

**TITLE: STRATEGIC MANAGER IN REAL ESTATE
MANAGEMENT AND CITY SUSTAINABLE DEVELOPMENT**

Promoter: **Associate Professor Eng. Ph.D. Izabela Krawczyk-Sokolowska**

Second Promoter: **Ph.D. Waldemar Szczepaniak**

The primary motivation for the study was the need for identification and problem analysis in the form of the impact of the real estate manager's work on the sustainable development of the city.

The main aim of the thesis is to assess the role of a strategic real estate manager in the sustainable development of the city. However, the specific objectives are:

- identification of residents' reactions to decisions made by property managers,
- examining the influence of the perception of the characteristics of real estate managers depending on the adopted criteria,
- examining the impact of real estate managers on pro-ecological and pro-social activities,
- examining the influence of selected variables on actions taken by real estate managers.

Based on the above investigations, the study's main hypothesis is that the strategic property manager contributes to the sustainable development of the city.

In the context of verification of the main hypothesis and achievement of the dissertation's goals, the following supporting hypotheses were formulated:

1. The actions of real estate managers in the city are perceived positively by the inhabitants.
2. There are significant dependencies between assessing managers' work and selected factors.

3. The decisions of the real estate manager promote modern pro-ecological and pro-social **Solutions.**

4. The activities of real estate managers have a strategic dimension.

The subject-oriented scope of the empirical layer was focused on the surveys using statistical methodologies, which helped provide the answers to the questions that represented the primary goal of the study and specific goals. The surveys were carried out using the research tool of the survey questionnaire, directed to real-estate managers and citizens. The interpretation of the results obtained was based on the analysis of the quantitative indicators using statistical methods.

The thesis has a theoretical and empirical character and comprises five chapters. The design of the study was adjusted to the research goals.

The first chapter begins with the issues related to the strategic manager, the characteristics of the property management process, the systems, models, and the modern concept of property management. Also, the formal and legal requirements accompanying the work of a property manager are indicated, along with a description of the Codes of Professional Ethics. The first part of the subsection presents the characteristics of a contemporary strategic manager, his features, skills, and qualifications, and the role he plays in the current processes of managing an organization. The role of a leader is emphasized, which is often performed by a strategic manager, and the most common problems accompany the work of a strategic manager. The real estate management process is presented next. The essence of this process was identified, along with the characteristics of responsibilities and activities that make up this process. The next part is devoted to the real estate management process's systems, models, and concepts. First, the various phases of property management from 1945 to the first years of the 21st century were described. Then, selected property management models and contemporary concepts in property management - outsourcing and facility management - were presented. On the other hand, the last subsection focuses on the formal and legal requirements that a person who wants to work as a real estate manager must meet. Three Codes of Professional Ethics have been cited, developed by leading real estate associations in Poland - the Polish Real Estate Federation, the Polish Real Estate Market Institute, and the Polish Chamber of Real estate.

The second chapter is devoted to considering the current trends in real estate management and their impact on the sustainable development of cities. The first section presents the concept of sustainable development - the history of its evolution and its main pillars and presents selected definitions of this concept. The following section presents and describes the main models and concepts of sustainable urban development. The third section is devoted to the ecological, social, and economic aspects that affect the sustainable development of cities. It discusses three derivatives of sustainable development of the concept - sustainable transport, sustainable construction, and sustainable tourism, as aspects measurably influencing the formation of sustainable urban development. On the other hand, the last subsection presents the characteristics of the smart city concept - as the most popular concept implemented by contemporary urban centers.

The third chapter is theoretical and practical and contains the real estate market characteristics in Poland and the European Union countries. In the first subchapter, a comparative analysis was carried out between the Polish real estate market and the real estate market in the EU countries concerning real estate prices, owner-occupied housing prices, the

ratio of the average transaction prices of new apartments to the average net wage, the number of transactions, the value of transactions, and the level of housing expenses. The amount of property taxes, the number of building permits, the share of people living in overcrowded flats, the share of overburdened residents, and the average rent. Then, the condition of the Polish real estate market was characterized in the light of primary statistical data - the number of real estate transactions, the value of real estate transactions, the dynamics of changes in real estate prices, the average number of rooms in an apartment, the territorial division of flats, the average usable floor space per capita, the average number of people in 1 flat, the average number of people per one room, the share of land transferred for housing construction and owned housing resources. The following subsection is devoted to the Częstochowa real estate market. To approximate its characteristics, analyzes were carried out on the commune's housing stock (premises and residential buildings owned or jointly owned by the commune), the number of facilities in the commune of Częstochowa, the number of vacant buildings, housing stock, the technical and sanitary infrastructure of residential premises as well as rent arrears and eviction proceedings. On the other hand, the fourth and last subsection contains a description and characteristics of the implemented activities supporting the transformation of cities towards sustainable development based on the rankings: European Smart Cities Ranking, The Smart Cities Wheel, Bilbao Smart Cities Study, and Smart City PROFILES.

The essence of the fourth chapter was to assess the position of real estate managers in the real estate market in the light of the conducted research. This chapter begins with a subchapter devoted to the study's methodology and analysis performed. In the next part, the analysis of the activity of real estate managers in the eyes of respondents who were city residents was assessed. The last part of the chapter is devoted to identifying the correlation between the desired characteristics of real estate managers and the selected factors. In the last fifth chapter, the real estate market development is assessed from the point of view of real estate managers. This chapter begins with the characteristics of the surveyed population, which were real estate managers. Subsequently, the analysis of dependencies was carried out to identify the correlation that may occur between selected aspects of real estate managers' activities and the implemented environmental and social activities. This chapter ends with identifying the interdependencies between the characteristics of real estate managers in the selected variables.

The results of the literature studies, examinations, and analyses are the conclusions contained in the doctoral dissertation summary.