employees’ knowledge and ability to prevent them. The chapter *The Evaluation of IT Systems in Enterprises* by Marcin Szplit focuses on the connection between strategy of the enterprise and introduction of IT systems.

Financial crises force many firms and organizations to search for more flexible methods of financing (Baber & Fanea-Ivanovici, 2022). In the chapter *Crowdfunding in the Board Games Industry – ‘Gamechanger’ or a Temporary Curiosity?* Michał Nowicki discusses how economic crises challenge firms in terms of maintaining financial liquidity and a skilful fundraising. Based on a study of a board games industry the author depicts crowdfunding as an alternative to traditional financing mechanisms and highlights its additional benefits such as fostering creativity, organizational openness, innovation and entrepreneurship.

As Russia’s war on Ukraine has staggered the European security order (Fiott, 2023), the topics of military safety and the effectiveness of a military sector are gaining additional importance and attention. The chapter *Evolution of Development Centres in the Military Sector – from Beginnings to Game Changers* by Katarzyna Czainska, Dorota Balcerzyk and Robert Balcerzyk deals with the issue of identifying competencies, methods of diagnosis and their effectiveness using assessment and development centres which in armies focus on the officer cadre and their leadership. The findings of the study can facilitate predicting and forecasting the behaviour of soldiers in stressful situations, during operations under pressure, in a dynamic, uncertain environment.

As Nelson Mandela’s famous quote puts it – “Education is the most powerful weapon which you can use to change the world”, the monograph’s final chapter refers to the topic of higher education. In the chapter on *Using the Experience of Students in Improving the Quality of Services at Universities* Anna Ludwiczak shows how supplying universities’ quality management systems with a knowledge on students’ experiences may broaden the repertoire of measuring the quality of education.

Monika Hajdas



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