

Summary of doctoral thesis
Assessment of practical usefulness of instruments recommended in the
Lean Management concept
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Over the past few decades, Lean Management has almost conquered thousands of companies and organizations from across the industry and across the globe. It continues to evolve and its implementation continues to be undertaken by new entrants. Many companies have successfully implemented it, which is described in the literature of the subject or during presentations at scientific and popular science conferences. However, there are also companies where the process of Lean Management implementation has not been fully implemented and the recommended instrumentation method and tools are minimized.

This dissonance between successful and failed implementations in business practice was one of the reasons for addressing this issue.

As a result of the initial analysis of the research, the following general research problem was formulated: which management tools recommended in the Lean Management concept are most commonly used in companies and why, and what is their practical usefulness?

On the basis of empirical research results, a recommendation has been made for management practitioners to select the most useful instruments according to their perspective (points of view). The author also had an auxiliary goal, which was to conduct a theoretical analysis of the management instruments (methods and techniques) together with an attempt to present proposals for their classification and ordering.

The dissertation consists of four chapters, preceded by an introduction and summarized with a conclusion. The first two chapters are of a theoretical nature. The third chapter is empirical and the fourth is empirical-analytical.

The first chapter of the dissertation was devoted to literary studies on the genesis and essence of the management system, its structure and function. The second part of the chapter discusses the issues of classifying and structuring basic management system tools, i.e. methods and techniques.

In the second chapter a literature study on the instruments (methods and techniques) recommended in the Lean Management concept was conducted. Key definitions and issues related to selected instruments are presented. The description has been enriched with numerous examples of management practices (photos, drawings, case studies). The issue of

systematization of instruments and areas of their application is also presented. An important element of this chapter is also an attempt to identify the consequences and barriers to the implementation of concepts on the ground of enterprises.

The third chapter was devoted to the development of research methodology, its description, and the presentation of empirical research results on the frequency of application of particular instruments recommended in the Lean Management concept as well as their practical usefulness. As the main research method in the empirical layer, the method of diagnostic survey was adopted and the main technique used was the survey. In addition, the author collected information and conducted detailed research using other research methods and techniques. The third chapter also demonstrates the empirical relationship between the frequency of instruments usage and the level of their usefulness.

In the fourth chapter of the dissertation an attempt was made to categorize and organize the examined instruments in different perspectives. The author distinguished 6 perspectives: qualitative, organizational structures and procedures, cost reduction, continuous improvement, development of social competence and motivation of employees. There are also recommendations for management practice that are based on a prepared matrix of practical suitability of instruments.

Conclusions presented in the dissertation allows to answer the research questions:

- What is the role of management methods and techniques in the organization, how are they evolving, and how can they be organized?
- What instruments are used in Lean Management concept and how can they be systematized?
- What criteria can be used to assess their practical usefulness?
- Which management instruments (methods and techniques) recommended by Lean Management are used most often and least often in enterprises?
- Which of these instruments (methods and techniques) have the greatest practical utility and which is the least?
- Is there a relationship between the frequency of use of instruments recommended in the Lean Management concept and their practical usefulness?