

## DIAGNOSIS OF ORGANIZATIONAL CULTURE OF AN ENTERPRISE IN THE CONTEXT OF ITS PRO-INNOVATIVE INCLINATION – A CASE STUDY

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**Abstract.** The article presents the impacted of organizational culture and its impact on the changing innovations in a large automotive manufacturing company based in Wielkopolska. At present, innovation is regarded as one of the driving forces of the company. Organizational culture that is properly focused on innovation can have a big impact on improving performance and gaining greater competitive advantage in the marketplace, especially in a rapidly growing industry. As part of the research conducted through the OCAI questionnaire, organizational culture was diagnosed in the selected company. Analyzing an enterprise and diagnosing an organizational culture will determine if the employees in the analyzed firm are ready for changes in innovation.

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## 1. INTRODUCTION

Creating and maintaining market advantage is today a priority for any business that can be competitive by building innovative capacity and by creating innovative products and services. Innovation are now the most frequently appearing term in literature, economy and the media. With the information you get from the environment you can find out that in business, the greatest effect has innovation, enterprise sensitivity and flexibility and ability to respond quickly to changes and the ability to learn. This what determines the current success of the company, can be outdated, inadequate to the changing environment, a conservative. The time parameter forces continuous learning (the system), updating knowledge, opening “at new ones”, multivariate forward-looking, to enrich both the experience and the intuition of people who forming organizations (Wyrwicka, 2011, p. 21). Culture creates the context of social interactions, decides how knowledge will be used in a particular situation (Montano, 2005, p. 10). Contemporary companies must continually identify the factors affecting for innovation development through the conscious build of their organizational culture. Innovative progress often requires a change of culture through which pro-innovation development will be possible. In this article, based on the research conducted, the authors attempted to identify the organizational culture in the selected company. The purpose of this paper is to diagnose organizational culture in a manufacturing enterprise and to check its pro-innovation propensity.

## 2. DEFINITION AND CHARACTERISTICS OF ORGANIZATIONAL CULTURE

In the literature of the subject there are many definitions of organizational culture. Among the proposed definitions, there are three general groups (Glińska-Neweś, 2010, p. 75). The first is metaphors such as “social glue”, “sheath of meanings” or “broadcast making of sense”. Metaphorically grasp to organizational problems, who forming part of the called so-Symbolic-interpretative approach. It results from suppose about assumption of the inability to actually articulate the essence and of such phenomena as organizational culture. Metaphors are intended to facilitate understanding of this phenomenon. The second group of definitions is related to identifying organizational culture with the whole organization. Because every element of an organization, to begin from employee behavior and attitudes, through the use of procedures and strategies in the organization structure, can be treated as a manifestation of culture. Therefore, they should be treated together. The third group of definitions is the most numerous, concentrating the proposals of authors who see organizational culture as one of the elements of the organization. It creates identifiable phenomena related to behavior, attitudes and psychological predispositions of the organization, making each organization have its own personality. This approach is identified, both

the components of the organizational culture and its types are identified, and efforts are also made to capture and measure the relationships between culture and the condition of the organization. One of the most popular definitions belongs to Schein according to which culture is the result of a complex learning process in a group (Schein, 2004, p. 11). The author considers the essence of organizational culture to be a set of basic beliefs that have been developed, devised or adopted to address the difficulties encountered by the organization, adapting to external conditions and internal integration. Schein believes that there is always an invisible binder that keeps the organization as a whole. Therefore, when assessing corporate culture, the whole organization can be analyzed, but it is also possible to examine the cultures of individual entities – to isolate the common characteristics of their cultures and to combine them, thus gaining an approximate picture of the culture of the whole organization.

Organizational culture manifests itself in values, dominant styles of leadership, language and symbols, methods of handling and routine procedures, and the definition of success. That is why every organization creates its culture. These are the peculiarities of any organization that distinguishes it from others (Cameron & Quinn, 2006, p. 25). Organizational culture can be compared to that, like man, everyone has different characteristics and is guided by other values, even being in a similar environment and surrounding the same people, it behaves differently. Like for businesses, each one is different even if it represents the same industry. On later in this study the types of organizational cultures proposed by various researchers.

### 3. TYPOLOGY OF ORGANIZATIONAL CULTURES

Organizational cultures are considered by different researchers in terms of different dimensions, among which often appear the following dichotomies (Sulkowski, 2008, p. 16): (1) culture weak – strong culture, (2) positive culture – negative culture, (3) pragmatic culture – bureaucratic culture, (4) introvert culture – extrovert culture, (5) conservative culture – innovative culture, (6) hierarchical culture – equality culture, (7) individualist culture – collectivist culture.

The cognitive problem consists in different ways of selecting these dimensions and differences in defining them. Table 1 below lists the types of organizational cultures of selected researchers that have been categorized into five groups; accepting various variables.

In “A” type culture, there is great control and reluctance to change. The formalized structure, the system of activities in the organization is strongly bureaucratized. As a rule there is prevails mutual distrust, and the a distance of authority is quite large. Types of “B” cultures, also oriented on the inside of the enterprise. It is characterized by a large role of interpersonal relations. Organization is to meet the needs of employees. Community and teamwork are important in this culture. In “C” cultures, the most important thing is to achieve goals and accomplish tasks. It is important to

respond to market needs. Type “D” culture, related to activities in new areas. It is characterized by a high degree of innovation and creativity. At valued a new challenges are. In the group called “others”, there are such cultures, which due to their specificity cannot qualify for the remaining four (Gołębiowska, 2014, p. 246). In the article, attention was focused on culture, which has a significant impact on enterprise innovation. It is therefore understandable to describe the characteristics of an innovation culture and to define and explain the concepts of innovation.

**Table 1.** An attempt to sort out different types of organizational cultures; own study based on (Gołębiowska, 2014)

TYPES OF ORGANIZATIONAL CULTURES					
Author	Type A	Type B	Type C	Type D	Others
<b>Trompenaars &amp; Hampden-Turner</b>	Eiffel Tower	family	controlled missile	incubator	
<b>Cameron &amp; Quinn</b>	hierarchical	clan	market	adhocracy	
<b>Peters</b>	inspection	harmony	actions	innovative	
<b>Harrison &amp; Handy</b>	role of	personal	works		authority
<b>Deal &amp; Kennedy</b>	process		work and play	macho	projects

#### 4. INNOVATIONS

The term “innovation” has a long history because the origins date back to about 400 an our era, when it appears in the Latin as *innovatio*, meaning renewal-change. The term “innovation” in the contemporary language was defined by the world-famous economist Schumpeter. For the first time he wrote about innovations in *Economic Development Theory* (Marciniak, 2010, p. 15). Schumpeter’s Innovation understood as development It is then: “[...] if the new combinations They occur in a discontinuous way and then a phenomenon arises characteristic for development” (Schumpeter, 1960, p. 104). This situation can occur in five cases: the introduction of a new commodity or new species of an already known commodity, the application of a new method of production or sale of new goods, the opening up of a new market, the acquisition of a new source of raw materials or semi-finished products, the name of an organization. All of these cases Schumpeter describes as a form of manifestation of the phenomenon as new combinations, then as ventures, and ultimately in “Business Cycles” as innovations (Glapiński, 2012, p. 5).

Schumpeter through innovation understood the first application of a given solution in practice distinguishes the notion of innovation from the invention, since not every invention has become an innovation because not everyone has applied it in practice. Kotler treating innovation from a marketing perspective defined it as a good, service or idea perceived by someone as a new concept because not everyone

has applied it in practice (Stabryła & Małkus, 2012, p. 183). Drucker believed that innovation was a conscious, beneficial change due to the need or systematic observation of the external environment (Drucker, 2002, p. 39). According to the textbook edited by Urabe, innovation is the creation of a new idea and its implementation into a new product, process or service, leading to a dynamic development of the national economy and growth in employment, and the creation of a clean profit for innovative business (Urabe, Child & Kagono, 1988, p. 4). Verloop believes innovation is the process of supply chain and the essence of innovative management is to understand that the road from idea to market goes through three stages: generating and conceptualising ideas, developing and demonstrating concepts, and investing to extract value from the market (Verloop, 2004, p. 7).

When considering innovation considerations, it is also necessary to refer to the definition in force in the European Union. The definition of innovation in Oslo is the implementation of a new or significantly improved product (product or service) or process, a new marketing method or a new organizational method in economic practice, workplace organization or the environment. By definition, come out of there is also a division into innovation: product, process, marketing and organizational (Oslo, 2008, p. 49). In order for innovation to emerge in the enterprise, there must be a tendency for innovation, ie pro-innovation. Innovation understood as the ability and motivation to seek and commercial exploitation of research results, new concepts, ideas and inventions. It should become the main one creative each and of any organization permanently integrated into its management and culture system. The impact of innovation on an enterprise is related to many aspects including Improve your competitive position, improve your business image, improve the quality of your products and services, improve customer service, increase your productivity, increase your market share, reduce your running costs, Enabling entry to the new market, greater productivity, improved working conditions and employee satisfaction, and improved IT capabilities. The level of innovation of enterprises, regions, the whole economy depends on many external and internal factors. On Enterprise's level plays a key role (Stabryła, 2010, p. 90): innovation management ability, managerial mentality, innovation climate and innovation culture, innovation financing capacity, teamwork problem solving ability, network structure, ability to create new knowledge and ability to use it in innovation processes.

## 5. PRO-INNOVATIVE CULTURE

Innovation processes differ in many respects depending on the sector of the economy, the area of knowledge, the type of innovation, the historical period and the country concerned (Fagerberg, Mowery & Nelson, 2005, p. 87). Organizational culture conducive to the initiation and development of innovative activity is char-

acterized by specific characteristics. According to Hickman and Silvy there are three aspects of creating a pro-innovative culture:

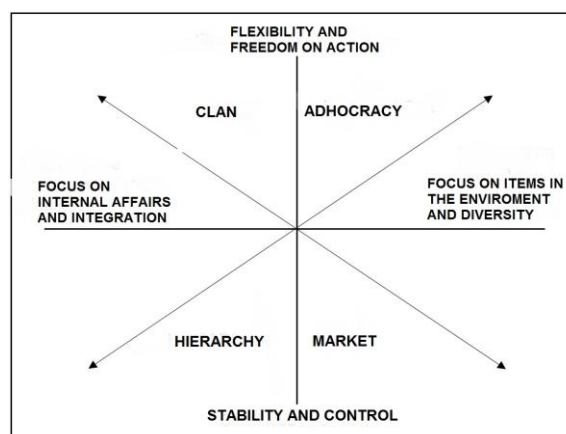
- to involve all employees in a common philosophy and purpose, achieved when the interests and common goals are in line with the objectives and individual interests of the participants;
- headlining to a expertise, especially in key areas, which leads to the application of the principle of concentration of effort;
- consequence in both activities by building a system that attracts, maintains and trains the right people.

A shaping and consolidation of pro-innovation culture should therefore be supported by appropriate organizational conditions. The key to this is the human resources management system (especially motivation and communication), organizational strategy, organizational structure and pro-innovation management style (Gadomska-Lila, 2010, p. 13). Zbiegień-Maciąg describes the innovation culture in such a way that: the company excels in a turbulent environment, turbulent because of easy adaptation. He is willing to take risks because of his interest in development, change, long-term plans and put emphasis on the future. This is accompanied by an orientation towards young, talented, dynamic and rebellious people. According to Zbiegień-Maciąg, cultural values are important, but without exaggeration. They are treated instrumentally, they are useful situationally, and then replaced by other new values. Innovative culture is dynamic and variable. People are geared to challenges, attainments, ad hoc responsiveness, developing themselves in search of variety or success. Often in companies with such a culture meet people with a high assessment of their ability, willing to take risks. The characteristics of their personality are influenced: creativity, dynamism, high sense of responsibility (Zbiegień-Maciąg, 2013, p. 57). The diagnosis of culture should reveal such aspirations among the crew. For the purposes of this article, a diagnosis was made using the Cameron and Quinn competing competing models, as will be discussed later.

## 6. COMPETING VALUES MODEL

Organizational culture in each organization should be properly diagnosed and interpreted. There are many methods that allow you to explore organizational culture. For the purposes of this article, a competing values model was used, which was authored by Cameron and Quinn. This model allows you to systematize and interpret many of the phenomena that occur in your organization. The model is a useful tool for diagnosing organizational culture and making changes. The model was developed as a result of research on the main features of the organization (Leśniewski, 2010, p. 12). As a result of the research conducted by the authors of the study, two main dimensions were obtained, allowing for the division of the indicators into four different groups. One dimension represents one pole: an effi-

ciency criteria with an indication of flexibility, autonomy and dynamism and, on the opposite extreme, criteria that emphasize immutability, order, stability and control. The second dimension brings together an efficiency criteria that focus on: internal affairs, integration and unity. On the other hand, the criteria related to orientation to the environment, differentiation and competition. These dimensions form quadrants from which the four main types of culture are distinguished (Fig. 1).



**Fig. 1.** Dimensions of organizational culture; own study based on (Cameron & Quinn, 2006)

Cameron and Quinn believe that organizational culture is an essential factor in the effectiveness of any organization. According to their typology, we distinguish four main types of culture: clan culture, culture adhocracy, culture of hierarchy and market culture (Cameron & Quinn, 2006, p. 41).

Clan culture – organization resembles a great family with shared values. There is a high degree of participation, cohesion and a strong sense of community. Typical features for clan culture are: teamwork, people engagement, corporate responsibility for employees, good communication, and work in such a company is a pleasure. Leaders are treated as mentors, carers and even as parents. Their task is to delegate and empower workers to participate fully in the life of the company. Consistency of organizations provide values such as loyalty and attachment to tradition.

Culture adhocracy – characterized by its dynamic and ad hoc actions (the word “adhocracy”). Organizations of the ad hoc type are short-lived because they can adapt quickly to changing conditions. The characteristics of this type of culture are: adaptability, flexibility, creativity in uncertainty, ambiguity and excess of information. The most important for these organizations is to focus on creating innovative products and services and responding directly to emerging opportunities. In organizations of the type of ad hoc, there is no centralized authority or official relations. A leader in such an enterprise should be a visionary and a daredevil. The organization’s consistency is the desire to experiment and innovate.

Culture of the hierarchy – characterized by a high degree of hierarchy and formalism. All actions are covered in procedures that show exactly how the employee is supposed to act. It is essential to maintain the smooth functioning of the organization. Organization of this type is limited primarily to durability, predictability and efficiency, which is to guarantee the regulations and rules included in the regulations. Leaders in such organizations are coordinators and organizers.

Market culture – oriented on external matters, shaping its position in the environment. Organizations are focused on conducting transactions with other entities to gain competitive advantage. The most important values for this type of organization are competitiveness and efficiency. The characteristics of culture are: profitability, end results, market position, realization of ambitious tasks and the base of regular clients. Leaders are demanding and tough. What guarantees consistency is the desire to win.

Each of the above types of culture represents basic assumptions, views and values. The type of organizational culture most conducive to innovation is the adhocracy. In such organizations, a great deal of emphasis is placed on non-stereotyped solutions, the willingness to present risky propositions, and anticipation of developments in the future. For example, every customer request is treated as an independent venture. Consistency of the organization ensures the desire for experimentation and innovation. The questionnaire, it used to on research the study was conducted in the selected company, It enables you to recognize and educate employees on aspects of organizational culture that are otherwise impossible to capture and define.

## **7. ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI)**

The selected method used during the survey enables you to compare the current organizational culture that is in the enterprise under consideration with the desired culture, preferred by the crew. Evaluating the type of organizational culture using the OCAI questionnaire helps to solve some of the dissonance problems between the strategy and the perceptions of the crew and can be an incentive to change. In order to analyze the company's culture, it is necessary to have interviews with employees and watching an attendance, which would be complementary to the research conducted. The questionnaire is OCAI, which allows you to specify the orientation at a particular organization on the basis of such main types of culture. It also helps in assessing the strengths of the organization (Cameron & Quinn 2006, p. 41). This questionnaire includes questions, the essence of which is to know the following aspects: (1) What is the general characteristics of the organization? (2) What is the style of leadership in the organization? (3) What is the style of management employees? (4) What ensures the consistency of the organization? (5) What puts the greatest emphasis? (6) What are the criteria for success in the organization?



For each of the above questions are given four answers, between which must be separated by 100 points, depending on the extent to which a response reflects the situation in an enterprise. The study is conducted twice, using by the same questions, it is possible to determine what is the present state of the culture and what is the desired in the future. Interpretation of results follow after on preparation a general of the overall culture profile and profile graphs for each of the six questions. As a result, after analyses can be specify: the type of culture dominating the organization, the discrepancies between the present and the desired culture, the dominant culture's strength in the organization, the presence of certain general trends (Cameron & Quinn, 2006, p. 69).

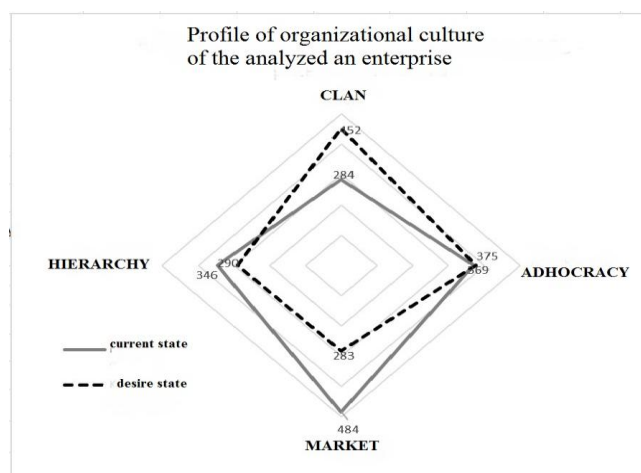
## **8. CHARACTERISTICS OF THE ANALYZED ENTERPRISES**

A family business with a long tradition, the automotive industry. The legal form of the enterprise is a joint stock company with its registered office in Wielkopolska and numerous branches. At present, the company employs around 3000 people. The company is a European leader in the manufacture of public transport vehicles. Manufactured vehicles are on the roads in 32 countries. The company is at the forefront of the most innovative European automotive companies. He wins numerous awards and distinctions. Due to rapid technical and technological progress, the company responds rapidly to the changing environment. The company cooperates with universities and schools, giving them the opportunity to practice their profession and learn how they look like. Production and logistics processes. The analyzed company offers many opportunities for its customers such as individual orders: color choice, vehicle adaptation to the conditions prevailing in different countries. Prepare new solutions for customer needs. Openness, creativity. Combining the vision and experience of the company's owners with the enthusiasm of the young crew has now led the company to set trends in its industry.

## **9. ANALYSIS OF RESULTS OF QUESTIONNAIRE**

The research was carried out in 2016 in a large automotive manufacturing company, realizing individual customer orders, which is based in Wielkopolska. The subject of the study was the diagnosis of organizational culture in the aspect of innovation. The OCAI questionnaire was filled by 15 people, including 4 managers. The majority of the participants were women – 11 people. All respondents have tertiary education and have an apprenticeship in the company in the range of 1 to 5 years. Based on the responses from the questionnaires, the average results for each question were obtained. Answers to the questions are presented graphically in the rest of the

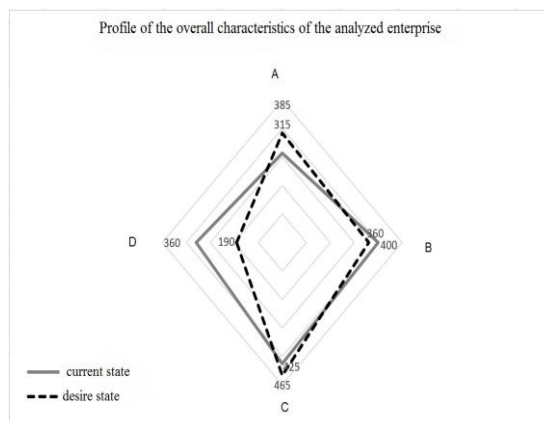
article. Figure 2 shows the profile of the organizational culture of the analyzed an enterprise, showing the discrepancies between the present culture – the market (continuous line in Fig. 2) and the preferred clan culture (dotted line in Fig. 2). Each of the six questions is presented in graphs, taking into account the present state and desirable organizational culture. The current state means to what extent the answer reflects the respondent's feelings to the current situation in the enterprise. Desirable state is the situation that the respondent would be most suitable. The respondents had at your disposal 100 points on each question they had to answer between four answers. The higher the answer, the higher the score. According to the data obtained from the OCAI questionnaire, a general profile of the organizational culture for the analyzed enterprise was drawn up (Fig. 2). In Figure 2 current organizational culture is the solid line is marked of and the desired organizational culture is marked the dotted line. In the analyzed enterprise it was indicated as the current type of culture – the market, while the status as the desired clan. In this case, the change of culture would tend to increase the pressure on clan culture or adhocracy. Detailed analysis may be the subject of further research.



**Fig. 2.** Profile of organizational culture of the analyzed an enterprise; own study based on (Cameron & Quinn, 2006)

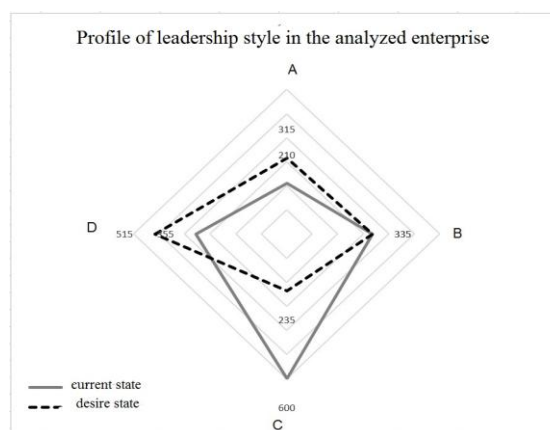
In order to obtain more accurate results, further analysis of the profiles of the remaining six features is presented.

In the illustrated drawings (3, 4, 5, 6, 7, 8), letters are assigned to different types of organizational culture by assigning them as follows: A-Klan, B-Adhocracy, C-Market, D-Hierarchy.



**Fig. 3.** Profile of the overall characteristics of the analyzed enterprise; own study based on (Cameron & Quinn, 2006)

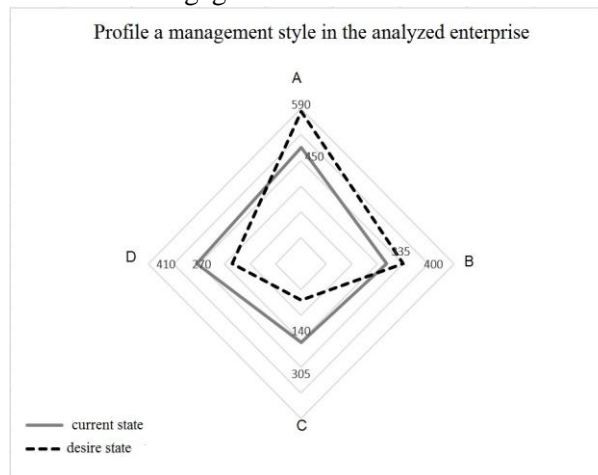
By analyzing the results of the study, we can see that in the first question; What is the general character of the organization in both the present and the dominant state of the market culture (Fig. 3). It is characterized by the fact that the organization primarily results in results. The main care is how to best perform tasks. Employees are very ambitious and accomplished.



**Fig. 4.** Profile of leadership style in the analyzed enterprise; own study based on (Cameron & Quinn, 2006)

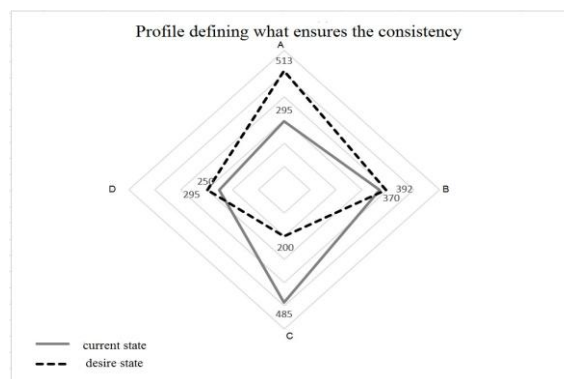
Another question that assesses the present state and desires the characteristics of a leadership style in an organization (Fig. 4). In this case, the respondents pointed to the present state of the market culture, namely that the leader is primarily identified with a firmness, expansiveness and results orientation. On the other hand, in

the case of the desired state, respondents are of the opinion that leadership should be equated with harmony, smooth organization, and well-coordinated working conditions that will increase engagement.



**Fig. 5.** Profile a management style in the analyzed enterprise; own study based on (Cameron & Quinn, 2006)

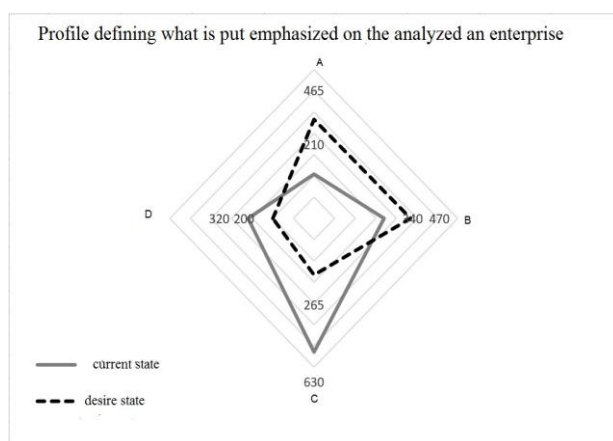
In the next question, the respondents were expected to evaluate the management style of employees (Fig. 5). Both in response to current and desirable status, clan culture was indicated. Employees feel that teamwork is preferred to teamwork, seek common consent and participation.



**Fig. 6.** Profile defining what ensures the consistency of the analyzed enterprise; own study based on (Cameron & Quinn, 2006)

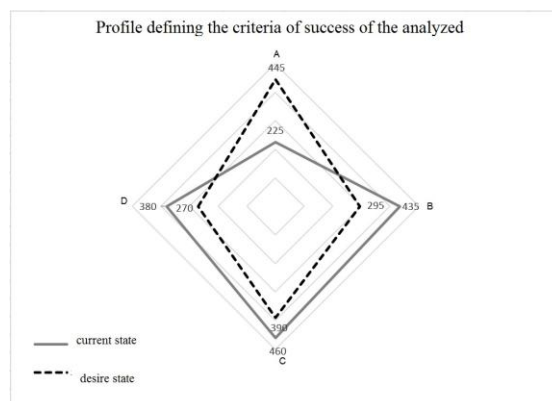
By analyzing the question about the consistency of the organization under investigation, it can be seen that it is ensured by pressure, results and goals (Fig. 6).

The common motives of action are expansiveness and willingness to act. It is preferable that there be loyalty and mutual trust, and that the involvement of the organization should be appreciated.



**Fig. 7.** Profile defining what is put emphasized on the analyzed an enterprise; own study based on (Cameron & Quinn, 2006)

In the question of what is most pressing (Fig. 7), the employees considered that the most important are the competitive and performance measures, and equally important to achieve ambitious goals and win the market. Respondents pointed to the direction of change in this area to increase emphasis on acquiring new resources and addressing new challenges. It is valuable in this case to look for innovative solutions and capabilities.



**Fig. 8.** Profile defining the criteria of success of the analyzed enterprise; own study based on (Cameron & Quinn, 2006)

The last question of the questionnaire is an indication of the criteria for success in the organization (Fig. 8). During the survey, the respondents considered the most important success criteria: winning the market, defeating competitors and becoming a leader. On the desire state, the most important ones are the development of human resources, the care for employees, as well as the teamwork, the building of the involvement of employees. Diversity in results is in the areas of: leadership style where the culture of hierarchy is chosen in the case of cohesion of the organization, the answer is indicated in the culture of adhocracy, and in the criteria of success and style of management was chosen the clan culture. Only the general characteristics remain unchanged. Taking into account the results obtained, it can be assumed that the company is more oriented towards external than internal affairs. In the dominant market culture, it is important to build market position in the current state. This organization deals with transactions with (usually) external entities, including suppliers of customers, concessionaries, trade unions and regulators. It works primarily driven by economic market mechanisms, mainly cash exchange, i.e., transactions (exchanges, sales, contracts) with other entities to gain competitive advantage. In the industry in which the analyzed enterprise operates, technological and technological progress is rapidly advancing, so it is important to use innovative solutions and great creativity that can have an impact on increasing competitiveness. At the question about: a what is most stressed in the organization, the respondents pointed at of the culture of adhocracy on the question; may be related to the need to encourage creative solutions, motivate and open up new solutions. Increasing emphasis on the culture of adhocracy also means creating conditions conducive to risk taking and making changes to the rule and not exception. Encouraging greater emphasis on adherence is also thinking about the future of the company and the emphasis on innovation. Increasing emphasis on clan culture, however, may indicate that greater attention is needed to meeting the needs of employees and increasing engagement. This does not mean that people are allowed to do what they want and that they can stop working efficiently. In this case, it is also important to increase sensitivity and raise morale in the team. An important factor is encouraging self-reliance. This stage is supposed to remind members of the team of the compromises that must be kept in mind when considering cultural change.

## 10. CONCLUSION

The issues of organizational culture occupy an undisputed place among the key aspects of modern enterprise management. Organizational culture has a great influence on the functioning of the organization. It can be an element conducive to the development of innovative activity. Due to the fact that the researched company is characterized by a high degree of customization and innovation, which has an influence on its competitive position, it is important for companies of this type to

shape an organizational culture that favors the proper shaping of pro-innovative employee behavior. Building such a culture should be supported by appropriate organizational conditions, including: clear corporate strategy, participatory human resource management, pro-innovation management system, and a flexible organizational structure.

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## **BIOGRAPHICAL NOTES**

**Magdalena Krystyna Wyrwicka** is an Associate Professor and a dean at the Faculty of Engineering Management at Poznan University of Technology. As a PhD in technical sciences (her work applied to implementation of automation), she has studied the issues of human resource management and small and medium size enterprises' management at the Wirtschaftsuniversität in Vienna which constituted the basis for her postdoctoral degree in the scope of management science and it centred on a range of problems connected with organizing an enterprise's development. She is a licensed teacher of German REFA (Verband für Arbeitsgestaltung, Betriebsorganisation und Unternehmensentwicklung) in the elementary scope and production planning and control. She is in contact with economic practice. She is an author and a co-author of more than 180 publications. Her scientific research concentrates on premises concerning the development of a company and companies' networks. Since October she has been managing a project called "Foresight 38 Ł. Brzeziński, M.C. Kliber and M.K. Wyrwicka 'Wielkopolska's Economic Networks' – scenarios of knowledge transformations supporting an innovative economy" in the scope of an Operational Programme of an Innovative Economy. A project's realisation is scheduled till the end of 2011.

**Agnieszka Chuda** is a doctoral student at the Faculty of Engineering Management of Poznan University of Technology. A graduate at the Poznan University of Technology, Faculty Management. Master's Diploma work concerned the diagnosis of organizational culture in the selected an enterprise. Her research are related to the phenomenon of the organizational culture. She is co-author of publications related to issues of human resource management, organizational culture oraz innovation culture.