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SELECTED ASPECTS OF RISK IN CONTEMPORARY ORGANIZATION: THEORETICAL PERSPECTIVE

A b s t r a c t: Nowadays, risk begins to be one of the basic criteria for organizations' improvement – is associated not only with sources of threats (losses), but also sources of opportunities (benefits). Contemporary organizations, in order to improve their functioning, may use the potential of risk factors (opportunities and threats). Thus, they can change their business models, and shape the spatial and informational boundaries of activities. A useful way to enable risk and risk management in the processes of development of the organization is a systemic approach, exposing different classes of processes, resources, stakeholders and objectives in the organization and its environment. The aim of the article is identification and specification of principles of risk perception, as well as risk management mechanisms in selected, contemporary models of organization. Considerations apply to learning, agile and smart/intelligent organization models.

K e y w o r d s: risk, organization, system approach, business model, organization's boundaries.

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INTRODUCTION

Nowadays, organizations of different types aspire to an „excellence", focusing on reorganization of the fundamental principles and mechanisms for their activities, which include e.g. construction of the business model, change of business boundaries, or evolution of relationships with different classes of

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stakeholders, modifying the value chains in this way. Such changes can be made in a variety of ways – through the process reengineering, or entering new markets (horizontal diversification of activities). Another, less „invasive" and radical action is to enable risk category for organizational system, as well as the subsequent implementation and improvement of risk management processes – e.g. under the system approach. This is one of the „roads" of the organization to succeed and mentioned above „excellence" in operational and strategic activities. It is worth to note, however, that this „road" may be „blind", if it is built in partially and without an examination of the needs, requirements and capabilities of the organization, as well as its external stakeholders.

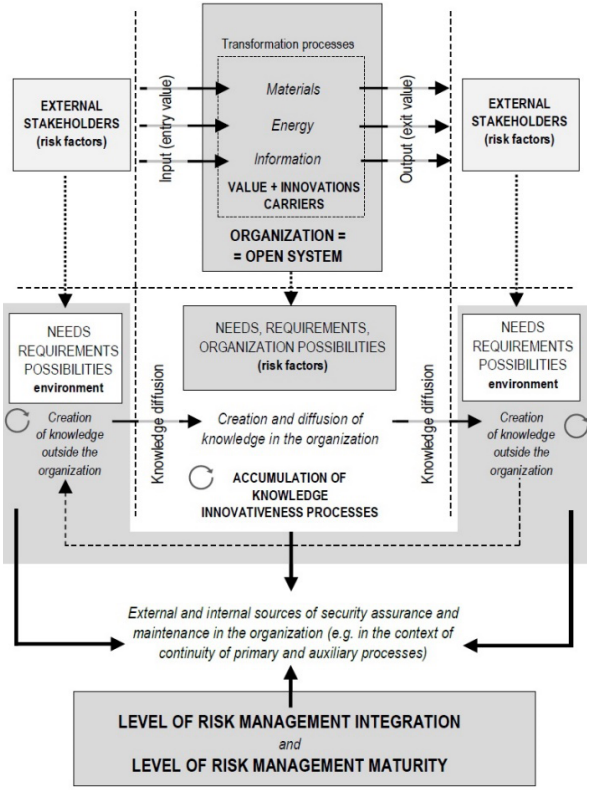
The aim of the article is identification and specification of principles of risk perception, as well as risk management mechanisms in selected, contemporary models of organization. Considerations apply to learning, agile and smart/intelligent organization models. Background for considerations is the system approach to define the organization, as well as shape today's business models and formulate their boundaries. The research problem is how risk and risk amnaagement should be defined and conducted in modern models of organization, assuming that the organization developes the system approach. In the article, there are used the methods of analysis, synthesis and deduction, as well as a critical literature analysis.

1. ORGANIZATION AS A SYSTEM OF ACTION

Organizations (of different types) can be seen as specific systems of action that both receive certain stimuli from the environment and are the source of these stimuli. The environment influences the organization, forcing certain actions on the executive and lower levels. On the other hand, different groups of employees can influence selected classes of stakeholders outside the organization, stimulating their behaviour [Zaskórski, 2008, p. 173]. One can therefore observe a specific open system (Figure 1) – referring to the cyclical flow of resources, including mainly materials, energy and information [based on: Łunarski, 2010, p. 22]. Information resources are particularly important in the design and development of organizations – they are, in a sense, value carriers that can not only describe other resource classes, but also reshape/transform [Łunarski, 2010, p. 22] these resources in the right way, i.e. consistent with the organizational structure of the goals. In addition, information resources describe the environment in which the organization operates. The structure and the broadly understood quality of information resources change with the change of spatio-temporal determinants. This may have a resonance, among other things, in the processes of creation and diffusion of knowledge. In the aforementioned open system, it is possible to see processes of knowledge accumulation in the organization, on the one hand, the

source of meeting the internal needs of the organization and, on the other, the needs of the external stakeholders. This arrangement can therefore be considered as one of the pillars of shaping the broadly understood organization security (Figure 1) – treated as a specific complement of the risk criterion[1] [Zaskórski, 2012, pp. 150-155] – among others by the ability of the organization to plan and structured goals achievement. It is also worth mentioning here that the security of an organization can be seen as a kind of security implication of the elements that are necessary for the initiation and subsequent implementation of resource transformation processes – i.e., critical resources [Zaskórski, 2008, p. 175].

Figure 1. Open system of the organization's relations with the environment (internal and external stakeholders) – in the context of shaping the organization's security criterion.



Source: own elaboration based on: Z. Gomółka, (2000), *Cybernetyka w zarządzaniu*. Agencja Wydawnicza PLACET, Warsaw, pp. 12-14; P. Zaskórski, (2008), *Systemowe aspekty zarządzania bezpieczeństwem organizacji*, "Modern Management Systems", No. 3, pp. 174-176; J. Łunarski, (2010), *Inżynieria systemów i analiza systemowa*, Oficyna Wydawnicza Politechniki Rzeszowskiej, Rzeszów, p. 22.

[1] $B(t)=1-Ry(t)$, where: $B(t)$ – system security function, $Ry(t)$ – normalized risk function in the system [Tomaszewski, Zaskórski, 2013, p. 378].

All activities of the organization must be supported by the various transfers of values inside and outside the entity. Both the worlds of science and business stress that the success of any organization depends on the competitive advantage in the market and creation of innovation in any field of business for the product, the initiative or the process. In the literature, there are many definitions of innovation, generally referred to as the embodiment or synthesis of knowledge in the form of original ideas, important and valued new ideas, products or processes. In view of the above information, innovation is the result of a cognitive process, the increasing process of knowledge resources that may be applied in practice. Thanks to the implementation of these processes, it is better to meet the existing needs of the clients as well as shaping new needs of customers, or to reach satisfaction of internal and external stakeholders [Brdulak, Gołębiowski, 2003, p.17]. The system approach – e.g. in the framework of innovations – gives rise to adapt the organization to the changes in the widely understood environment [Escher, 2012, pp. 66-73], as well as active shaping that environment from the perspective of different classes of stakeholders.

Assuming that each organization is a specific system of operations, having inputs, i.e. points of power and outputs, i.e. points of giving results to the environment [Gomółka, 2000, pp. 12-15], it should be borne in mind that the organization's security (through risk management) can be dictated by, inter alia, [based on: Zaskórski, 2008, pp. 174-176]:

- the suitability and accessibility of the organization's resources (i.e. entry resources);
- the quality (in terms of market value) of the outputs of the system of activity (products, i.e. products, services or projects);
- complexity, reliability, efficiency, coherence, completeness and complexity of the inputs and outputs of the (organization) system;
- the ability of the organization to integrate its inputs and outputs internally, as well as the integration of these inputs and outputs into the inputs and outputs of other operating systems (in the environment).

The multiplicity and complexity of the factors (which create, among others, the bundle of materials, energy and information) that affect today's organizations of different types (i.e., taking into account different criteria for division, e.g. size, industry, sector, etc.) can result (usually) in necessity to adapt the organization to the conditions set by these factors. Of course, it is important to remember that some of these factors have a greater impact on organizations of a certain type, and others are less likely to have an impact (or even have no impact). This is a fundamental problem for organizations in the development and implementation of mechanisms/solutions designed to shape and/or reconfigure their internal structure – and thus adapt to the broader context. It is difficult to uniquely and precisely define the scale and scope of interactions between an organization and

its environment. Systemic approach, indicating inter alia that certain organizations are: (1) systems as themselves, (2) have subsystems, and (3) are subsystems of other systems [see: Zaskórski, 2014, p. 9 et seq.], seems appropriate for the purposes of specifying and describing individual relationships between organizations and individuals operating in the environment. This is due, among others, to the fact that [Sienkiewicz, 1988, pp. 22-49]:

- the internal structure of the organization, as well as the hierarchy of systems, give the specific rank of specific stakeholder groups of the organization, and thus the indirectly determined groups of factors affecting the organization,
- a systematic approach to organizational management plays a decisive role in action and determinism, so that the relationships and relationships developed (network of relationships) are dictated by the actual needs of the organization (so that risk can be mitigated by limiting dispersion of resources and introducing substantive bases. It is also possible to observe and standardize specific causal relationships in the organization (e.g. in processes of acquisition and transformation of resources), creating the basis for process automation,
- the system approach refers to the organization of a network organization [see: Piekarczyk, Zimniewicz, 2010, p. 35 et seq.], thus exposes not only the role and significance of elements (often static) in the organization, but also multilateral relations between these elements,
- the systemic perception of organizations exposes the processes of transformation of specific classes of resources [see: Zaskórski, 2012, p. 17 et seq.]. On the organizational-environment relations and intra-organizational relationships – making it possible to optimize the allocation of resources and support processes of creation and transfer of so-called useful knowledge in the organization,
- the system approach also assumes the existence of the so-called state of homeostasis – this enables the organization to maintain a subjective perception of security and balance in relation to shaping relationships with its surroundings (this inevitably enhances the organization's ability to influence the environment and at the same time its resilience to undesirable actions on the part of the environment.

The systemic approach to managing organizations, as well as the design and development of these organizations, imposes on employees at different levels (it is important to remember that all employees must be involved in system management). Often, they are difficult to identify and formalize – such as the boundaries of an organization (system) with all inputs and outputs of the operation system, including their complexity. Organizational boundaries seem to be a key category determining the ability of an organization to act, while meeting the safety criterion. It is impossible to manage even the risk, not knowing, among others

the internal structure, complexity and scope of activities in the organization. A proposition by D. Katz and R. Kahn seems to be a good approach to defining organizational boundaries [1978, by: Cyfert, 2012, p. 20], indicating that: "The boundaries of the organization are determined by the exchange processes and the mechanisms of the allocation of matter, energy and information in the organization. The definition of boundaries includes activities related to the diagnosis of inputs and outputs, and the definition of bandwidth and performance of the system". This approach exposes a systemic approach to understanding the organization. In the above definition, the "resource" or "process" boundary of the organization is presented in a sense. From the point of view of the issues discussed in the article, the definition of the organizational boundary according to K. Obłój is also significant [2010, by: Cyfert, 2012, p. 20], saying: "The boundaries of an organization are determined by answering two questions: What is the business of the organization and what can it be? What is not an organization's business and what should not it be?". It can be assumed that K. Obłój presents the definition of the "object" boundary of the organization.

In this part of the article quite a lot of attention is devoted to the category of the boundaries of organization. This is primarily due to the fact that the organizational boundaries determine the broadly understood organization, through the specific "anchoring" of this organization in the environment, and determining the development potential of this organization. Both approaches [see: Cyfert, 2012, p. 20] for the definition of organizational boundaries – in the context of shaping the broadly understood security of systems/organizations – refer to the category of business models that can also be interpreted through the prism of network and system thinking. The variability of the environment, not only related to the state of risk, but also to the uncertainty, forces organizations to take steps to maintain the balance of the homeostasis in the organization. Jabłoński [2014, p. 43] notes that "ambient variability is caused by market chaos; managers must look for mechanisms to combat this chaos". One of the basic solutions in this matter is to develop a business model that is understood as an individual, unique idea and a way to achieve goals by a given organization, as well as integrate this business model with organization's strategy [see: Liczmańska, Kuczyńska, 2016, pp. 196-197]. System approach supports the construction and improvement of "resistant" to the negative influence of the environment and sustainable business models, among others, through [based on: Jabłoński, 2014, pp. 44-48]:

- recourse to prediction processes and the generation of strategic scenarios so that the relevant content base for the risk management mechanisms can be crystallized,
- participation of the system approach in shaping the overall management system in the organization, while complementing the business model, processes, and strategies,

- providing a specific "distance" in the perspective to the organization, its boundaries, and the developed business model,
- allows identification and interaction between elements in the organization and the environment (within the meaning of each resource class),
- exposing the category of change management, as well as identifying and understanding the rules of behaviour/evolution of the organization,
- focus on developing mechanisms to ensure the state of homeostasis in the organization, and maintaining the continuity of business processes, and information and decision processes,
- exposing the role and importance of information and decision-making processes in the development of an organization (through its "learning"),
- creating a positive (and strong) synergy between the different components of the organization (and hence the business model).

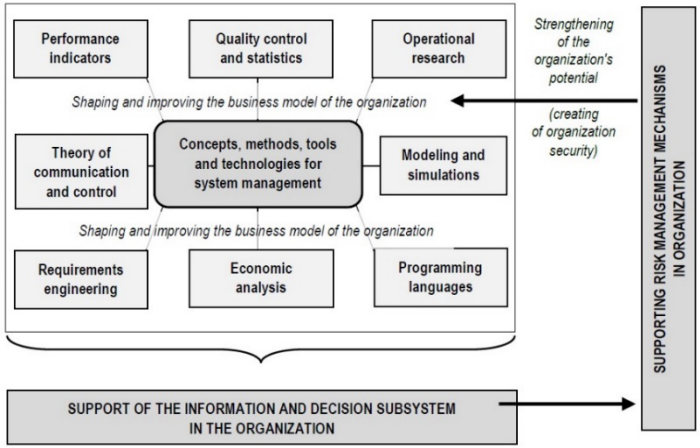
Systemic thinking can be considered as the starting point for analyzing organizational boundaries in the following four categories [based on: Cyfert, 2012, p. 21]:

1. specification of mechanisms for isolating organizations from the environment, which may be the basis for classification of risk factors,
2. defining the pattern of organization functioning, including the indication of risk management principles (among others, risk management by different stakeholder groups);
3. identifying mechanisms for influencing the organization and the environment, e.g. in the specification of risk transfer rules,
4. the determinant of the sphere of influence of the organization, i.e. the scale and scope of influence of the organization as a specific set of risk factors for the environment.

This is crucial in systemic modelling of business models, among others through integrated and multi-faceted risk management support.

Ensuring the organization's expected level of security – including through appropriate interpretation, quantification, analysis and risk evaluation over time, the system approach calls for employees to refer to specific concepts, methods, tools, and management technologies at different stages of organizational development (Figure 2). In addition, in today's organizations it is important not only to design the right business model, but also to keep it within the boundaries of current and future state of the organization.

Figure 2. Concepts, methods, tools and technologies for system management in shaping and improving the organization's business model – taking into account the risk criterion.



Source: own elaboration based on: A.P. Sage, W.B. Rouse, (2009), *An Introduction to Systems Engineering and Systems Management* [in:] Sage A.P., Rouse W.B. (eds.), *Handbook of Systems Engineering and Management*, John Wiley & Sons, Hoboken, New Jersey, p. 16.

"Correct" contemporary business models – shaped and enhanced by strengthening the broadly understood organization's potential (e.g., human, financial, information, competitive, etc.) – also provide a specific balance between the social and technical dimensions of the organization. Specific concepts, methods, tools and technologies relate to streamlining processes (also in terms of ensuring and maintaining their continuity), or by automating actions (here, for example, the use of different programming languages and partial operational research and analysis) or HR management. So, do not forget about the level of social organization, because the technical layer is not complete without the social layer. Each organization is primarily a social structure. This "two-dimensional" approach also requires a holistic approach – omission of one of these layers can result in the inability of homeostasis in the organization, including the emergence of problems and errors in risk management.

2. RISK AS A CONTEMPORARY FACTOR OF ORGANIZATIONS' SUCCESS

Nowadays, risk often appears in the description and analysis of the activities of the different types of organizations. Risk became even an attribute of an environment's conditions, due to its instability and volatility. Currently increases

the awareness of managers, owners and employees of the lower levels to the need to take into account risk in planning, organizing, coordinating and control processes [Kicia, 2011]. Unfortunately, the development and implementation of appropriate, holistic risk management system in the organization is time- and capital intensive, as well as can be an additional source of threats. Incorrectly constructed risk management system can be a so-called generator of erroneous forecasts, plans and decisions – which may be reflected in the organization's situation on the market. On the other hand, correct (even in a simple, basic form) risk management system – as a subsystem for organizational system – can result in measurable business benefits (e.g. on the basis of the so-called early warning system) [see more in: Silver, 2014, p. 11 et seq.; Cabała, 2008, p. 5 et seq.].

In order to construct a risk management system in the organization, it must first be paid an attention to the specificity of risk category, which in different conditions (systems of actions) can be perceived differently. Most definitions of risk refer to the uncertainty of an environment. As an example, it can be used here the definition contained in ISO 31000: 2009 standard [ISO, 2009], which indicates that risk is an "effect of uncertainty on objectives". A similar opinion presents A.H. Willet, who indicates that risk is an uncertainty of the occurrence of specific effects of the nature's status [Waściński, Krasiński, 2010, p. 34]. In turn, D. Cooper, S. Grey, G. Raymond and P. Walker [2005, p. 3] indicate, that "risk is exposure to the consequences of uncertainty. (…) it is the chance of something happening that will have an impact upon objectives". These definitions have been extended by F.H. Knight, who made a clear distinction in the category of risk status (there is an ability to measure) and uncertainty status (there is no ability to measure). This approach clearly shows that risk is a different state in a relation to the uncertainty state – risk can be estimated and uncertainty cannot.

The issue of risk valuation is itself a large issue. However, it is worth to refer to the status of E. Kreim, who notes that risk means taking decisions that are not optimal from the point of view of an established objective – due to the fact of incomplete information [Waściński, Krasiński, 2010, p. 34]. Therefore, the value of risk, which managers, owners or employees dispose, rarely reflects the actual state of the decisional situation. Estimation of the risk value can therefore be regarded as one of the main "bottlenecks" in the structure of the risk management system. Incorrectly estimated (overestimated or underestimated) risk carries a negative value for the organization [Silver, 2014, pp. 27-51].

One of the solutions in the field of the risk assessment is to refer to the value of the probability of occurrence of a particular hazard (risk factor) and effects that this factor will call. Such a sentence is presented by I. Pfeffer, who claims that the risk can be measured by using probability, while the uncertainty is the status of mind measured by the degree of faith [Waściński, Krasiński, 2010, p. 34]. The probability parameter is crucial in the risk assessing, however, the

effects' value parameter should not be depreciated. They have, in fact, often a strong and broad (holistic) impact on the status of the organization (or its various subsystems, e.g. human, administrative, manufacturing, logistics, fianncial subsystems) – in operational, tactical and strategic dimensions [Whyntie, 2012, pp. 528-530]. D. Murphy [2008, p. 39] connects the risk category primarily with the financial aspect, indicating that risk is "the danger of loss". What more, this author indicates that risk "could affect our ability to meet our objectives" [Murphy, 2008, p. 39]. In a similar convention is made a status of P. Hopkin [2010, p. 12], which shows that risk is an "event with the ability to impact (inhibit, enhance or cause doubt about) the mission, strategy, projects, routine operations, objectives, core processes, key dependencies and/or the delivery of stakeholder expectations". Thus, it is worth to pay an attention to the need to maintain a strict relationship between the organization and risk management system [Buehler, Freeman, Hulme, 2008, pp. 102-110].

Nowadays, it must also be keept in mind that risk has not only a negative meaning. Risk is also a chance to reference additional benefits by the organization [see: Kasiewicz, Rogowski, 2006, p. 34; Board, 2011, p. 10]. Risk is often borne consciously, because it involves the vision of the organization's success. Such risk factors can be called the opportunity factors. The above definition is consistent with the guidelines of The Institute of Risk Management (IRM), which indicates, that "risk is the combination of the probability of an event and its consequence. Consequences can range from positive to negative" [Hopkin, 2010, p. 11]. A similar opinion is presented by S. Mader [2011, p. 71], who claims, that "taking risks is the very definition of doing business: putting capital and assets on the line for the chance to make a profit. Risk shouldn't be a dirty word; it is a critical element of good strategy".

In order to use risk in building the success of the organization, it should be paid an attention to the following issues:

1. the risk assessment should take into account data from different subsystems of the organization and should not apply only to the area of finance [see: Zaskórski, 2012; Woźniak, 2015a, p. 53 et seq.],
2. risk management should be an integral part of the decision-making system in the organization, although the estimation and risk analysis are only a simplified picture of the decisional situation and should be treated as a determinant of the direction of the action, and not a source of clear tips [see: Woźniak, 2015b, p. 239 et seq.],
3. the impact on risk have all managerial levels, as well as various external stakeholder groups [see: Trzeciak, Spałek, 2015, p. 399 et seq.],
4. risk can not be eliminated – organizations should, however, take such actions in order to avoid (or minimize their impact) risks to their success, or create/strengthen and use factors that can bring additional benefits – it is

worth to note, however, that each opportunity factor may become a threat (losses) factor [based on: Kicia, 2011, pp. 57-66],

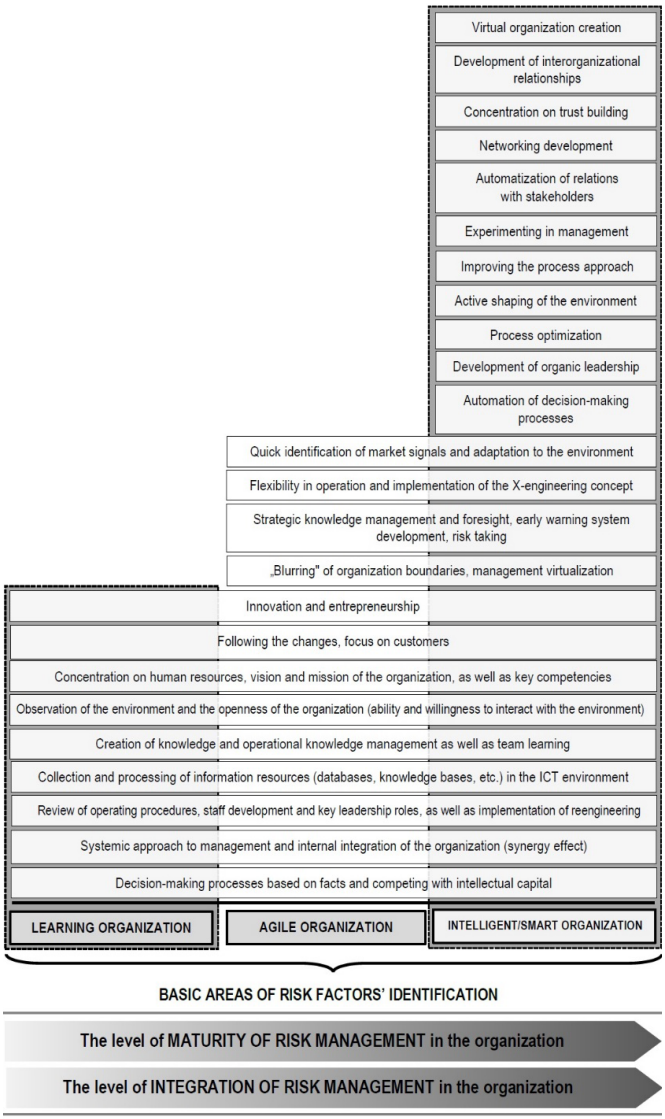
5. risk management is not always directly leads to the success of the organization – often the impact of risk management (and risk factors) is indirect, and only over a long period produces expected results,
6. risk and the structure of risk factors should result from the specifics of the organization – each organization should build its own system of risk identification, interpretation and estimation, as well as the subsequent risk control [see: Simiński, Domańska-Szaruga, 2016, pp. 71-81],
7. the structure of risk factors grows out of the business model [Wiśniewski, 2017, p. 78], as well as so-called boundaries of the organization,
8. risk management (and risk factors) have an impact on security, as well as providing and maintaining the continuity of processes in the organization, both in the short and long term [Zawiła-Niedźwiecki, 2013, p. 83 et seq.; Skrzypek, 2015, p. 109 et seq.],
9. risk is not a category dedicated to the highest managerial levels – risk applies to every employee, so it is important to spread the culture of risk management in the organization [see: Domańska-Szaruga, 2016, pp. 111-120].

In conclusion, it can be made a reference to the words of J.S. McNally [2015, p. 29], who indicates that "risk is not a game, and neither is risk management. But if you «play» risk management and internal control the right way, you will wind up winning in business more often than not". What more, this author says, that risk management should not be an objective in itself, separated from superior objectives of an organizations [McNally, 2015, p. 27]. If that happens, even the best intentions of owners, managers and employees will become a source of additional costs and risks to the success of the organization, which will be a kind of paradox.

3. SELECTED TYPES AND ATTRIBUTES OF CONTEMPORARY ORGANIZATIONS TOWARDS RISK ASPECTS

Knowledge management along with investing in human factor and initiating innovative processes in the organization are the foundations of building an agile organization model that stands out from the learning organization through increased operational flexibility (not only operational but strategic), high adaptability to changes in the environment, development of an early warning system, and blurring of organizational boundaries and virtualization of management processes. It is also important that risk management mechanisms are taken into account in the agile organization model (albeit in a basic, often "silo"/fragmentary form).

Figure 3. Basic attributes of learning, agile and intelligent/smart organization – incremental view.



Source: own elaboration based on: W. Wereda, J. Woźniak, (2015), *Risk criterion in the "agile" organization*, "Modern Management Systems", No. 10, p. 65; : D.A. Hillson, (1997), *Towards a Risk Maturity Model*, "The International Journal of Project & Business Risk Management", Vol. 1, No. 1, Spring, p. 37; M. Hopkinson, (2011), *The Project Risk Maturity Model: Measuring and Improving Risk Management Capability*, Gower Publishing Limited, Farnham, Surrey, p. 4; http://www.crmnext.com/white_papers/profiting-from-customer-lifecycle-value/ [05.06.2015]; J. Zawiła-Niedźwiecki, (2013), *Zarządzanie ryzykiem operacyjnym w zapewnianiu ciągłości działania organizacji*, edu-Libri, Kraków, pp. 50-54.

In incremental terms (Figure 3), the intelligent organization model is the most extensible in nature, i.e. it complements the agile organization model, especially the advanced use of ICT in business and information and decision-making processes (inter alia to optimize and automate these processes). Intelligent organizations not only have the ability to create and use knowledge but also are able to consciously identify gaps in their own and external knowledge resources and thus influence internal and external stakeholders to overcome these gaps. Intelligent organization, in a sense, enters the level of "wisdom," and also uses this "wisdom" in the process of creating trust in relationships with various stakeholder groups by shaping inter-organizational relationships and building a network of formal and informal relationships. It is also worth noting that the smart organization is strongly developing (referring to self-organizing teams and "transition" leaders, depending on the stage of organization development), and there is integrated risk management, reflecting high levels of maturity in organization risk management (organization as an operating system).

The process of knowledge management can support processes of risk management – from planning risk management, by identifying risk factors, their estimation and valuation, as well as risk control and evaluation. In the model of learning organization, there can be noted a potential increase in the level of knowledge about the risks. There is, however, a lack of integration of this knowledge, and the risk management maturity is at a relatively low level. In the model of agile organization, there occur processes of identification of market signals and can be observed fast adaptation to changes in an environment.

In the inteligent/smart organization model, risk management takes relatively the most mature form – it goes beyond the framework of knowledge management, as well as identification and integration of risk factors (also in network/virtual structures), and focuses on shaping an environment by managing the risks (proactive operations associated with a risk propensity and even a so-called „risk appetite"), and experimenting. What is more, in a smart organization model, there can be seen a focus on creation of trust between internal and external stakeholders, which gives an additional chance for empowering the organization on a defined market. In addition, risk management is done under full automation and process optimization, so that in risk management – beyond the human factor – should be taken into account also controlled technical systems (IT systems) (Figure 3).

At this point, it should also be added, that each of the three models (Figure 3) has its own, separate class of risk factors. These classes derive from specificities of attributes of this models. It is also important that the collection of risk factors for individual organization operating on the principles of a given model is not identical – each organization is, in fact, a separate system of actions, has its powering elements and results which generates, stakeholders with whom interacts,

works in other socio-economic and cultural conditions, and so on. For example, two organizations based on the smart organization model will most likely have different sets of risk factors, and risk management in these organizations will be different (e.g. according to a size, industry, scale of operation, etc.). Thus, there is not one, always correct pattern of risk interpretation and risk management in different models of contemporary organizations.

CONCLUSIONS

The system approach gives rise to identification of key risk factors that can have an impact on the current and future state of the organization and its external stakeholders. Risk should be seen not only as a source of threats, but also (if not primarily) opportunities for the organization. Improvement of mechanisms of knowledge management in the learning, agile and smaart/intelligent organization models gives rise to increase the wealth of knowledge repository on the potential risk factors and their impact on the organization (positive or negative). Risk management becomes a kind of „bridge" for the organization between the past and the future, as well as the operational and strategic management. Identification of risk factors and their subsequent classification should be reflected in shaped and developed business models, and in determining boundaries of organizations' functioning. This is, among others, connected with the fact, that certain models (such as agile and intelligent organizations) are targeted for fast adaptation to changes in an environment, and shaping this environment – and, thus, „moving" their boundaries. Incorrect determination of organization's boundaries and adoption of incorrect assumptions in business models can be a source of additional risks to the organization and may weaken its position on the market. It is derived from, among others, improper determination of the scale of action, or the erroneous estimation of values for stakeholders (internal and external). A desired activity is so the development, implementation and improvement of risk management systems in organizations (according to the needs and capacities of these organizations). However, it is worth to note that certain organization models are at different levels of maturity and integration of risk management. The incorrect action is e.g. the development for the organization that works on the basis of the learning organization model, the complex system of risk management, corresponding to the needs of the intelligent organization model. This is an excessive investment, which is likely to result in specific risks and not expected benefits. Thus, it should be remembered that in contemporary organizations, the risk category should be seen through the prism of the internal conditions of the organization (e.g. assumptions of the business model), and risk management should be integrated and consistent with other subsystems of the organization and factors located in its external environment.

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WYBRANE ASPEKTY RYZYKA WE WSPÓŁCZESNEJ ORGANIZACJI: PERSPEKTYWA TEORETYCZNA

Zarys treści: Ryzyko zaczyna być współcześnie postrzegane jako jedno z podstawowych kryteriów doskonalenia organizacji – związane jest bowiem nie tylko ze źródłami zagrożeń (strat), ale również szans (korzyści). Współczesne organizacje, dążąc do doskonalenia swojego funkcjonowania, mogą wykorzystywać potencjał czynników ryzyka (szans i zagrożeń). Dzięki temu mogą zmieniać swoje modele biznesowe oraz kształtować granice swojej działalności (przestrzenne i informacyjne). Użytecznym sposobem do włączania ryzyka i zarządzania ryzykiem w procesy doskonalenia organizacji jest podejście systemowe, eksponujące różne klasy procesów, zasobów, interesariuszy oraz celów w organizacji i w jej otoczeniu zewnętrznym. Celem artykułu jest identyfikacja i specyfikacja zasad percepcji ryzyka, a także mechanizmów zarządzania ryzykiem w wybranych, współczesnych modelach działania organizacji. Rozważania dotyczą modeli organizacji uczącej się, zwinnej i inteligentnej.

Słowa kluczowe: ryzyko, organizacja, podejście systemowe, model biznesowy, granice organizacji.