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### **Evaluation criteria of effects of Applying Lean Management Concept in organizations**

#### **Abstract**

Decision to discuss the subject of the evaluation criteria of effects of Applying *Lean Management* Concept were dictated by the following:

- a) A gap between the state of research and the need for organizational solutions,
- b) An increasing number of lean management training and implementation in enterprises operating in Poland,
- c) An increasing use of *lean management* and related methods and techniques of management by manufacturing, service and local government units,
- d) The possibility of applying lean management concepts in various functional areas, including: IT, accounting, human resources management, purchasing department.

The aim of the conducted research is to identify evaluation criteria of Applying *lean management* and to determine the extent and reasons for the validity of these criteria in companies operating in Poland.

The first chapter presents the genesis and development of axiology as a science of values. The definitions of the values of different researchers are presented. The areas of interest in axiology are also described, of which a particular category is the problem of value scaling and evaluation, and in particular the problem of selecting the appropriate evaluation criterion. The following section discusses the concepts and types of assessments, including utilitarian assessments and emotional assessments. Attention has been paid to economic criteria, teleological criteria, praxeological criteria, hedonic criteria, ethical criteria, aesthetic criteria, which are the starting point for further analysis. The following chapter outlines the action plan and its effects, which are the basis for the assessment. The notions of purpose, stimulus and motive of action are presented.

The second chapter presents the concepts of *lean management* and the importance of applying evaluation criteria. Chapter begins with the genesis of the *lean management* concept and presents the achievements of selected members of the Scientific Work Organization. The following section presents the development of *lean management* in Japan. The following sections describe, some methods and techniques of *lean management* concepts. Additionally second chapter show the reasons for the implementation of the *lean management* concept in companies operating in Poland, among which the author mentions the positive effects of *lean management*, the order, the increasing number of *lean management* implementations and training on this subject and increase in the number of Japanese companies in Poland. The cultural conditioning of the implementation and application of *lean management* has been described. The

possibilities of economic criteria, teleological criteria, praxeological criteria, hedonic criteria, aesthetic criteria, ethical criteria for the *lean management* concept have been characterized in the final part of the chapter.

The third chapter describes the methodology of the conducted research (preliminary and depth) has been described together with the characteristics of the tools and the test sample. In the remainder of this chapter, the results of the preliminary studies are presented. It attempts to find the answer to the question whether economic criteria, teleological criteria, praxeological criteria, hedonic criteria, aesthetic criteria, ethical criteria are used to assess the effects of lean management by manufacturing companies. Preliminary studies also provide an assessment of the validity of each criterion.

The fourth chapter is a chapter in which the results of the relevant research are included. An attempt was made to find a way to apply the evaluation criteria for assessing the impact of *lean management*. The research questions in the dissertation were verified. The chapter concludes with a summary in the form of conclusions that result from the research carried out and further research perspectives with possible hypotheses for future research.

The result of realization of the set goals and verification research questions was the presentation of own assessments and conditions in chapter four and their synthesis in the summary

Key word:

*Lean management*, economic criteria, teleological criteria, praxeological criteria, hedonic criteria, aesthetic criteria, ethical criteria

Maciej Polubinski