

## 20<sup>th</sup> Anniversary International Scientific Conference “Contemporary Faces and Dilemmas of Restructuring” (Krynica-Zdrój, 21<sup>st</sup> - 24<sup>th</sup> October, 2015)



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From 21<sup>st</sup> to 24<sup>th</sup> October 2015 in Krynica-Zdrój the International Scientific Conference on “*Contemporary Faces and Dilemmas of Restructuring*” was held. The conference was organised by the Department of Economics and Organization of Enterprises of the Cracow University of Economics (CUE) and the Foundation of the Cracow University of Economics. This year’s Conference took pride in a double anniversary. It was the 20<sup>th</sup> conference devoted to the problems of restructuring, since 1994 organised by the Department of Economics and Organization of Enterprises of the Cracow University of Economics, and at the same time it was the 10<sup>th</sup> conference held in the hospitable “PANORAMA” Holiday Resort Centre in Krynica-Zdrój.

In the contemporary economy, the success in economic activity depends greatly on the capability of using opportunities and minimising threats, often resulting from very radical changes occurring in the economic environment. The situation implies numerous dilemmas and challenges for the enterprise management processes. In order to meet the challenges, it is necessary to skilfully use the tools which enable to manage comprehensively the effectiveness of enterprise activities by building flexible organisations, efficiently responding to rapid changes occurring in the environment. The fulfilment of this postulate is related to a properly developed and implemented restructuring programme which helps to develop the organisation and build the competitive advantage. Therefore, the ambition of the conference was to create a forum for a broad and multi-faceted discussion concerning the possibilities to use restructuring to meet new challenges of the global economy. To realise the mentioned objectives, some partial problems were undertaken during the conference, such as, for example:

- current problems and conditionings of restructuring in the conditions of globalisation,

- competitiveness and innovativeness of contemporary organisations,
- modern strategies of enterprise development in the conditionings of restructuring,
- business relations and networks - clusters, strategic alliances and cooperation links,
- contemporary dimensions and models of restructuring,
- the evolution of restructuring instruments.

To accomplish the objectives referred to above, the adopted formula of the conference was based on the integration of the academic circles’ achievements with experience of economic practice, on the one hand, and a confrontation of Polish experiences with experiences of representatives of other countries on the other hand.

This year conference gathered a broad circle of 224 participants representing all Polish academic centres, including economic universities, departments of economic sciences and management of universities and technical universities, foreign scientific centres from Italy (University of Messina), Spain (International University of Andalucía) and Ukraine (University of Banking of the National Bank of Ukraine, Ternopil Institute of Social and Information Technologies), as well as a numerous group of the representatives of the economic practice.

On behalf of the conference’s organisers its participants and guests were welcomed by Professor Ryszard Borowiecki - the Chairman of the Conference Scientific and Programme Council, and Professor Andrzej Jaki - the Head of the Department of Economics and Organization of Enterprises of the CUE. The words of welcome were addressed to the conference participants by the Rector of the Cracow University of Economics - Professor Andrzej Chochoł and by the Deputy Major of Krynica-Zdrój - Dr. Tomasz Wołowicz.



Winners and Members of Jury of the "Restructuring Leader 2015" Award Contest. From the left: Edward Derela (PSB Group), Andrzej Dąbrowski (ZPC "Skawa"), Prof. Andrzej Jaki (Cracow University of Economics), Dr. Jan Pamuła (Krakow Airport) and Prof. Ryszard Borowiecki (Cracow University of Economics)

The conference deliberations were commenced by a presentation of Dr. Krzysztof Zamasz, President of Board of ENEA Co. and Grzegorz Kinalski, Vice-President of Board of this Company, focusing on the problem of the management of the capital energy group. Further discussions took place within the following thematic panels:

1. Contemporary Challenges for Management and Restructuring.
2. Strategies of Management and Restructuring.
3. Forming of Interorganisational Connections in the Economy.
4. Analysis of Determinants and Effects of Restructuring.
5. International Panel on: "Challenges of the 21st Century Economy".
6. Practitioners' Panel on: "Permanent Restructuring".

The thematic panels mentioned above became a basis for the confrontation of knowledge and experiences concerning issues inscribing into the subject of the panel, and presented as the first ones by the invited speakers, which then became a basis for a multithreaded discussion conducted on their base.

This year's conference was also an occasion to relate the achievements of the academic community to the experiences of economic practice. Both the Panel of Practitioners, which this year took place under the theme "Permanent Restructuring", as well as the next, already seventh edition of the "Restructuring Leader" Award Contest served that purpose. Both the "Restructuring Leader" Award Contest and the Panel of Practi-

tioners are an occasion to propagate knowledge about restructuring and the integration of the academic environment with the practice of the contemporary business. The effect of the cooperation between the organisers of the conference and economic practice is also the material and financial support given to them by the following companies:

- ENEA – General Sponsor of the Conference,
- GAZ-SYSTEM,
- Góraźdże Cement,
- Krakow Municipal Holding,
- Municipal Heat Energy Company in Kraków,
- Municipal Waterworks and Sewer Company in Kraków,
- John Paul II International Krakow Airport,
- Heat and Power Plant "Będzin",
- PSB Group.

The direct effect of this year's conference are also occasional book publications. Three of them, in Polish, were received by the participants during the conference. The fourth publication, in English, will come out soon as a post-conference publication. For this year's anniversary conference an occasional publication was also prepared, showing the effects of the previous conferences on the issues of restructuring, which since 1994 are organised by the Department of Economics and Organization of Enterprises of the Cracow University of Economics.