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Summary

Cross-Cultural Management in Business Networks

The **main scientific goal** of the doctoral thesis is to **know, understand, and explain the conditions of cross-cultural management of inter-organizational relations of enterprises in international business networks in the context of striving to penetrate business partners networks.**

The dissertation combines two research trends: theoretical and empirical, which is reflected in the structure and content of the work. The dissertation consists of six chapters. The first three chapters are theoretical and present the concepts developed by researchers regarding culture, organizational culture, cross-cultural management, and enterprise networks, with particular emphasis on their cooperation and communication between them. The next three chapters are empirical.

The First Chapter presents culture as a factor determining inter-organizational relations, describes the place of culture in the theory and practice of management and the relationship between the culture of the person, the culture of the nation and the culture of the organization. It also presents the elements, functions, models and typologies of organizational cultures and their impact on inter-organizational relations in the context of cultural differences.

The Second Chapter presents the essence and conditions of intercultural management. It presents typologies of national cultures as a background for cross-cultural management, characterizes the essence of cross-cultural management, locates cross-cultural management as a scientific discipline, presents models of communication in conditions of cultural differences, describes models of cultural interaction, and presents paradigmatic foundations for researching culture in an organization in the context of cross-cultural management.

The Third Chapter presents the network of enterprises as a reality of the globalized economy, the cooperation of enterprises in business networks perspective, and the cultural determinants of the cooperation of enterprises. The process of communication between cooperating enterprises was described, the complexity and subtlety of cross-cultural negotiations were emphasized, and the importance of skillful shaping of work with a partner from a different culture for the success of international business activity was emphasized. In addition, this chapter collects and presents information on the State of research on cross-cultural management as a foundation for cooperation between enterprises at the international level.

The Fourth Chapter presents the methodological assumptions of the empirical qualitative research, presents the general characteristics of the surveyed enterprises, describes the research tools, and characterizes the group of respondents. It also presents the results of qualitative research on the impact of cross-cultural management used by managers of Polish enterprises on cooperation in networks of inter-organizational relations, communication on the border of cultures of Polish enterprises with their foreign partners, and internationalization of enterprises by establishing direct contacts with other actors in the network of foreign partners.

The Fifth Chapter presents the methodological assumptions of the conducted empirical quantitative research, presents the research problem, research questions and hypotheses resulting from the analysis of qualitative data and describes the research tools. The research model and the results of quantitative research on cross-cultural management of Polish enterprises in business networks of international inter-organizational connections are also presented here, with particular emphasis on: the need for cultural adjustments in cooperation with a partner from another country, the impact of cultural differences between the Polish national culture and the national culture of a foreign partner on communication, difficulties in

establishing informal contacts, willingness to cooperate with a foreign partner, difficulties in transferring information from the domestic network to the foreign partner network and from the foreign business partner network to the domestic network of a Polish enterprise, penetration of a foreign partner's business network by a Polish enterprise, and the direction of relations dominant in contacts between enterprises Polish and foreign.

The Sixth Chapter presents a model of cross-cultural management in business networks, thus presenting the utilitarian use of research results through a model approach to the cooperation of Polish enterprises in conditions of cultural differences, constituting a set of recommendations and suggestions in practices aimed at increasing the efficiency of communication and cooperation in business network with foreign enterprises.

The **Conclusion** of this dissertation contains a summary of the theoretical and cognitive research carried out and presents synthetic answers to the research questions posed in the work. An integral part of the dissertation are also attachments, including research tools, as well as necessary lists of literature, drawings and tables used.