

The abstract of the doctoral thesis written of the Social Academy of Sciences in Łódź under the supervision of prof. zw. dr. hab. Andrzeja Kalety

Tytuł: RELATIONS OF STRATEGIC MANAGEMENT WITH THE PROCESS APPROACH IN BUSINESS MANAGEMENT ON THE EXAMPLE OF PORCELAIN TABLEWARE PLANT “KAROLINA”

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In the reality of cyclically emerging economic crises and dynamically occurring changes in the business environment, finding practical solutions enabling both its survival and development becomes a fundamental issue in managing a company. This image is a natural challenge for strategic management and there are also emerging doubts as to the validity of any planning of strategic assumptions and objectives in the long term and forecasting future potential events. The answer to maintaining the effectiveness of strategic management itself and improving the effectiveness of the conducted activity and enterprise development is, among others, linking strategic management with the process approach.

The literature on the subject in a very extensive way exposes the scientific and practical achievements of both constructs and at the same time allows to notice the causal relationships between strategic management and the process approach. The considerations conducted so far in the field of improving the methods of enterprise management, apart from the general justification of the combination of the areas in question and the indication of practical benefits in this respect, have not comprehensively resolved the existing relations between strategic management and the process approach.

The main goal of the doctoral thesis was the description and evaluation of the applied solutions related to the design and implementation of the development strategy and the introduction of a process approach in a large national production company called Porcelain Tableware Plant Sp. z o. o. The following specific objectives correspond with the main aim of the dissertation:

1. Diagnosis of the determinants of strategic management and process approach in enterprise management.
2. Strategic analysis of the enterprise.
3. Analysis of the implemented development strategy in connection with the introduced process approach.

4. Assessment of benefits resulting from the implementation of the development strategy in connection with the introduced process approach.
5. Employee research on the level of knowledge in the field of strategic management and process approach as well as existing relations in this area.

The structure of this doctoral dissertation and the considerations taken in it are subordinated to the research method in the form of a case study. The work presents an original way of designing and implementing a development strategy in a company in connection with the introduction of a process approach. In addition, as part of the evaluation carried out, it illustrates the assessment of the actions taken, the results achieved and the conclusions drawn.

The entire research process presented in the dissertation has a permanent basis both in the literature on the subject and in business practice. In the theoretical part of the dissertation, a literature study was used as a research method. A parallel critical analysis of classical and contemporary literature on the subject concerning strategic management and process management is presented. The culmination of the theoretical part is the literature analysis of the link between strategic management and the process approach.

The research process in the practical part runs parallel to the implementation process. At individual stages of the implementation process, the following research methods were used: analysis of existing data, SWOT analysis, diagnostic survey, non-standardized interview, statistical analysis, ratio analysis.

The doctoral dissertation consists of two theoretical chapters and two empirical chapters. The first and second chapters introduce the philosophy and key issues in the field of strategic management and the process approach. The third chapter of the dissertation presents the assumptions and description of the implementation of the project consisting in the design and implementation of a development strategy in connection with the introduction of a process approach in a large manufacturing company. The last, fourth chapter is an indication of the evaluation assumptions and the presentation of the formulated assessments and the results and results obtained as part of the research procedure carried out on the implementation of the development strategy and the introduced process approach.

The evaluation presented in the dissertation confirms that both strategic management and the process approach play a significant role in managing the enterprise and become interdependent. If we combine strategic management with a process approach in business management, we will obtain added value in the form of a permanent accelerator of the

effectiveness of functioning and development. Thus, the status of the relationship between strategic management and the process approach should be defined as critical, and the decisions and actions taken on this basis have or will always be of priority importance for the development of the company and will generate long-term effects.

From the perspective of the conducted research, it appears that the relations between strategic management and the process approach, understood as a reflection of their impact, are multifaceted. They can be shaped in the form of connections, dependencies and cause-effect relationships within various areas of the company's operation, such as, for example, the potential, level of development, implementation and implementation of the strategy, internal processes and their improvement, effectiveness of the conducted activity, strategic goals.

As it was shown in the dissertation, the configuration of links between both areas can be used to improve the effectiveness of strategic management and to increase the effectiveness of the company's operation, or it can apply to other aspects of enterprise management and its operations. Importantly, the relations are and should be subject to constant analyzes, assessments and modifications, both when formulating new strategic assumptions and evaluating the strategy implemented so far. The relationships between strategic management and the process approach are shaped by the potential of each of these areas or by consolidation of the assets held. Thanks to the use of statistical methods, such as, for example, hierarchical cluster analysis, it is possible to measure the relationships as well as the dependencies and relationships of both constructs.

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