

Streszczenie w języku angielskim pracy: Determinanty zarządzania wyższymi szkołami wojskowymi w Polsce

Military universities are part of higher education in Poland in the same legal area under the Act on Higher Education and Science of August 30, 2018. However, due to their specific role, function and tasks implemented as additional functions as a military unit, a military university operates and functions on special principles. Special rules of operation of military universities result from the statutory rights and obligations assigned to the Minister of National Defense and the implementation of additional tasks arising from the functioning of military universities as a military unit, which functioning and implementation of tasks is covered by strict military regulations. Therefore, the rector of a military university is also the unit's commander, who officially holds the official position of the rector-commandant.

Building the competitiveness of Polish military universities is a process that began in the 1990s and was the result of both socio-economic-political transformation and globalization. The most important determinants of this process include:

1. Opening the Polish educational market for foreign competition.
2. Changes in connections with educational units of other countries – a change in orientation and transition from the domination of academic and student exchanges with the Warsaw Pact countries in favour of Western countries (NATO) were decisive in this category.
3. Adaptation processes of Polish University education programs to the needs of market economy, which was reflected in the creation and development of those fields of education that were a condition for the existence and functioning of a modern, global market economy. This situation also concerned military education, which began to function in a completely new military reality.
4. Technical and technological progress – changes in this respect took place (and they still do) under the influence of the spread of new technologies, of which the most important are information technologies (e.g. computerization, virtualization, 3D environment).
5. Introduction of modern management methods, in particular transferring good management practices to universities.

The main mission and task of military universities is to educate candidates for future officers of the Polish Army – students of military studies, whom we call cadets in accordance with the law. Another tasks carried out by military universities is to educate students of

civilian studies according to their qualifications concurrent with the fields of study at other universities taking into account the specificity of universities in the broadly understood area of security and defense. Military and civilian studies are conducted on the same principles as in other civilian and departmental universities in Poland.

Fashion and the demand for specific fields of study, as well as the moving population decline, results in increased competitiveness and competition between universities for students and in this area military universities are becoming competitors for other universities, especially in the area of civilian studies and fields of study. However, in the author's opinion, this competition depends to a large extent on the tasks commissioned by the Ministry of National Defense and object-oriented learning opportunities for all students, which are limited in some universities.

The main motive for undertaking the topic of the work is the increasing competitiveness on the education market, wider access to academic centres in other countries and the possibility of building the competitiveness of Polish universities through modern management.

The implementation of the above-mentioned motives has led to the specification of those elements of military university management that determine its efficient management.

The subject of the research were five Military Academies operating on the market of universities in Poland. The indicator for the selection of units covered by the survey included 100% of military universities in Poland. The respondents in the surveys were persons performing managerial functions in the studied universities. The subject of research is the system of management of military universities in the context of their competitiveness on the education market in Europe.

The main purpose of this dissertation is to identify the determinants of management of military universities in relation to their competitiveness in the field of educational services offered. The aim of the research is to identify the most important management processes among the group of universities and to carry out a comparative analysis of these processes in terms of the analysed function of efficiency.

The theoretical goal and the application goal were defined on the canvas of the main goal. The **theoretical goal** of the dissertation is to analyse and systematize knowledge about university management in the literature on the subject. The **application goal** is, in turn, a description of the relationship between the management of military universities and their competitiveness on the educational service market.

The activities undertaken earlier in the next stage of research allowed to determine the main goal and partial goals.

The **main goal** was achieved by examining how the use of selected instruments of managing military universities in Poland affects their competitiveness.

The partial goals of the paper are:

1. Identification of the management process of military universities in Poland.
2. Identification of key factors affecting the competitiveness of Polish military universities.
3. Analysis of the university management model.
4. Examining the relationship between participants in the management process.

Verification of research hypotheses and achievement of the dissertation goals required carrying out in-depth theoretical considerations in the form of studies covering, in particular, the issues of management of military universities based on analysis of the literature of the subject (internal documents, literature research in this field). Theoretical considerations are supplemented by empirical works – the study uses research methods aimed at optimal analysis of data constituting the foundation for solving the assessment of the effectiveness of management processes in universities.

The **theoretical goal** is to systematize knowledge of the functioning of military universities and their impact on competitiveness on the market of universities in Poland and to identify key elements affecting the increase in the competitiveness of military universities.

The following main hypothesis was put forward in the paper:

Main hypothesis: The use of modern methods and techniques of managing universities in Poland will have a positive impact on building their level of competitiveness on the international market.

The main hypothesis was subject to verification, for which it was necessary to specify several specific hypotheses:

1. To determine the methods and ways of effective management of military universities in Poland, it is necessary to determine the determinants of this process.
2. There is a relationship between the quality of management in military higher education and the level of competitiveness of Polish universities on the international stage.
3. The management of military universities in Poland and the shaping of relations between individual academic centres is the basis for indicating the factors determining the effective management of military universities.

Verification of the main hypothesis and specific hypotheses required a specific research process and an indication of the subject and topic of the study.

The subject of the research activities are military universities in Poland. The research area covered the whole country, while the respondents were managers managing military universities.

The basis of the adopted research restrictions are the assumptions:

- in terms of space – the analysis concerns military universities in Poland.
- in terms of time – comprehensive research time span covering the years 2012-2019.

The basic research methods used in the dissertation include:

- literature studies,
- direct observations,
- a case study,
- analysis of statistical data,
- research on a statistical group, using a survey.

The analysis of available materials and literature studies on the management of military universities in the aspect of shaping their competitiveness, carried out in the course of theoretical considerations, allowed for initial verification of assumed hypotheses, while for their full verification and achievement of the work objectives, it was necessary to carry out own research. In the course of this research, the answers to the questions grouped into several basic problem areas were sought:

1. Legal area.
2. Organizational area.
3. Customers of military universities.
4. Location of the university.
5. Financial area.
6. Area of international cooperation.

The analysis of the research problems on the basis of the literature on the subject and the empirical research carried out allowed the achievement of the goal of the thesis and, at a later stage, the formulation of conclusions in the field of the subject.

The first chapter presents paradigms of military university management, starting from describing its specificity in relation to other universities in Poland, by indicating the tools and processes taking place in the university management process, describing a modern university in a systemic approach and indicating mentoring as an effective control and motivating tool

in the education process. The chapter ends with a description of legal conditions in the management of a military university on the basis of applicable law.

The second chapter explains the concepts of competitiveness and the specifics of this competitiveness on the market of educational services, indicates and describes factors affecting competitiveness and the role, essence and impact of relationships occurring in the university management process, as well as the impact of these relationships on the competitiveness of universities.

The third chapter describes the state of military education in statistical terms, covering the period from the nineties until now. The current structure and educational offer of all military universities were described. The chapter ends with a description of military schools in selected European countries. Countries with a similar territorial area, but mainly the number of their Armed Forces, were adopted for comparison and analysis.

The fourth and fifth chapters contain the main empirical part of the thesis containing the conducted and described studies together with their analysis and the proposed university management model.

The fourth chapter describes the case study, presents the results of surveys, and analyses and describes the relationships that occur in the examined university management system.

The dissertation ends with the fifth chapter, in which the strategy of individual military universities was analysed together with the SWOT analysis, and an example model of military university management was proposed and described.

Based on theoretical analyses and empirical studies, the main hypothesis was positively verified, clearly pointing to the existence of a positive correlation between the use of modern management methods and techniques and building the level of the Academy's competitiveness on the market.

Positive verification of the main hypothesis does not mean that the analysed military universities fully meet the detailed requirements indicated in the hypothesis. And so, with reference to the detailed hypothesis no. 1, it should be clearly stated that for effective management of military universities in Poland, it is necessary to determine the determinants that govern this process. In this sense, the verification of hypothesis no. 1 should be considered as positive – such determinants have been indicated. However, the problem is the fact that in almost all universities studied, the determinants specified in this dissertation not only are not used, but are not even known and effectively articulated.

In turn, detailed hypothesis no. 2 concerned the relationship between the quality of management and the level of competitiveness of Polish military universities on the international arena. In this case, the hypothesis should also be verified positively, indicating, however, that the properly prepared strategy is the basis of an efficiently functioning organization. The same requirement was made for military universities. The analysis of the strategies of individual universities has led to the conclusion that none of them has a perfect strategy, including formal and practical requirements for such documents. The author recognized the strategy of the War Studies Academy the Naval Academy as the best ones, assessing the documents of other universities at a low level. What's more, the Aviation Military Academy does not have a development strategy (or it is not available), nevertheless the author inclines towards the opinion that such a document simply does not exist.

With reference to the detailed hypothesis no. 3, the author indicates that partial positive verification is possible. Of course, one should agree with the general statement contained in the detailed hypothesis no. 3, nevertheless, it is impossible to determine the mutual relations between individual academic centres, since such relations do not exist in principle (except for incidental forms of cooperation in the form of, e.g., scientific conferences). Therefore, it should be emphasized that while it is possible to confirm the existence of the detailed dependence indicated in the third hypothesis, in the current state of knowledge there is no question of its full positive verification, because one of the conditions for shaping relations between universities has not been met.

The proper – according to the author – structure of the work and conducted literature studies extended by own empirical works allowed for positive verification of hypotheses and achievement of the dissertation goals. What is more, as a result of the implementation of analytical and research works, weak links were identified in the process of both building the strategy and managing military universities in Poland.