

A manager in the times of international management

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No job is more vital to our society than that of the manager. The manager determines whether our social institutions will serve us well or whether they will squander our talents and resources.

(H. Mintzberg: *The manager's Job: Folklore and Facts*, "Harvard Business Review", July-August 1975, p. 45)

Abstract

Globalization processes and internationalization of business activities have an impact on management issues. Conducting business activity in the supra-national dimension forces the need for a different view of perceiving a number of phenomena. These issues are strongly emphasized by the authors in their article. They emphasize not only the complexity of the process of making managerial decisions, but also the need, even the necessity, of continuous improvement of competences by persons holding managerial functions. The study emphasizes the necessity of analysing the environment, as well as forecasting the development of the situation, especially in the longer term. In the presented description, the authors go beyond the conventional description, adding new issues and threads, emphasizing in particular the growing role of human capital in managing organizations, and - which has not been clearly emphasized - their deliberations focus on the European economic area.

Keywords: globalization, manager, managerial competences, organization, changes.

1. INTRODUCTION

The effectiveness of any organization (company, enterprise, plant, institution) is determined by many factors, many of which are related to each other by many

interactions¹. They form a specific system, which if properly functioning, will make its individual elements (subsystems) have conditions to demonstrate their value (meaning) and show the fulfilled role. However, it is difficult to measurably show the role of a given element (factor) in a rather complex set that occurs in every organization. In this situation, no one should be surprised by the fact that discussions are ongoing on the impact of individual factors and (or) resources on the effectiveness of the functioning of enterprises and the role of management in this process. In this situation, our voice is one of many. The fact that we present a specific optics of perceiving phenomena results mainly from the scientific and didactic interest, as well as the perception and treatment of management in contemporary conditions.

Currently, one of the fundamental issues is globalization, which should be interpreted as complex processes occurring on a global scale, leading to the deepening of global connections in all areas of political, social, economic and cultural life. It is also a process of integrating national and regional markets into one global market for goods, services and capital. Globalization understood in this way is a premise for the conclusion that it is a group of factors leading to the similarity of various regions on Earth in terms of economy, social and culture. The globalization of the economy and its consequences, including openness, increased dynamics and non-predictive nature of the conditions in which modern organizations operate, forces them to use innovative solutions concerning their current functioning and in the foreseeable future.

The interpretation of the term globalization allows us to draw a number of conclusions. According to the assumptions of the theory of organization and management, it is a process of creating a new type of connections among organizations, states and societies; it is a procedure in which events, decisions and actions occurring in one part of the globe have significant consequences for people, enterprises and entire societies, even in distant places all over the world. Globalization means reducing and even removing barriers (physical, technological, political, economic) between countries and strengthening economic, political and social ties. It leads to the creation of an integrated global market for goods, services, capital and the formation of a new international division of labour. It affects the management and management processes in the organization².

¹ Bielski M., *Podstawy teorii organizacji i zarządzania*, Wydawnictwo C. H. Beck, Warszawa 2002, pp. 38-43.

² More in: Dunning, J. H., Lundan S., *Multinational enterprises and the global economy*, 2nd edition, Cheltenham: Edward Elgar, Northampton (MA) 2008.

The process of globalization creates new conditions not only in the economic sphere. It also more and more clearly affects the social sphere and man himself, creating new quality of life. It changes human behaviour, attitudes and value systems. Man is subjected to such processes as: the penetration of cultures, the growth of mutual connections, imitation, etc. They result in the weakening of the national and cultural identity, homogenization of attitudes, customs and traditions, which may lead to the universalization of social norms and values, to the shaping of a world citizen, detached from national roots and territory. But in the modern world we should also notice another tendency - the action of a specific centrifugal force, which is an attempt to defend and protect national values.

Enterprises operating in the current economic conditions must extend the range of activities beyond the national framework, even if their home markets are characterized by sufficient absorption. Many branches of production, trade and services have transformed into sectors of a global nature, while entities participating in the exchange on international markets can, thanks to the globalization of activities, reduce costs, increase the effectiveness of their activities and increase brand awareness.

Globalization and the accompanying internationalization are a permanent element of the processes related to the functioning of the organization. These phenomena, on the one hand, lead to the spread of specific cultural, technological and legal processes beyond regional, national or continental borders, and, on the other hand, lead to a significant increase in economic ties and dependencies on a global scale³. As a result, there is a mutual influence of events on a local, national and global scale. They are not without impact on the issues related to the staff of modern organizations, which in many cases have an international dimension.

There are inseparable views that globalization should be understood as a process that overcomes the barriers of time and space as well as social barriers. As a result of this process of behaviour of people, societies and authorities from various areas, they interact and undergo certain changes under their influence⁴. In order to take full advantage of the opportunities offered by the Industrial Revolution 4.0 (IR 4.0), international cooperation is necessary. The fourth industrial revolution has the potential to shape global economy based on more efficient and sustainable, and therefore environmentally friendly production. And such strategic assumptions

³ Sajkiewicz A. (red.), *Kompetencje menedżerów w organizacji uczącej się*, Wydawnictwo Difin, Warszawa 2008, p. 13.

⁴ Zdanowski J. (red.), *Globalizacja a tożsamość*, Wydawnictwo ASKON, Warszawa 2003, p. 14.

are the basis for the functioning of many modern organizations. It is also worth emphasizing that the scope of the latest revolution is much wider (it affects definitely more people) and deeper (due to the degree of technology entry into our lives) than the previous one.

Internationalization takes primarily place in the spheres of economy and market. The basic task of globalization is to reduce and remove barriers to international economic exchange, that is overcoming physical and natural barriers⁵. Technical progress plays an important role in this area. But it will not be enough if the second condition, namely the removal of man-made political barriers, is not met. Thus, globalization is a historic and spontaneous process of liberalization, and the consequent integration of capital, markets, labour, technology and information into one interdependent world market⁶.

Globalization is present to a greater or lesser extent in almost all areas of life⁷. It can be said that the modern world is subject to various processes of globalization. In a specific way, it affects the economic condition of states, entire societies, as well as the life of every human being. Globalization creates both threats and opportunities for all of us involved in this process. It is based on economic and social integration of the world. It is a phenomenon secondary to scientific and technical progress, which first influenced economic and social relations, and then cultural and civilization relations. Economically, globalization is about ensuring the free movement of goods and services. It is also an opportunity and a threat to individual countries of the world⁸.

The above facts make it necessary to adopt a specific (transnational) optics of considering a number of phenomena related to a specific organization in relation to

⁵ Zhou L., Wu W., Luo X., *Internationalization and the performance of born-global SMEs: the mediating role of social networks*, "Journal of International Business Studies", 38 (2007)/4, pp. 673–690.

⁶ Cf. Johanson J., Vahlne J. E., *The Uppsala internationalization process model revisited: From liability of foreignness*, "Journal of International Business Studies", 40 (2009), pp. 1411-1431.

⁷ Cf. Polak E., *Globalizacja a różnicowanie społeczno-ekonomiczne*, Wydawnictwo Difin, Warszawa 2009, p. 7; Ścibiorek Z., Pawęska M., *Determinanty zmian w organizacji*, Oficyna Wydawnicza Atut, Wrocław 2019, p. 36.

⁸ Cf. https://www.wosna5.pl/globalizacja_poztywne_i_negatywne_aspekty, [Access on: 15.10.2019]; Melitz M., *The impact of trade on intra-industry reallocations and aggregate industry productivity*, "Econometrica", 71 (2003)/6, pp. 1695–1725; Peng M. W., *Identifying the big question in international business research*, "Journal of International Business Studies", 35 (2004), pp. 99–108.

international corporations. It should be remembered that there is no one universal style of management that "works" in all countries. With regard to employees, a number of factors must be taken into account that should make the personnel motivated to work effectively. Among this quite wide range of conditions, the implications of the Industrial Revolution 4.0 cannot be ignored.

The term "international" was first used in 1789 by the Englishman J. Bentham in his work entitled *A Plan for Universal and Lasting Peace*. This concept referred to the needs, interests and values that extend beyond the borders of at least two countries. Thus, it signalled the interpenetration of the life of nations and the dissemination, approximation and similarity of values, attitudes and norms by them. As the forms of international cooperation intensified and tightened, this concept took on a broader meaning and began to refer to many aspects of socio-economic life, i.e. legal norms, political institutions, economy, cultural goods, knowledge, ecological problems, technology⁹.

The concept of internationalization may refer to many different manifestations of human activity, *"it includes phenomena and processes related to the expansion and dynamics of all types of international relations. Because as a result of the increase in the number of subjects of international relations and the expansion of the needs, possibilities and means of interaction between these subjects, and especially states, no area of society's life can survive in isolation from international life"*¹⁰.

I. Wyciechowska defines internationalization as an objective, dynamic process of mutual penetration of all relations on a scale that goes beyond the borders of individual countries¹¹. A slightly different, but substantially similar definition is formulated by A. Marszałek, according to which internationalization means social processes taking place in the world in all areas of life¹².

⁹ Cf. Brańka P., *Internacjonalizacja gospodarki a współczesne teorie rozwoju regionalnego*, "Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie", 821 (2010), p. 6; Barkema, H. G., Vermeulen F., *What Differences in the Cultural Backgrounds of Partners Are Detrimental for International Joint Ventures?*, "Journal of International Business Studies", 28 (1997)/4, pp. 845-864.

¹⁰ Kukułka J. (red.), *Internacjonalizacja życia narodów i państw*, Wydawnictwo Uniwersytetu Warszawskiego, Warszawa 1991, p. 9.

¹¹ Wyciechowska I., *Internacjonalizacja a internalizacja w polityce państw*, "Sprawy Międzynarodowe", 42 (1989)/12, p. 117.

¹² Marszałek A., *Integracja międzynarodowa a gospodarka światowa*, "Prace Naukowe Akademii Ekonomicznej we Wrocławiu. Ekonomia i Międzynarodowe Stosunki Gospodarcze", 760 (1997)/4, p. 87.

By making a certain generalization, it can be stated that international management is the management of economic activity on an international scale, not limited only to the national environment. It is mainly making decisions about planning, organizing, motivating and controlling in a multicultural area¹³.

The indicated circumstances are not kind to the people at the head of the organization. In many cases, the current methods of operation (problem solving) are not acceptable in the process of globalization. The internationalization of social and economic phenomena is so noticeable that it cannot be ignored. If you want to be successful, you have to blend in with the surrounding reality and use it skilfully to achieve successive victories. The deepening process of its internationalization (internationalization) has an impact on many issues directly and (or) indirectly related to the functioning of the organization. It means an increase in economic ties among individual countries, their regional groups and enterprises¹⁴. This, in turn, is a very important premise for increasing competences by the managerial staff.

2. INTERPRETATION OF INTERNATIONAL MANAGEMENT

The reality that surrounds us is in constant motion¹⁵. All processes that take place take place under still different conditions. The conditions for the functioning and implementation of tasks by organizations are also changing. They become more and more complex, which has an impact on the management process and all that leads to the achievement of high operational efficiency (task implementation)¹⁶.

The indicated instability applies to all areas of the functioning of modern enterprises. It relates fully to the staff, with those in a management position first. Each employee, regardless of their position in the organizational structure, cannot be treated in isolation; you have to see it in the company and its operating conditions.

¹³ Rozkwitalska M., *Zarządzanie międzynarodowe a modele zarządzania : amerykański, azjatycki, europejski, globalny*, "Organizacja i Kierowanie", 132 (2008)/2, p. 79; Rozkwitalska M., *Bariery w zarządzaniu międzykulturowym: Perspektywa filii zagranicznych korporacji transnarodowych*, Wolters Kluwer Polska, Warszawa 2011, p. 23.

¹⁴ Brańka P., op. cit., p. 7.

¹⁵ More in: Brózda J., Marek S., *Otoczenie przedsiębiorstwa*, [in:] Marek S., Białasiewicz M. (red.), *Podstawy nauki o organizacji*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2008, p. 87.

¹⁶ Cf. Brouthers K. D., Hennart J. F., *Boundaries of the firm: Insights from international entry mode research*, "Journal of Management", 33 (2007)/3, pp. 395–425.

It should be understandable, because each organization is an open system, it remains in specific relations with all its other elements and its environment. In such conditions, it is clear that management changes, which must take into account all the factors of the situation created. The phenomena resulting from our presence in supranational structures and the internationalization of many phenomena (processes) have a considerable influence. The facts have an impact on the functioning of enterprises, the implementation of tasks and the level of expectations regarding the competences of staff and superiors.

It is commonly assumed that **management is understood as** controlling a company or institution with specific goals to achieve. Management is a general scope of activities, processes and decisions, the application of which in relation to resources, people, capital or organization is to ensure conditions for their effective functioning leading to the achievement of the set goals.

What about international management? How to characterize this kind of management? The questions posed force us to answer, which is not easy. The indicated difficulty results mainly from the fact that the results of the research on this issue are not unequivocal. In many cases they are quite varied. However, among the theoreticians and practitioners there is generally a convergence with regard to the understanding of international management and its interpretation. There is a clear consensus that international management has been separated from the mainstream of management sciences and is the most dynamically developing field of economic theory and practice. The distinction results from the fact that nowadays company managers more and more often deal with international markets, which requires them to have an appropriate approach to the principles of the company's operation. Therefore, it is necessary to prepare young staff for the challenges posed by the modern economic system. Enterprises are internationalizing rapidly, which results in dynamic and continuous changes in the field of this science. Therefore, a permanent development of the trend is necessary¹⁷.

The literature distinguishes **three main models of international management: American, European and Japanese**. Each of them bases its system on its own rules and conditions of operation. Diversity is primarily due to a different culture,

¹⁷ Cuervo-Cazurra A., *Extending theory by analyzing developing country multinational companies: Solving the goldilocks debate*, "Global Strategy Journal", (2012)/2, pp. 153–167.

people's mentality and national character. However, the most visible differences can be seen in the American and Japanese models¹⁸.

The European governance model accepts any international differences. Managers of these enterprises are open to the world and easily adapt to different markets. Profit is not the most important goal for them, they focus on meeting the needs of various groups of stakeholders.

Strongly developed communication ties dominate in European companies. Translating the company's goals into individual goals of employees results in their greater involvement in the company's activities. Discussions conducted jointly by employees enable the elaboration of a sensible solution that must be accepted by the majority. Their support is crucial for managers, which allows employees to feel like co-owners of the company.

In terms of interpersonal relations, European managers are closer to the Japanese than the Americans. The company should tolerate any differences between individuals caused by differences in cultures. Contrary to the American model, employees are less mobile and tend to maintain a balance between their personal and professional life. It is difficult for Europeans to work in teams. Money motivates them to act, but to a certain extent.

The management style of European managers also differs from the American model. Managers are more connected with the company and also with employees. Their operation is based mainly on past experiences, intuition and learning. They should be characterized, above all, by the ability to lead people, the ability to make decisions and the selection of personnel.

For European companies, the priority on the international market is to follow the customer, offer products of the highest quality, and integrate strategies on a global scale. The approach to world markets of these companies is very diverse. They often take a defensive posture. They see the need to change the product orientation to the marketing orientation. From the very beginning of their activities, they are targeting foreign markets rather than local markets¹⁹.

¹⁸ https://mfiles.pl/pl/index.php/Zarz%C4%85dzanie_mi%C4%99dzynarodowe, [Access on: 28.10.2021].

¹⁹ Rozkwitalska M., *Zarządzanie międzynarodowe...* op. cit., pp. 85-89; Glinkowska B., Kaczmarek B., *Zarządzanie międzynarodowe i internacjonalizacja przedsiębiorstw - teoria i praktyka*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2016, p. 91.

International management, which dominates in multinational enterprises, is characterized by²⁰:

- an increased number of economic, legal, social and organizational problems compared to domestic enterprises,
- dynamics and rapid changes on international markets,
- exposure to high risk, i.e. exchange rate risk, risk of not receiving receivables for goods or services exported to other countries,
- difficulty in managing such a large enterprise,
- problems resulting from cultural differences,
- the possible danger of bureaucratization,
- little flexibility.

Approximate characteristics of international enterprises have been generated on the basis of the conducted research. Some of them are conclusions resulting from the observation of the functioning of economic entities whose activity is universal.

The advantages that can be listed in the case of multinational companies are²¹:

- better access to raw materials in different countries,
- the possibility of entering new markets,
- acquiring cheap labour from countries with a lower level of development,
- gaining benefits from a large scale of operations,
- reaching a diverse group of recipients and, at the same time, product diversification,
- large financial resources allowing for research and development activities,
- unification of products thanks to the possibility of implementing the policy of production and market globalization.

The palette of features and advantages shows a number of tips on how to proceed in order to effectively use the potential opportunities in a given company. It is also a specific set of specific types of directives directing the activities of the managerial staff.

3. WHAT SHOULD MANAGERS BE LIKE?

Management, as a rule, is carried out by managers who are specialists employed by owners of the company to manage it or a specific business segment. It is therefore up to managers to secure all means necessary to achieve these goals. This applies to both

²⁰ Ibidem, pp.107-108.

²¹ Ibidem, p. 109.

means (things), people and money, as well as ensuring an appropriate organizational structure, control of activities aimed at achieving the set goal. It is also about contact with the outside world and taking care of mutual interactions. It is also important to constantly monitor the environment and look for opportunities for your company there.

The above observations emphasize one more fact. Managers are people responsible for performing tasks that require the involvement of other members of the organization or the involvement of the company's resources. It follows from the above that today a manager is most often the manager of a team, i.e. a group of employees, and therefore must perform a number of functions, including leaders. As a leader, he should help the team achieve the goal and assigned tasks. Without this leadership - claims P. Drucker - means of production remain, means and will never become production. Managerial leadership is not only about defining the mission, goals and strategy of the enterprise. It is also inspiring and coordinating the activities of colleagues. Regardless of the level occupied in the structure, **managers are specialists in their fields**, but many issues must be perceived in a fairly broad context, also in the international dimension. Nowadays, also social and legal competences, belonging to political science, etc., are indispensable. So, we subscribe to the phrase that currently a manager is *a man with an open mind*.

A manager of the 21st century must have certain skills to effectively and efficiently perform their tasks and achieve goals. Specialists also distinguish three basic groups of skills that a good manager should have. These are: conceptual, interpersonal (social) and technical skills.

Conceptual skills are the mental abilities to coordinate and integrate all the interests and activities of an organization. In this sense, it is the ability to see the organization as a whole in a broad setting, and also the ability to predict how change in any part will affect the whole. These types of skills also emphasize professionalism in issues related to analysing, interpreting and solving problems.

In turn, interpersonal skills, sometimes referred to as social, relate to a fairly wide sphere related to the functioning of the organization. First of all, such competences concern the ability to cooperate with other people (staff), the ability to communicate with various groups of employees and individuals. It is also artistry and culture in making contacts, understanding and motivating both individuals and groups.

Technical skills are listed in third place, which representatives of technical sciences do not want to accept. With regard to managers, this type of professionalism is to

come down to the operational requirements of a given organization or department. This includes the ability to use tools, methods and technologies. There are inseparable views that this type of skills is needed by a manager to a limited extent, enabling him to communicate with specialists in a given field. Sometimes the bar is raised to a slightly higher level, which may result from the specialization of a given company.

Some authors distinguish one more group of diagnostic or analytical skills. People who identify with the legitimacy of distinguishing these types of skills emphasize issues that allow the manager to design the most appropriate response in a given situation. Then the manager diagnoses and analyses problems in the organization, examining their symptoms and preparing appropriate solutions. Not only in our opinion, such competences are an inherent feature of every person who wants to be perceived as a manager.

In turn, due to the psychological profiles, four types of managerial personality can be distinguished²². They are²³:

- Courageous managers who act with the conviction that renewal is possible and desirable in the organization, which is led by questioning the current order. These managers strive to present themselves as valuable, mature people who can contribute to the cause they care about. Their courage does not lie in their willingness to demonstrate their own individuality, but rather stems from deep identification with the activities of the organization;
- Liberating managers also show courage, but with a different motivation: they challenge. They want renewal, but they aim at it by pointing out the mistakes made so far. These managers are confrontational, they oppose the existing parts of the organization;
- Dissatisfied managers feel their situation as hopeless, they lack energy, ambition, and will to act. However, their resignation does not consist in passively accepting the existing reality. Usually they reject the existing order, but are unable to work out any program of changes for the better;
- Conformist managers show greater concern for the welfare of the organization. Their loyalty is almost pathological, but they cannot summon the courage. They regard the organization in its present shape as the optimal solution, and see the future as a reflection of the past.

²² More in: Littauer F., Sweet R., *Osobowość plus w praktyce*, Wydawnictwo Logos, Warszawa 2017.

²³ Cf. <http://www.sigmund-polska.pl/cztery-sylwetki-menedzerow/>, [Access on: 16.05.2019].

All the above-mentioned types of managers, despite their differences, pursue a common goal in their behaviour: positive self-identification. Features of a good manager. Today, the "exemplary" international manager has various, very favourable qualities. It is believed that he/she must have both formal and informal authority, based on power, professional skills (competence) and rationality (creativity). For example, in the context of the issues discussed, one more term should be added: it is to think in European and even global terms.

A modern manager should have a success-oriented attitude. Self-realization is most important to him/her. The satisfaction of being the best is not a reason for him/her to be above his employees. An effective manager is characterized by a strong so-called inner sense of control. The recipe for success is to achieve a high level of professionalism, constantly replenish the acquired knowledge, broaden your horizons, be able to constantly develop professional and personal self-development, as well as use the skills and experiences of others. An effective manager is able to control himself/herself, trying to reject everything that intrigues and disturbs and that could harm his/her optimistic vision of the future. Managers radiate optimism, they lack the feeling of fear, and their attitudes are prone to taking risks. The manager's position is a great responsibility.

Every phenomenon, dynamic in particular, is endowed with question marks. The same applies to issues related to the management of organizations that operate in such a turbulent environment. In the light of different opinions of specialists dealing with future management, the features of an outstanding manager are²⁴:

- high professional qualifications, psychological knowledge and organizational skills;
- the ability to communicate with people and understand people, to recognize their self-esteem and personal importance;
- sense of social responsibility and teamwork, creating positive motivation to work and taking care of a proper working atmosphere;
- direct, courageous involvement in problems, willingness to take risks and responsibility for decisions taken;
- care for common interests and recognition of values, a sense of community when solving problems;

²⁴ Cf. Sadler Ph., *Zarządzanie w społeczeństwie postindustrialnym*, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 1997, pp. 196-197; Prahalad C. H., *Rola menedżera nowej ery na konkurencyjnym rynku*, [in:] *Organizacja przyszłości*, red. Hesselbein F., Goldsmith M., Beckhard R., Business Press, Warszawa 1998, pp. 191-192; Wachowiak P., *Profesjonalny menedżer. Umiejętności pełnienia ról kierowniczych*, Wydawnictwo Difin, Warszawa 2001, pp. 35-36; Penc J., *Role i umiejętności menedżerskie*, Wydawnictwo Difin, Warszawa 2005, pp. 69-70.

- the ability to calculate and analyse the risk level, look for opportunities and react quickly to emerging opportunities;
- concentration of activities on the basis of the established priorities as well as patience, persistence and persistence in striving to achieve the set goals;
- the ability to act under external pressure, to remain functional in stressful situations and to be aware of the limits of one's own abilities;
- honest dealing with other partners, creating an atmosphere of honesty and openness, kindness, understanding and clear expression of one's thoughts, self-esteem, self-confidence, entrepreneurial thinking, foresight, the ability to reconcile rationality with intuition;
- having a vision of the organization's development and understanding the need for change as the basis for creative and profitable activities and combining current and prospective issues;
- feeling the need to supplement the acquired knowledge and expand practical managerial skills and strive to achieve a high level of professionalism.

Is this a closed list? Probably not. In addition, the features (attributes) that are assigned to managers can be looked at from the other side and emphasize what they should not be like. With such an optics of perception, it follows that they should not be characterized by, inter alia, such negative features as: "excessive camaraderie", they do not fight for the client, they lack a sense of solidarity and profit-oriented. Sometimes managers are also noticed that they lack the ability to realistically assess the situation and fully understand finances.

Regardless of the adopted criteria for assessing the contemporary and future manager, it should be emphasized that this type of functional persons of the organization must be intellectually capable, well-educated, creative, flexible and people who learn quickly. A manager must be a dynamic and invigorating element in every organization, an innovator of products, technologies, distribution and promotion, as well as a creator of mutual relations and cooperation in the enterprise. He is also the head of a team consisting of managers of various organizational levels and employees specialized in specific areas of the organization's functioning.

4. A MANAGER IN AN INTERNATIONAL COMPANY

The approximate range of features and expectations in relation to a manager allows us to state that nowadays a manager does not have to be a specialist in one field, but

must know what each of them consists of, how it should be performed and what are the possibilities of achieving better results. He should be able to transpose the goals and policy of the company into its functions and most important tasks. It is also essential to have high skills in selecting or indicating the right means and resources to achieve specific goals. That is why a manager, especially a euro manager or a global manager, should have knowledge about the laws and regularities of the market economy, about the characteristics of the buyer's market, about the practical applications of the concept of marketing and to ensure the implementation of a specific marketing orientation throughout the enterprise.

It is not uncommon to say that one of the main tasks of a manager is to maintain a dynamic balance between the volume of production and sales, profit and development investments as a condition and basis for the company's success.

In the context of the comments made, it is clear that the manager should have certain personal characteristics and skills, and above all: entrepreneurship, innovation, sharpness and open-mindedness, the ability to perceive opportunities, quickly adapt to changes, make decisions, propensity to take reasonable risks, persistence and the ability to understand others and cooperate, and to be consistent in achieving goals. It is understandable because a person aware of the vision and management strategy is able to accurately identify the most important needs in the organization, find a way to satisfy them and implement ideas, thus bringing benefits to the entire company. Such a person plans all activities in a systematic manner and implements them using a predetermined plan.

The results of a number of studies show that **the following are of great importance**²⁵:

- activity and courage to publicly express and defend one's opinion and views,
- understanding and appreciating the value of work,
- the ability to prioritize values and tasks,
- responsibility for own and team performance,
- the ability to self-discipline and focus on the task at hand,
- ability to delegate and share tasks and responsibilities,
- appreciating the importance of criticism and evaluation.

Nowadays, personal competences and mental characteristics are mentioned as important for the manager's success. The image of a well-qualified specialist manager is not enough. The times of the manager - intellectual entrepreneur are coming.

²⁵ Cf. Kieżun W., *Sprawne zarządzanie organizacją*, Wydawnictwo Szkoły Głównej Handlowej, Warszawa 1997, pp. 149-150.

It also means that personality traits begin to play an increasingly important role, which are increasingly becoming one of the key elements of a manager's competences. In the literature on the subject, one can meet various opinions on what set of personality traits or, more broadly, psychophysical traits - is necessary for the professional success of modern managers²⁶.

Managing a modern company requires good and professional management staff, therefore in today's management, managerial competences are given a lot of attention, which should be perceived as the sum of the abilities, skills and knowledge possessed by a given person based on appropriate personality traits, as well as through experience and behaviour and operating procedures. Competences, especially their development, are particularly important not only due to the international dimension of the functioning of enterprises. These are also the requirements resulting from the Industrial Revolution 4.0. This is because it emphasizes the role and importance of educated staff and managers in the era of the fourth industrial revolution, who should be distinguished by characteristic competences and abilities as well as substantive preparation to work in a specific environment, also international.

The problems of modern organizations are the challenges caused by dynamic technological development and innovation. On the other hand, the challenges faced by managers of these companies require the improvement of managerial competences, which shape the attitudes of effective performance of tasks in the positions held.

The knowledge acquired in the field of international management²⁷:

- helps to prepare to operate in a competitive market during the ever-increasing globalization of the economy,
- facilitates functioning in many spheres of economic life,
- enables faster adaptation to changing conditions,
- develops skills that allow you to manage various types of organizations,
- gives you the opportunity to acquire competences in the efficient management of a company on international markets,
- allows you to find a job faster in international companies looking for flexible employees with unique skills.

²⁶ Kuc B. R., *Zarządzanie doskonałe*, Wydawnictwo Oskar-Master of Biznes, Warszawa 2003, p. 72.

²⁷ Malkowska A., Malkowski A., *Przedmiot: zarządzanie międzynarodowe w nauczaniu menedżerów w strefie przygranicznej*, "Folia Pomeranae Universitatis Technologiae Stetinen-sis. Oeconomica", 287 (2011)/63, pp. 148-151.

The basic criterion for assessing a manager is success in finding and taking advantage of opportunities that exist on the market and created by one's own entrepreneurship and ingenuity, consisting - as P. Drucker describes it - in transferring resources from areas of low efficiency and small profits to areas of high efficiency and high profits. According to this author, **an effective manager must be able to do the right things in the right way**²⁸. With a certain generalization, it means that the manager is to have the entire set of required skills, qualifications and talents as well as knowledge about when and how they should be used to achieve the best effect and long-term beneficial consequences. For that to be the case, it is essential to think in strategic terms²⁹.

Achieving professional success is a great challenge for modern managers, which over time turns into a life goal. Therefore, it is not surprising to say that many people are trying to find a "recipe for success" as a result. Managers also do it, which seems to be understandable.

Nowadays, an excellent manager is one who achieves success. He is fascinated by the life of the organization, shows courage in risking his own career and money. He also shows a willingness to take on responsibilities that may lead to loss of popularity. He also has a talent for getting things done through other people, as well as the ability to communicate effectively. He is also adept at making good decisions.

Each manager should effectively manage the organization entrusted to him/her, i.e. they should find the right objects for action and concentrate resources and efforts on them in an optimal way. However, more is required of the managers of tomorrow (the new era). It is expected that they will be able to skilfully lead change, will have the skills to design solutions, encourage and mobilize others. On the other hand, by serving as an example to others, as well as controlling the process of changes and correcting the course of this process, they will ensure success. This in turn means that a successful organization of the future will be an organization in which people, instead of talking, implement the changes that are necessary, and implement the decisions made as quickly as necessary. It will be an organization that allows competent managers to take full control (leadership), regardless of their gender, age or position in the hierarchy. It will not be an organization where people hide and misinterpret emotions, which is why they are not able to build a bridge between the pure grinding of numbers (the current generation) and the joy of their work (the next generation).

²⁸ Drucker P., *Skuteczne zarządzanie*, Polskie Wydawnictwo Ekonomiczne, Warszawa 1976, p. 33.

²⁹ Goldman E., *The power of work experiences: Characteristics critical to developing expertise in strategic thinking*, "Human Resource Development Quarterly", 19 (2008)/3, p. 217.

5. MANAGER OF THE FUTURE³⁰

The expectations of the superiors and the challenges of the future are constantly evolving. The pressure to discover new products and markets is not without significance. The requirements of the modern market, which has undergone a profound transformation from classical capitalism to the knowledge-based economy, pose completely new challenges for the manager, making him the coach of the winning team, a mentor helping to learn, a guardian of creative enthusiasts and an administrator with a full picture of the situation³¹.

In the context of the issues raised, **the manager of the future** is simply expected to be "effective", which is conditioned by the following predispositions³²:

1. Awareness of your own potential, which is a comprehensive knowledge of your own strengths and weaknesses, how they are perceived by others and how they affect others.
2. The habit of encouraging others to provide feedback. Thanks to this, a manager can obtain knowledge not only about the organization, but also about himself/herself, which can be the basis for personal change and action.
3. Desire and gaining knowledge, which allows one to change their perspective of seeing and acting, stimulates creativity and allows to think about different things in a new way.
4. Integration of work with life, the essence of which is that leadership and life are closely related. Therefore, the demands of the family and community must be balanced with the demands of the job. Manager - the leader must strive to feel confident in all these fields and correlate them with each other.
5. Respect for other people's differences, which means that in order to work effectively in the environment, a leader must be aware of and sensitive to people and situations, sensitivity to differences in language and culture, as well as other people's value systems.

³⁰ More in: Kuc B. R., Żemigala M., *Menedżer nowych czasów. Najlepsze metody i narzędzia zarządzania*, Wydawnictwo Onepress, Gliwice 2012, pp. 178-180.

³¹ Cf. http://www.structum.pl/czytelnia-pdf-op/Menedzer_nowych_czasow_Najlepsze_metody_i_narzedzia_zarzadzania_menjut.pdf, access on 1.11.2021.

³² Cf. Nogalski B., Śniadecki J., *Umiejętności menedżerskie w zarządzaniu przedsiębiorstwem*, Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego, Bydgoszcz 2001; Rakowska A., *Kompetencje menedżerskie kadry kierowniczej we współczesnych organizacjach*, Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin 2007, p. 10.

The new organization and the changed conditions of its functioning, including the Industrial Revolution 4.0, will therefore require more creative managers who understand it and can lead it. They will treat people as the most important and intellectual property of the company, the main driving force of its development. They will also create opportunities for them to release their competences, creativity and commitment. In such an organization, management will differ from today's, primarily with a change in the management style and perception of people (staff). In such an organization, management will differ from today's typical managerialism mainly by changing the style of managing people. Employees will have to be sure not only of substantive and reliable support from the manager, but also wide involvement in the overall activities of the company and performing work that gives the possibility of obtaining full satisfaction. In particular, they will have to be sure that the reorganization will be successful. Research shows that the general attitude of employees to change strongly influences the success of the reorganization. It turns out that honesty, and honesty in relations between superiors and employees clearly contribute to the success of changes. Conversely, insufficient trust as a feature of corporate culture is one of the main reasons for the failure of the reorganization.

In a modern enterprise operating on an international scale, its success on the market and competitive struggle is determined by the initiative, commitment and creativity of all employees. Of particular importance is their creativity, understood as the ability to associate various matters that seemingly do not relate to each other, and thus find new solutions, ideas and products. Managers play a special role in awakening and consolidating this creativity. They should constantly stimulate employees to creative cooperation in solving problems: help them to be active, eliminate authoritative attitudes, provide psychological freedom of action, properly inform and constantly raise their intellectual level. They should always expect good work from their subordinates, because subordinates most often do what they think is expected of them. People usually act the way they are treated. Every management has the kind of people it deserves and the culture it deserves. This means that managers must replace their power and authority with personal qualities, bearing in mind that effective action brings power, and this enables such action. They must become more leaders than stewards. A leader is a person who, by word and personal example, significantly influences the thoughts and feelings of his followers, and who comes to power through choice, not force. He is characterized by the fact that he finds a way to get in touch with the supporters of dreams, to express the desires and needs he feels, that he "makes his followers allies of a common cause".

A leader must have certain peculiarities and skills to influence the thoughts and feelings of his co-workers and to stimulate their energy and initiative; desired skill

traits. This task will become more and more difficult as it will operate "in turbulent times" and will have to be managed with constant change in mind: about change as a threat and an opportunity to create the organisation's success.

Thus, the question arises about the image of the manager and his competences so that he can meet the requirements of the future. There are many different views, opinions and studies on the characteristics of managers and the requirements they face, as well as the methods of their education. C. K. Prahalad believes that every current **manager**, especially in **the times to come**, must have skills and personal qualities, such as³³:

1. **System thinking.** This means that a manager of the future will need the ability to think conceptually and systemically, allowing him to see both relationships between individual elements, as well as to think ahead and embrace the whole problem. The manager of the future must be able to synthesize information of strategic and secondary importance, combine analytical skills with his own intuition, and balance private and social interests.
2. **Ability to act in a multicultural environment.** The globalization of management will make it necessary to think in intercultural terms and to take into account the fact that other cultures do not necessarily share the same values in which a person was brought up. In the pursuit of the ability to act in a multicultural environment, the following are helpful: knowledge of languages and an interest in the history and religion of other cultures.
3. **Readiness for lifelong learning** means that managers of the future must be constantly ready to embrace new ideas, technologies, economic practices and cultural assumptions. This requirement is mainly due to the fact that the "aging" period of knowledge is disturbingly short; previously acquired qualifications quickly become obsolete.
4. Positive personality traits and high standards of behaviour. The managers of the future are obliged to establish the standards of values and behaviour required by the company and they are obliged to set themselves even higher requirements in this respect. Becoming "perfect" is associated with in-depth knowledge of the company and its area of operation, striving for the best possible efficiency and dedication at work, responsibility for one's actions, sensitivity to

³³ Prahalad C. H., op. cit., p. 189 et seq.; Majewska-Opiełka I., *Umysł lidera. Jak kierować ludźmi u progu XXI wieku*, Wydawnictwo Medium, Warszawa 1998, p. 28; Armstrong M., *Jak być lepszym menedżerem. Strategia sukcesu*, Dom Wydawniczy ABC Spółka Sp. z o.o., Warszawa 1997, pp. 17-18.

interpersonal and intercultural issues, as well as supporting and stimulating the development of co-workers.

In a study prepared by the International Agency of Managers in Brussels, after conducting a survey among the best managers of various nationalities and professions, it was established that **the manager of the 21st century will**³⁴:

- provide excellent information while remaining a competent partner,
- be a practitioner who knows the realities, thanks to talent and practical experience;
- be a person who can create a system from what works well,
- be a visionary with constant motivation, someone who is able to group a team of people around him to implement his vision;
- be able to sense changes to the rules of the game and react to them;
- be able to make decisions today that may prove to be right in five years;
- be aware that historical data cannot be relied upon;
- be able to maintain a balance between respecting subordinates and consistency in decisions;
- be patient, able to listen to others, communicative and willing to help;
- be open to all ideas and views;
- forgive mistakes, will not use "terror" towards seemingly reluctant people;
- skilfully represented the enterprise in front of institutions and people from outside;
- binds various views and attitudes of employees for the good of the company.

Effective managers of the future will be characterized not so much by unchanging features, but rather by the ability to adopt different attitudes that, depending on the circumstances, they can use effectively. It is beyond dispute that the future clearly outlines the contours of the manager's new image. Competition will tighten the requirements for the "excellence" of managers. To stay on the market, you will need: technical development, i.e. systematic introduction of innovations, new products, services and processes, as well as the introduction of new forms of marketing and promotion of the enterprise. In a company, apart from quality and introduced innovations, the most important criterion of managerial efficiency will be interpersonal relations. Effective management of people is the right behaviour and the right decisions, and above all, stimulating their creative invention and personality development, i.e. leading by leadership³⁵.

³⁴ Walkowiak R., *Uwarunkowania osobowościowe skutecznego menedżera*, [in:] Bojar E., *Menedżer XXI wieku. Ile wiedzy, ile umiejętności?*, Wydawnictwo Politechniki Lubelskiej, Lublin 2003.

³⁵ Lewin A. Y., Massini S., Peeters C., *Why are companies offshoring innovation? The emerging global race for talent*, "Journal of International Business Studies", 40 (2009)/6,

6. A MANAGER – A LEADER

Each manager should effectively manage the organization entrusted to him/her, i.e., he/she should find the right objects for action and concentrate resources and efforts on them in an optimal way. From the manager - emphasizes P. F. Drucker - it is expected, first of all, that he will lead to the right thing. Even more will be expected of these people. It should be a role in which leading changes, designing solutions, encouraging others, mobilizing and own example, as well as controlling the process of changes and correcting the course of this process, will be exposed. From the leader's convictions and enthusiasm, the company is to draw for itself the spiritual energy necessary to set out into the unknown. Managers of tomorrow will therefore have to use liberation management, which results from the flexibility of the organization and a positive attitude to people's creative efforts, because in the organization of the future, all managers and non-managers simply have to create their own company, make their dreams come true.

Managers must ensure not only high, quality products and attractive prices, retain customers and their loyalty in order to ensure profit and development for their companies, but also make them an attractive workplace and environmentally friendly organizations. First of all, they must invest in human capital and increase the intellectual potential of their companies, because this will condition their entrepreneurial abilities and create an organization meeting the social requirements of tomorrow³⁶. Managers must therefore be "managers of tomorrow" and an attempt to explain how the manager of tomorrow should be understood is the aim of the study.

The practice of management in the West has developed four personal patterns of managers. These are the managers³⁷:

1. Courageous, "moving forward" towards the future shape of the organization; they are well prepared, ambitious, identify with the organization and aim for the desired renewal;
2. Challenging people who oppose the existing structure, want renewal, but try to do so by showing the incompetence of their superiors, demand their removal;

pp. 901–925.

³⁶ Sapienza H. J., Autio E., George G., Zahra S. A., A capabilities perspective on the effects of early internationalization on firm survival and growth, "Academy of Management Review", 31 (2006)/4, pp. 914–933.

³⁷ More in: Armstrong M., loc. cit.

3. Dissatisfied, they withdraw from the organization, reject the existing order, but are not able to work out any program of changes for the better, have no ambition or willingness to act;
4. Conformists consider the organization in its present shape to be the optimal solution, defend its order and want it to be the same in the future.

According to many specialists, the requirements for managers will increase significantly in the future. Accordingly, they formulate the different characteristics that new ("lean") organizations will require of them. For example, the American HR consulting company Korn and Fenyl, based on a study conducted in a group of approximately 1,500 American, Japanese and European managers with the highest qualifications, believes that the top managers of the future must, above all, be enthusiasts (92% of responses), should inspire (91% of responses), encourage you (89%), be open-minded and creative (88%), and set an example of ethical behaviour. According to the experts of this company, the ideal boss of the year 2000 will be a cosmopolitan with a great general education, tolerant towards different cultures, first-class in teamwork, with an independent way of thinking.

Edgar H. Schein argues that **future leaders will need to demonstrate the following characteristics**³⁸:

- an unusually high level of perception and understanding of the surrounding reality and ourselves;
- equally high level of motivation enabling them to actively participate in the arduous process of learning and change, especially considering the ever-softer border divisions, in which the sense of attachment will become difficult to define;
- a great emotional force to face one's own anxiety and that of others as learning and transformation processes increasingly dictate the way of life;
- new skills in analysing cultural premises, identifying those assumptions that exist and those that do not function properly, and analysing the processes that develop the work organization culture;
- willingness and ability to involve others and gain their active participation, as tasks to be solved will be too complex and information too diffused for leaders to deal with them effectively;
- the willingness and ability to share power and control rights in accordance with people's knowledge and skills, ie allowing and encouraging the assumption of leadership responsibilities in all aspects of the organization's activities.

³⁸ Schein E. H., *Przywództwo a kultura organizacji*, [in:] *Lider przyszłości*, red. Hesselbein F., Goldsmith M., Beckhard R., Bussiness Press, Warszawa 2007, p. 89.

Acquiring the competencies necessary to act as a manager is a very complex and sometimes very difficult process. This involves not only acquiring knowledge and skills required by the nature of the work performed, but also the improvement of social competences necessary in the management process. Managing a company and its staff requires a lot of responsibility, making difficult decisions in a very short time. Manager's effectiveness largely depends on his individual approach.

7. SUMMARY

In a modern enterprise, its success on the market and the success in competitive struggle are determined by the initiative, commitment and creativity of all employees, including managers. Of particular importance, however, is creativity, understood as the ability to associate various matters that seemingly do not relate to each other, and thus find new solutions, ideas and products. Managers play a special role in awakening and consolidating this creativity. They should constantly stimulate all members of the enterprise to creative cooperation in solving problems: help them to be active, eliminate authoritative attitudes, ensure psychological freedom of action, properly inform and constantly raise their intellectual level. They should always expect good work from their subordinates, because subordinates most often do what they think they are expected to do. People usually act the way they are treated.

Managerial competences are extremely important for the company's development. They influence not only management processes, but also the success of the entire organization. Therefore, in order to successfully develop a company, one must first of all take care of the key competences of the manager.

Currently, the necessity to prepare managers to take up new challenges is something natural. They must understand that these challenges are multidimensional, and among them the "human dimension" will be of particular importance, and it will fundamentally determine the efficiency of the functioning of enterprises (organizations), as their activities will be organized "around the intellectual potential" of employees and management staff. Only because those managers who quickly and efficiently adapt to new challenges will be able to create the expected, lasting value for the company and its owners, employees and society.

It can be repeated that in the future the manager's task will be much more difficult, because he will operate "*in turbulent times*" and will have to manage with a

view to constant changes understood as a threat and an opportunity to create the organisation's success.

The period of socio-economic transformation is usually accompanied by the regression of the traditional system of values and the search for new patterns. This also applies to the scale of ratings awarded in the public awareness to representatives of strategic professions, including managers. Opinions are often expressed in Poland according to which entrepreneurs and managers are dishonest or even fraudsters. This is probably why you can sometimes find studies dealing with the cardinal sins of managers³⁹. As a rule, these are attributes of immoral behaviour, or simply manifestations of stupidity. The negative trait is the lack of fairness and trust.

Having such features, a manager is not able to fulfil the role of a leader, because he is not able to influence subordinates in such a way that his orders changing frequently and basically the scopes of their activities are accepted and implemented without any reservations.

A manager cannot be ineffective and inefficient, because he must master the entire range of management skills and apply each of these skills at the right moment, that is, be able to do the right things in the right way. An ineffective manager is unable to take advantage of opportunities by the company.

Modern business requires exceptional efficiency. It is one of the basic requirements in the game for the effective operation of an organization and in itself is the greatest contribution to its existence and development. In our country, managerial efficiency is the hope for higher economic efficiency and for making up the distance that separates us.

The manager of the coming times of the century cannot be slow and unable to deal with uncertainty. Its negative feature would be the inability to develop a partnership, climate and culture, because in an unsuitable climate, the employee is unable to identify with the workplace and feels unnecessary. Hence, the effects of his work cannot be satisfactory. Tough management was destroying the energy reserves for major innovation achievements. As a result of the evolution of social

³⁹ More in: Albright M., Carr C., Największe błędy menedżerów, Wydawnictwo Amber, Warszawa 1997; Królik G., Grzechy menedżera, "Personel i Zarządzanie", (2003)/9, pp. 24-26; cf. <http://www.salesnews.pl/Article.aspx?id=1623>, [Access on: 15.05.2020]; <https://www.studiamba.wsb.pl/baza-wiedzy/grzechy-glowne-menedzera>, [Access on: 15.05.2021]; <http://nf.pl/manager/7-grzechow-glownych-menedzerow,2,14228,147>, [Access on: 15.05.2021].

values, the level of education and the climate of participation, hard-handed rule becomes history. Understanding and culture become central factors in human performance. A manager of a new type should be characterized, above all, by sensitivity in the perception and regulation of interpersonal relations, as well as a high level of responsibility and ethical awareness taking into account the issues of the society as a whole.

A manager of a new type should also be a versatile man, anticipating even distant consequences of actions taken, he must constantly improve his/her knowledge and skills in a wide range of areas influencing decisions made. At the same time, he/she must be an excellent strategist, building incentive systems leading to the integration of employees with the goals of the organization.

The obvious condition for shaping the personality of a manager with broad competences are such characteristics as sensitivity, the ability to experience and reveal feelings, the ability to empathize with situations, and emotional and intellectual openness. The result of developing and enriching these features will be personality traits shaping the image of a modern manager. If an open attitude towards co-workers, the ability to have an open, team style of management supersede the mock prestige and emotional coldness, the organization will become to a greater extent an organic structure. Taking into account social and environmental effects in decision-making processes can also be treated as care for moral comfort and the company's image in the future. A manager of this type should be aware of the integral nature of his personality. Mental and, above all, moral maturation leads to a deep sense of responsibility towards oneself, towards other people and towards nature.

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