

Title of the doctoral dissertation: *District offices of Silesian Voivodeship managing the promotional actions in functional terms.*

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Summary

Management is a significant activity area of each entity operating on the market. It allows decision-makers to make the right decisions which influence the condition and future of the organization.

The author analyzed the available literature in the field of promotional activities management for the purpose of the dissertation. Its critical analysis proves that there are no theories in the promotional activity management in counties. Furthermore, the analyzed literature does not include any models for promotional activity management in counties. This paper assumes that the promotional activity management process is composed of planning, organizing all the necessary material and human aspects, leading and motivating the personnel for efficient and effective work, and controlling the implemented tasks in the field of promotion. Application of those four management functions in district offices is a foundation for management and the basis for any actions, e.g. in the field of marketing or promotion.

Moreover, pursuant to Article 4 of the Act on district government, a district office is obliged to carry out actions of a supra-communal nature, not violating the communal competences and jurisdiction and not having and provincial qualities²⁶⁶. These are defined as own actions of the district government - thus they need to be implemented by that body. The scope of those actions includes promotion of the district.

As there is no literature regarding the management of promotional activities carried out by districts or the obligation provided for in legislation on district promotion policy to be adopted by district government, it is justified to raise the topic of promotional activity management by the district offices.

The purpose of this paper is to evaluate and present the condition of promotional activity management in district offices of the Silesian Voivodeship as seen from the perspective of management functions. Planning, organizing, leading, including motivating and leading were assumed to be the management functions. In order to specify the main goal, a theoretical and application objective has been formulated. A theoretical objective is to enrich the management theory with the aspect of promotional activity management by district offices. On the other hand,

²⁶⁶Article 4 of the Act of 5 June 1998 on district government (OJ Dz.U. 1998, No 91, item 578).

the application objective is to develop a practically useful model of promotional activity management by district offices in functional terms.

Critical analysis of the available literature provided the basis for formulating the research problems listed below:

- How do the districts of the Silesian Voivodeship manage their promotional activity as seen from the perspective of management functions?
- Does this management differ from the management standards described in the literature and to what extent?
- Does the promotional activity carried out by the districts, regarding their specificity, require any special procedures, methods, management techniques?
- Is there a need to develop a promotional activity management model for districts?
- Would such a model contribute to the improvement of promotional efficiency of districts and to what extent?

The main hypothesis is as follows: promotional activity management in district offices considered from the perspective of its functions must be adjusted to the management standards, taking into account the specificity of such organizations.

The following detailed hypotheses are assumed in the dissertation:

Hypothesis 1: Promotional activity management in district office does not comply with the applicable management standards.

Hypothesis 2: Implementation of some management functions requires modifications adjusted to the purposes and roles the district offices play in the national and regional structures.

Hypothesis 3: It is possible to create such model solutions for management which will contribute to improvement of effectiveness of the promotional activity carried out by district offices.

The dissertation is composed of six chapters. The first three chapters are theoretical, and chapters 4, 5 and 6 are empirical.

The first chapter characterizes the district governments. Districts of the Silesian Voivodeship were presented based on the selected statistical data and compared to other districts of Poland. The second chapter is related to promotion. The concept of mix promotion and integrated mix promotion was presented on the basis of extended literature studies. Numerous means and forms of promotion were pointed out in the literature of the subject, which can be adopted in the promotional activity of district offices. Furthermore, the chapter describes the recipients of the promotional message developed by district promotion units. The third chapter is a presentation of the management functions. Various management concepts were stressed on the basis of theoretical deliberations. The planning, organizing, leading, including motivation and control functions were

deeply characterized. The first chapter starts the research part of the dissertation. It includes a plan of field studies and presents the research methods and tools together with justification for their selection. It points to the target and scope of the research along with a manner of communication with the respondents. The fifth chapter demonstrates the promotional activity management process adopted in the analyzed district offices. Planning, organizing, motivating and controlling the promotional actions in the analyzed entities was presented on the basis of the performed research and its output. The last, sixth chapter, is related to the structure of the promotional activity management model utilized by district offices of the Silesian Voivodeship, with consideration of the management function. The author analyzed the literature of management science modeling and constructed the model on those foundations.

The performed research allowed the author of the dissertation to verify all the hypotheses positively. As regards the first one, the author proved that promotional activity management in district offices does not comply with the standards because there are no strategic and operational goals set or any plans of that nature; the personnel has no adequate qualifications and is responsible for other tasks - not of the promotional character - what may prove the superficial understanding of the district promotion concept.

The second hypothesis is related to the need to modify some aspects of management in relation to the researched entities because of their specificity as well as the goal and role in the national and regional structures. Decentralization of authority, improved communication with the environment, the statutory duty to promote the district, limited financial resources - these are the arguments forcing the districts to establish separate promotional units (large districts) or an independent work position regarding the scope and specificity of tasks to be performed. As suggested by the research results, the direct authority over the promotional personnel (except for the promotional unit manager) is held by the head of the district. Therefore, it is not justified to set any tactical objectives or develop any tactical plans, especially that - as the research showed - promotional plans developed by persons responsible for the district promotion are modified once or twice a year. With such a size of the organizational structure and form of setting the objectives and plans for promotional activity, it is possible to modify the functions of planning and organizing.

On the other hand, positive verification of the third hypothesis, which considered development of model management solutions, is based on the model built by the author (Fig. 8). Bearing the analyzed literature, performed research and specificity of the district offices in mind, the author emphasized some model management solutions, which will contribute to improved effectiveness of the promotional activity carried out by the districts. It includes all management functions adjusted to specificity of the entity. Thanks to its shape, it can be used in practice.

The field studies and the analysis of the domestic and foreign literature allowed to solve the research problems and verify all the detailed hypotheses along with the main hypothesis positively, which assumed that “promotional activity management in district offices considered from the perspective of its functions must be adjusted to the management standards, taking into account the specificity of such organizations”. The assumptions and objectives of the dissertation have been achieved. According to the author, the proposed solutions may facilitate the promotional activity management in district offices, and they can be useful in practice.

Częstochowa
12.11.2018 r.

A handwritten signature in blue ink, reading "Artur Sawicki". The signature is stylized, with the first name "Artur" written in a cursive script above the last name "Sawicki", which is written in a more blocky but still cursive style. A long horizontal line extends from the bottom of the "Sawicki" signature.