

MANAGEMENT BY OBJECTIVES (MBO) IN AN ENTERPRISE COMPETITIVE STRATEGY

Summary

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Every conscious, planned and rationally-based human activity accompanied by a goal should be considered as crucial for organizing and use of resources in such a way as to achieve the optimal level of the intended effects. This means that it is of key importance to all human activities in the field of management and research in the field of science about management and quality. For this reason, in research on management practice for many years, the issue of setting and achieving goals, as well as controlling and assessing the degree of their implementation, is one of the important problems undertaken in analytical and conceptual works.

These studies gained particular importance in the second half of the 20th century, under the influence of the concept presented in 1954 by P. Drucker, which included the basic principles of Management by Objectives (MBO). Its idea was focused on negotiating goals common for the entire organization, setting measures of the expected final effects, joint, conducted by managers of individual levels and their employees, periodic reviews of the implementation of these goals, as well as the evaluation of the obtained results. P. Drucker also pointed out that it is a method that contributes to stimulating the motivation of management and employees and allows members of the organization to be autonomous in achieving goals, which increases their level of participation in management, and thus job satisfaction and development opportunities. .

Over the years, the method proposed by P. Drucker has been repeatedly verified in economic practice, modified and, just as often, criticized. Despite this criticism, many company managers, in order to motivate subordinates to achieve the strategic goals of the organization and participate in the management process, use it to achieve results that are satisfactory from the point of view of a competitive position. It also seems that it is not uncommon for managers to unconsciously use the assumptions of ZPC when creating and implementing competitive strategies, but without controlling and verifying it, and even more so without using it in practice. At the same time, it could be beneficial to base strategic management on ZPC for the optimization of processes related to the implementation of the strategy and the use of opportunities emerging in the environment of the organization and avoiding threats.

Whether this assumption is reflected in economic life, without undertaking practical research, is

difficult to say. Therefore, the author, taking up scientific work, decided to deepen his theoretical knowledge of management by objectives and then checking to what extent the theory can be reflected in Polish enterprises and under what conditions it can be used by them. By joining this work, his goal was to deepen the theoretical knowledge on the impact of the management system by objectives on the effectiveness of the strategic management process and to verify this knowledge based on empirical research carried out in selected enterprises. Then, based on this research, try to improve the methodology of creation and delegating (cascading) goals to increase the probability of the implementation of a competitive strategy and development of assumptions for the creation of the ZPC model to optimize the competitive strategy.

In order to achieve this goal, a research process was planned and developed in detail, starting with the study of the literature on the subject. The effect of this work is reflected in the first two chapters of the doctoral dissertation. The first one focuses on the issues of management by objectives as a specific philosophy of the organization's operation aimed at building its ability to effectively compete on the market. It explains what are the goals and functions in the organization, and why they can be hierarchized and cascaded. The specificity of the management system by objectives in the organization was also explained.

The second chapter focuses on issues related to the use of the ZPC system in the creation, implementation and implementation of the company's competitive strategy. Starting considerations from the description of the issues of needs as a factor generating and giving direction to organizational goals and the strategy planning process, through the use of PCM in strategic analysis, to the description of key strategies, in the creation and implementation of which the ZPC system can be used.

The deepening and ordering of the knowledge on the issues under study allowed for the diagnosis of the cognitive gap and for determining within which area of this gap, the practical research may be conducted by the author. The attempt to manage these areas of the gap was the justification for developing the assumptions of the empirical research, selecting the research sample and selecting the methods, techniques and tools with which the research was conducted. The detailed procedure related to the implementation of these activities has been described in the third chapter of the work. It also characterizes the population within which

the study was conducted and the sample consisting of selected enterprises treated as subjects of the study and their employees.

In the last, fourth chapter, an analysis of our own empirical research was carried out. The result of this study was presented and discussed, its assumptions were verified, and conclusions useful for the practice of strategic management were formulated. Universal solutions were also indicated, on the basis of which each enterprise can build its own ZPC system to support conceptual and implementation works in the area of strategy.

A summary of all theoretical considerations and key conceptual solutions based on empirical work is presented in the end. Indicated it also includes potential areas of research that should be undertaken in the future to verify and deepen the knowledge of the issues under study. According to the author, the key factors of own contribution to the development of the discipline of management and quality sciences are the use of the CSI method for an internal client, such as an employee, and the integration of ZPC and OKR methods to develop a comprehensive model of the implementation of a competitive strategy in the enterprise.

The preparation and implementation of the work goal was possible thanks to the use of knowledge and experience of researchers of the subject, available in their national and foreign articles as well as in compact studies. The study uses 217 literature sources, including 170 Polish (91 monographs and 79 scientific articles) and 46 foreign publications, 15 monographs and 32 scientific articles.