

Summary of PhD Dissertation

MANAGEMENT OF FAMILY BUSINESSES IN THE CONTEXT OF ACHIEVING THE ASSUMED GOALS

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The **main motivation** for taking up the topic of the PhD thesis is the need to identify the basic goals set by family businesses and the degree of their implementation in relation to the established level of their significance and thus to examine the effectiveness of family business management. According to the author, this type of approach is still omitted in the literature on the subject, which emphasizes the influence of the family on the functioning of the family business and the setting and achievement of goals by it but in practice there is no broader research on the specificity of these goals and their implementation.

The **main aim** of the PhD thesis is to assess the possibility of determining the effectiveness of family business management on the basis of the degree of achievement of the goals set by them.

The **theoretical aim** is to review and systematize knowledge about the specifics of family businesses as well as their aspirations and priorities. The second theoretical aim is to determine the importance of family businesses in the economy.

The **aim of the research** is to diagnose the goals set by family businesses and the effectiveness of their management.

The **aim of the application** is to create a model for classifying family businesses based on the key categories of goals for these enterprises. This model, in the intention of the author, is to help in the categorization of family businesses and to facilitate the study of the effectiveness of their operation not only in economic terms, but as a whole, taking into account a wide range of family goals.

Based on the above investigations, the main hypothesis of the study is that: **It is possible to assess the management of family businesses on the basis of the degree of achievement of the goals set by them.**

In the context of verification of the main hypothesis and achievement of the dissertation's goals, the following supporting hypotheses were formulated:

- 1) *it is possible to demonstrate a large variety of goals identified by family businesses as key*
- 2) *in enterprises whose owners plan succession, more emphasis is placed on achieving family goals than in other family businesses*
- 3) *the use of scientific management methods and tools has a significant impact on the effectiveness of achieving the goals set by family businesses*
- 4) *the management style used in family businesses does not significantly affect the choice between family and business goals.*

Bearing in mind the issues constituting the objectives of the PhD thesis and the hypotheses set in it, the structure of the chapters of this dissertation is as follows.

In the first chapter, the author focused on presenting the specificity of family entrepreneurship, starting from the conceptualization of the concept of “family business”, then characterizing these enterprises and presenting numerous typologies and classification methods, in the last section to discuss family governance mechanisms facilitating the management of family businesses.

The subject of the analyzes contained in the second chapter are the broadly understood goals of family businesses that affect the management of these enterprises. It begins with a general overview of the business objectives of enterprises, which were then narrowed down to the priorities of family businesses, belonging to both economic and non-economic categories. Then, the succession was presented as an example of the basic and specific aspirations of family businesses. The chapter ends with a discussion of the impact of goals set by family businesses on the management of these enterprises.

The third chapter was developed on the basis of a series of studies and reports on the functioning of family businesses. The author of the dissertation presented data on the importance of family businesses in the economy of both Poland and selected countries of the world. In the case of Polish family businesses, the analysis was additionally extended to include the characteristics of these enterprises and predictions about their future, based on barriers and development opportunities.

The fourth chapter begins the empirical layer of the dissertation. It discusses the research methodology and research sample. Then, the author presented the most important results of the conducted research on family business management. The next section is devoted to building and describing a model of family business classification based on the key categories of goals. In the last part of this chapter, the effectiveness of the family business management process was assessed in relation to the set goals, creating another model that allows for the classification of family businesses, this time in terms of actually achieved goals.

The fifth chapter is devoted to the verification of the research hypotheses presented in the introduction. It examines the variety of goals of family businesses that determine the specificity of individual enterprises. Then the author focused on the assessment of the impact of succession planning on the hierarchy of goals of family businesses. In the next two subchapters, the importance of using scientific management methods and management style on the effectiveness of the management process of family businesses was examined.

The research and analyzes carried out in this PhD thesis allowed for the achievement of all the PhD thesis aims. First of all, they allowed to achieve the **main aim**, which was the assessment of the possibility of determining the effectiveness of family business management on the basis of the degree of achievement of the goals set by them. In the opinion of the author, such an assessment is possible, and the extension of the objective financial indicators usually used for this purpose with biased but also important feelings of interested parties regarding the degree of achievement of family goals (which, due to their often qualitative nature, cannot be included in a rigid framework of indicators), enables a more complete picture of the management of family businesses. Additionally, the analysis of the obtained research results enabled the implementation of **the application aim** of PhD thesis, which was to create a model for classifying family businesses based on the key categories of goals for these enterprises

The analyzes and research conducted for the aims of this PhD thesis, as well as the conclusions drawn on the basis of the verification of hypotheses, have the potential to be used in practice by both family businesses and organizations supporting these enterprises, as well as public institutions. According to the author, the classification models created in the course of the work may turn out to be particularly useful, as they allow for assigning individual enterprises to a specific group and, on this basis, adjusting possible future support.

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