

MSc Aneta Surmiak

University of Economics in Wrocław

Faculty of Management, Computer Science and Finance

Doctoral dissertation

Supervisor prof. dr hab. Ewa Stańczyk-Hugiet

Determinants of autonomy in daughter-companies' strategic areas of activity

Key words: *determinants, autonomy, capital group, holding*

Abstract:

The main goal of this dissertation was to identify the most significant determinants of autonomy in daughter-companies' strategic areas of activity. It was also important to verify the up-to-dateness of former researches and applicability of the results reported in the past.

Proceeding described in the dissertation included in particular analysis of the available Polish and foreign publications in regard to capital groups, holdings, decentralization and autonomy. After studying the literature, the empirical research was prepared and conducted. Based on the gathered data within the research conclusions were made.

First chapter of the dissertation covers the theoretical background of capital groups and holdings. This part describes the most important characteristics of capital groups, including strategic issues that arise when managing complex business entity.

In the second chapter, autonomy and decentralizations are analyzed. Autonomy is analyzed as a characteristic of organizations and individuals. Consequently, motivation is involved. In this part of the dissertation there are some suggestions on the autonomy's determinants – based on literature and former researches. At this stage some initial hypotheses are stated.

The next chapter of the dissertation covers theoretical background of the undertaken empirical research. What is more, in this part described is the procedure of case study analysis for the chosen daughter-company. Based on the conclusions resulting from this stage, the final hypotheses are defined. Based on the case study analysis, the questionnaire for the second part of the research is prepared.

The second, final part of the empirical research is described in last chapter. The procedure included in particular collecting of questionnaires, processing of gathered data and its analysis with use of statistical mathematic methods. Finally, six significant determinants of autonomy were identified in the research. The results are confronted with the literature and former researches which used to give contrary results. Consequently, a model of autonomy is proposed and some practical recommendations for managers are presented.