

Streszczenie w języku angielskim- mgr Anita Nowakowska-Łysiuk

Quick reaction to changes in the environment and its monitoring, as well as constant search for innovation are selected actions that organizations take to adapt to the dynamics of the environment. The occurrence of these phenomena is also visible in the tourism sector. The contemporary tourism market is constantly changing, which is determined by demographic and innovative factors, as well as the processes of integration of the tourism industry and the emergence of new organizational structures. The expectations of tourists are changing and in order to meet their constantly growing demands, companies have to change their approach to management and strategy building in a dynamic convention. Dynamic management is a new approach to business management, based on a set of synthetic knowledge about the company and its environment. This approach enables decision-makers to direct the enterprise towards best meeting the short, medium and long-term stakeholder expectations. Dynamic management focuses on meeting customer needs. It is a process that allows for the identification and analysis of ongoing changes and the permanent adaptation of the company's operations to them. Nowadays, scientific concepts related to cooperation are becoming more and more popular. The subject of interest in the literature is also the network approach related to the idea of a business network. If the entities that create the supply of modern tourism are treated as a network, then the links and interactions of these elements may become the subject of interest. Due to the specificity of the tourism industry regarding the concentration on the local level of the tourism economy and the use of the concept of a territorial tourist product, it is allowed to coordinate activities and the possibility of the presence of an entity supervising the tourist network. Therefore, the research objective of this dissertation is to evaluate the processes of creating business networks of tourism sector enterprises and to develop their model with the use of dynamic management tools to increase the efficiency of these enterprises.

Theoretical considerations included in the first part of the dissertation are studies covering the issues of business networks on the market, with the specification of the tourism industry and effective management of modern tourism enterprises. The second part of the dissertation concerns the analysis of contemporary conditions for the development of tourism in Poland and Germany, as well as the correlation and conclusions revealed as a result of the author's own research and research conducted by the Central Statistical Office in Warsaw (GUS), the German Institute for Economic Research (DIW Berlin), the Institute of Management and Tourism of the University of

Applied Sciences in Heide, the German Tourism Association (DRV) and the German organization dwif-Consulting.

The first chapter, entitled "The essence of dynamic management of enterprises and its multidimensionality", presents the concept of dynamic management and its universality. The author presented the features of a dynamic environment, methods of operating in a changing environment and tools for dynamic management.

The second chapter, whose title is "The concept of network connections and business networks of tourism sector enterprises and the optimization of their operating conditions", concerns the concept of network connections and business networks of tourism enterprises. This chapter highlights the features of network connections and defines the strategic goal of the network. Moreover, this chapter defines the concept of a business network in tourism and presents its global size.

The third chapter, entitled "Contemporary conditions for the development of tourism and tourism enterprises in Poland and Germany", presents contemporary conditions for the development of tourism in Poland and Germany. This chapter covers the scope, essence and functions of tourism activity. It illustrates new trends in the management of tourism enterprises as well as barriers and opportunities for the development of tourism in a turbulent environment. In this chapter, the author paid special attention to the specific behavior of contemporary consumers in the tourist services market.

The fourth chapter, entitled: "Analysis of the network of connections in the surveyed tourism enterprises", presents the results of empirical research in the form of an analysis of the network of connections in the surveyed tourism enterprises. This part of the dissertation focuses on the supply of tourism services in the Silesian Voivodeship and market segmentation. This part of the dissertation presents an analysis of creative cooperation, innovation, and the relational Capital of tourism enterprises in the Silesian Voivodeship. A questionnaire study developed by the author, direct interview and statistical techniques were used for the optimal analysis of empirical data.

The last chapter, entitled: "Model approach to the network of connections between the tourism sector enterprises for the Silesian Voivodeship based on empirical research and good German practices", covers the model of the network connections for the tourism sector enterprises located in the Silesian Voivodeship. It is based on empirical research and good German practices. This chapter is crucial for the dissertation because it proposes a catalog of good management practices for tourism enterprises in the Silesian Voivodeship and

proposes a tourism strategy focusing business networks for this region.

After conducting the research, the author managed to confirm the hypothesis that the lack of activities related to creative cooperation in terms of meeting the needs of the tourism sector clients results in a reduction in the efficiency of operations of enterprises in the analyzed sector and the entire tourism area. The surveyed enterprises observed many benefits resulting from cooperation with other tourism enterprises, organizations and institutions. The vast majority of the surveyed companies also noticed a lot of benefits as a result of introducing innovative Solutions. What's more, companies see the positive role of cooperation during the crisis and under unpredictable conditions. The research also showed that participants of the tourist network are able to better adapt their strategies to changes taking place on the market, as opposed to companies outside the network.