

## THE IMPACT OF MANAGEMENT CONCEPTS ON ORGANISATIONAL DEVELOPMENT: A CASE STUDY ANALYSIS

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**Purpose:** This article aimed to analyse the concept of management as a tool for enhancing the efficiency of modern organisations.

**Design/methodology/approach:** The article analyses the application of management concepts in Polish organisations in 2025. This is achieved through the use of the triangulation method (observation, analysis and interviews), as well as a case study of an organisation.

**Findings:** Analyses, material research and interviews with entrepreneurs have shown that applying management concepts improves organisation by optimising costs and time, improving customer service quality, implementing development and knowledge transfer mechanisms, and applying innovations.

**Research limitations/implications:** The article presents of case studies of organisations that have incorporated various management concepts into their business practices. Future research will examine the impact of management concepts on business development, with a view to introducing operational improvements and innovations. Limitation of the research process was the difficulty of obtaining a satisfactory sample for the study.

**Practical implications:** The introduction of management concepts increases enterprises' competitiveness by optimising costs and time, improving quality, and providing access to knowledge and innovation. This contributes to the improvement of their operations.

**Social implications:** Analysis into the application of management concepts in organisations benefits local communities by building the competitiveness of businesses through openness to interorganisational relations, introducing modern technical and technological solutions, and improving the efficiency of organisations. Thanks to management concepts, new industries can replace old and overcome problems such as seasonal sales and a lack of mineral resources. They can also ensure the development of industries with high intellectual capital, influencing the implementation of technical and technological. Implementing the management concept will contribute to the creation of interorganisational cooperation, as well as increasing the importance of knowledge for the activities of enterprises.

**Originality/value:** The article presents an original approach to applying management concepts in organisations introducing new methods and techniques to improve their operations through technical and technological changes, organisational changes, better customer service, and innovation by 2025.

**Keywords:** Management concepts; organisational competitiveness; business improvement.

**Category of the paper:** General overview; study.

## 1. Introduction

In today's world, managing an organisation in a globally competitive environment requires the conscious application of concepts, methods, strategies, and techniques. These tools are designed to streamline management processes, encourage competition, and establish robust standards, thereby strengthening the company's position as a global market leader. These objectives are achieved by optimising costs, time, quality, efficiency, productivity, and innovation within enterprises. Many foreign and Polish authors have described classic concepts for improving organisation, such as: M.E. Porter (1998), J. Brilman (2002), A. Chauvet (1997), R.S. Kaplan, D.P. Norton (2010, 2011), G. Gierszewska (2000), M. Romanowska, P. Wachowiak (2006), Z. Mikołajczyk (2001), M.J. Stankiewicz (2007), A. Noga (2009), R. Borowiecki, A. Jaki (2014), A. Jaki, J. Konecki, T. Bojek (2011), A. Bitkowska, E. Weiss (2015), M. Czerska, A. Szpitter (2010), A. Werenowska, K. Michalski (2023), W. Sroka, J. Dzieńdziora (2014), K. Zimniewicz (2009), A. Tomaszewski (2013). Changes in global organisations are characterised by foreign literature. The focus of Polish literature is on the application of management concepts following the system transformation and enterprise restructuring of the 1990s. Research is needed to improve the operations of Polish SMEs by using management concepts described in Polish and foreign literature.

This article aimed to analyse the role and significance of management in the practical activities of contemporary Polish organisations. This article assesses the usefulness of well-known management concepts for improving organisational operations in Poland. It seeks to evaluate how useful these concepts are for managing contemporary organisations in Poland. The introduced improvements were aimed at increasing competitiveness and efficiency, optimising costs and time, improving customer service quality, and promoting technical and technological innovation. The article addresses a research gap in the characterisation of management concepts applied to the activities of modern enterprises, with the aim of improving management by 2025. Modern companies can improve their operations by applying management concepts, gaining flexibility, innovation, cost reduction and global reach. To meet global challenges and reduce business risks, modern companies should implement global work organisation methods, create partnerships and cooperate with other companies, and compete on the global market.

## **2. Applying management concepts to improve mBank S.A.'s operations in practice**

Both Polish and foreign literature characterises management concepts such as lean management, time-based management, total quality management (TQM), outsourcing, reengineering, benchmarking, learning organisations and network organisations. These concepts influence changes in technological production and work organisation.

Management concepts have been described extensively in the works of pioneers of change management. These include: J. Brilman (2002), Z. Mikołajczyk (2001), W. Saabeel et al. (2002), P.M. Senge (2012), M.J. Stankiewicz (2007), K. Zimniewicz (2009). The concept of intelligent organisations has been described by foreign authors in the literature, such as: O. Laasch (2024), P. Kong, T. Miller, K. Bittner, R. Ripley (2023), R. MacIntosh, D. MacLean, C. (2023), L. Lominé, M. Muchena, R.A. Pierce (2023). Analysis of the concepts described reveals a knowledge gap in the research concerning the impact of these concepts on contemporary Polish organisations by 2025. The article describes the improvements implemented by these organisations, consisting of technical and technological innovations, as well as changes to the organisation of work. The following authors describe learning organisations that are influenced by management concepts: P. Massingham (2019), Samuel C. Certo, S. Trevis Certo (2018), R. David Fred, R. David Forest (2016).

mBank S.A. was the first bank in Poland to introduce online banking in 1997, and now offers a full range of financial services, from personal accounts to services for large companies. By implementing management concepts such as lean management, time-based management and reengineering, mBank S.A. is optimising costs, time, and customer service quality. The company is also introducing technological changes such as internet services, management process technologies, remote working, technological innovations, artificial intelligence and process automation (O mBanku, 2025). The focus of TQM management concepts is improving work organisation. To this end, mBank enables remote working and has introduced a flexible hybrid working model. mBank's strategies are influenced by improvements in customer service quality, focusing on the development of mobile applications and digital services that make banking more accessible to customers anytime, anywhere. Management concepts optimise costs and operating times. This is why mBank uses cloud platforms such as Google Cloud and Microsoft 365 for data storage and to enable remote access to documents. Organisational improvements focus on the use of tools for remote working: Microsoft Teams (communication platform for video conferencing and team meetings), Zoom (online meetings with customers and colleagues), Jira and Trello (project and task management). Applying network organisation management concepts to improve mBank's operations brings the following benefits: increased flexibility in the way people work, high availability of online services (internet and mobile banking) and the ability to work in distributed teams. These improvements make it easier to

implement projects and business processes. A key element of applying the reengineering management concept is making technical and technological changes to streamline the management of organisational structures. The technologies supporting mBank's operations (O mBanku, 2025) include a mobile app, AI and machine learning, and anti-fraud system. New technologies such as the internet, cloud computing and mobile applications are changing the way work is organised by enabling effective collaboration between teams in different locations. An analysis of the impact of lean management, time-based management, and total quality management, TQM concepts on organisational development in Poland shows that changes to work organisation are the most frequently implemented. The new work organisation is based on the following: geographically dispersed teams (employees can work from different locations around the world), the absence of traditional offices (companies operate without the need for central offices), the use of technology (work is based on cloud applications, e.g. Google Drive and Office 365), the implementation of communication platforms (e.g. Slack, Microsoft Teams), the implementation of project management systems (e.g. Trello, Jira), flexibility (employees can adjust their working hours to suit their own rhythm) (Cf. Davidow, Malone, 1992). mBank S.A. implements concepts of network organisation management. These are consistent with changes in work organisation described in foreign literature (Saabeel, 2002). This concept proposes a structural model in which an organisation is treated as a network of independent entities, which may include companies, individuals, or project teams. Geographical barriers are eliminated and operating costs are reduced by the Internet and global networks. The strategy of mBank S.A. (O mBanku, 2025) is a case in point: as a leader in digital banking, it has focused its strategy on improving customer service by creating Internet and mobile banking. The mBank structure is based on project teams and the concepts of learning organisation management (empowerment and coaching). Teams are spread across different regions and functional areas: IT, customer service, marketing, risk management. mBank uses Agile project management, which enables flexibility and a quick response to changes. The bank's implementation of the concept of managing learning organisations involves changes aimed at improving work organisation by introducing hybrid working (mBank employees can perform their duties both in the office and remotely, with flexible working hours). The management concepts introduced by mBank have influenced changes in the techniques used to improve process management. mBank uses the following tools to support the organisation of work: Google Meet and Zoom, which streamline the planning and conduct of online meetings with customers and teams; and Google Drive and OneDrive, which are used for storing and sharing documents. An analysis of how management concepts are applied at mBank has led to the conclusion that the changes introduced have brought many benefits, including reduced operating costs (as there is no need to maintain an extensive branch network), greater convenience for customers (who have 24/7 access to services from any location) and increased reach (as the bank is able to serve customers from different regions of Poland and around the world). An analysis of the implementation of management concepts aimed at

improving the organisation's operations has shown that mBank is a forward-thinking organisation that is committed to continuous development and improvement. It builds strategies that can meet the challenges of modern competition, such as enabling employees to work remotely or in a hybrid mode, which gives them flexibility in organising their working day. The organisation also introduces the latest technologies, such as advanced cloud technologies and communication tools like Slack, Zoom and Google Cloud. Furthermore, it focuses its strategy on international reach, operating globally with teams in different parts of the world. mBank's strategy, which focuses on the use of management concepts, influences technological changes and improvements in work organisation. This promotes competitiveness and helps the organisation to develop.

### **3. The practical application of organisational management concepts in a case study of CD Projekt RED S.A.**

Management concepts require technological and technical changes, as well as network cooperation and communication. This promotes the development of modern, competitive strategies. The concepts described in foreign literature are evolving towards the ideas of learning organisations, networks, and intelligent organisations. Management concepts influence the implementation of new organisational improvement models, as demonstrated by CD Projekt RED S.A. (CD Projekt, 2025). The outsourcing management concept is a model often used by companies that base their operations on cooperation with suppliers, subcontractors, and business partners, as well as those that delegate parts of their operations to external partners. Management concepts based on benchmarking and outsourcing influence the development of network cooperation models. These models see a company use a network of business partners, suppliers, and other entities to increase operational efficiency and flexibility. Peter Drucker's organisational management concepts, promoted in the 1990s, advocated replacing traditional hierarchical structures with more flexible cooperation networks. This became possible thanks to the rapid development of technologies such as the internet. CD Projekt RED S.A. is an example of a Polish company that has implemented organisational improvements based on the concepts of a learning, networked organisation and TQM (CD Projekt, 2025). The organisation is a Polish computer game developer which has been operating since 2002. It has gained worldwide recognition thanks to its work on the Witcher series and Cyberpunk 2077. The company specialises in developing AAA games with deep storylines, high-quality graphics, and extensive virtual worlds that stand out from the crowd. The organisation has demonstrated remarkable flexibility in adapting its offerings to meet the needs of modern customers. Its target group consists of global players, particularly fans of role-playing games (RPGs). CD Projekt RED S.A. is part of the CD Projekt Group. The Group also distributes games through the GOG.com platform. The key management concept was outsourcing

implementation (CD Projekt, 2025). The company collaborates with external studios specialising in animation, dubbing, music and special effects. It implements a network-based approach to cooperation, forming global partnerships with distributors such as Bandai Namco in Europe and Warner Bros. in the USA. Another element of the concept of a network organisation is an ecosystem of developers, such as a network of independent creators who support game development. The final element is marketing and public relations (PR), which involves collaborating with international advertising agencies to promote products. This model enables CD Projekt RED S.A. to concentrate on its core competencies, such as designing game worlds and telling stories through gameplay. Implementing the concepts of learning organisation management influences changes to the organisational structure. CD Projekt RED is organised into project teams, each focused on specific tasks related to game development. Management concepts based on the ideas of the learning organisation and networking can improve an organisation by introducing changes within the company. These changes include interdisciplinarity, where programmers, graphic designers, designers and scriptwriters work together on various aspects of the game; cooperation with partners, where external contractors are integrated into the production process; and flexibility, where the structure allows for quick changes to be made to the project at every stage of its implementation. CD Projekt RED S.A. uses the principles of a learning organisation to gain a competitive advantage, working with a network of trusted partners including technology providers, distributors, and creative partners. Using the concept of the learning organisation promotes interorganisational cooperation within a network model, which brings many benefits to CD Projekt RED S.A. The company has achieved success in the global market by reducing costs (through outsourcing and partnerships), gaining access to specialists (by cooperating with experts around the world), becoming more flexible (by being able to scale resources according to project needs) and leveraging its global reach (thanks to its network of distributors, CD Projekt RED S.A. can reach players on all continents). The management concepts implemented by the company have contributed to improvements in the organisational structure. CD Projekt RED S.A.'s project structure is focused on video game development and places a strong emphasis on production teams. Changes to the organisation of work allow for collaboration with creative and technological partners from outside the organisation. An analysis of improvements implemented in line with management concepts (reengineering) reveals how technology is used at CD Projekt RED S.A. This includes the development of advanced gaming technologies (e.g. the REDengine engine) and the use of technology for storytelling and virtual world design. Implementing the concept of a networked, learning organisation supports interorganisational cooperation. Despite having its headquarters and production facilities in Poland, CD Projekt RED S.A. operates on a global scale. Management concepts affect customers because games attract players from a variety of different markets. The application of the concept of intelligent organisational management has an impact on changes to work organisation and the development of interorganisational relations. CD Projekt RED S.A. relies on cooperation with independent studios, marketing partners and distributors

to build strong, long-term relationships within the gaming industry. The organisation's network structure ensures it can adapt to market changes. CD Projekt RED is adapting to new industry trends (e.g. online gaming and VR). CD Projekt RED S.A.'s competitive strategies focus on adapting the concept of a network organisation as the primary operating model. This approach enables the achievement of several key objectives: needs analysis (identifying areas that can be automated or outsourced), network building (establishing relationships with strategic partners), investment in technology (developing tools to support collaboration and data management), organisational culture (promoting openness and teamwork), phased implementation (testing selected cooperation models).

CD Projekt RED is also adapting to new industry trends (e.g. online games and VR). Applying various management concepts to the analysed case study led to improvements and organisational development, achieved through changes in work organisation, the implementation of new technologies, and the development of interorganisational cooperation. These factors contributed to the success of CD Projekt RED S.A.'s competitive strategy in the global market.

#### **4. Summary**

Analysis of modern organisations has revealed a growing interest in the practical application of management concepts. Management concepts will have a significant impact on the development of contemporary Polish organisations after 2025, influencing their competitiveness in a global context. Implementing the management concept ensures organisational flexibility, enabling survival and development in uncertain conditions. Thanks to technological advances, companies are streamlining their operations and facilitating global collaboration and innovation on an unprecedented scale. Management concepts influence changes within companies, enabling them to respond to market needs and actively shape their future. The competitiveness strategies of modern organisations are based on the following: the use of local resources, such as cooperation with Polish technology companies and specialists, expansion into global markets, such as building a network of international partners and customers, education and training, such as developing digital competencies within organisations, interorganisational cooperation, such as using programmes that support innovation and export, Leadership inspiration, such as encouraging leaders of change, innovation, and technology. Inspired by management concepts, the changes introduced influence the development of enterprises and ensure sustainable growth in the global market. This is achieved through technical and technological innovations, changes in work organisation, cost and time optimisation, and improvements in quality and customer service.

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