

# **STRATEGY AND ORGANIZATIONAL STRUCTURE VERSUS PROCESS APPROACH IN THE MANAGEMENT OF A PUBLIC HIGHER EDUCATION INSTITUTION**

## **Summary**

The PhD thesis tackles the issues of the management of Polish public higher education institutions with a particular attention paid to the aspects of strategy, organizational structure and process approach. The evidences strengthening the cognitive need were based on the identified research gap in the field of the management of higher education institutions. However, both the legal and administrative changes as well as the social and demographic ones in the field of higher education in Poland are also the important factors which obliged to tackle this topic. The author tried to analyze a triad of managerial aspects in the field of public higher education institutions in the country in order to obtain an answer to the question whether the sector of higher education which grew on the academic tradition should direct the managerial activities towards an entrepreneurial, effective and modern higher education institution.

At the stage of the literature studies it was proved that the theory pointing at the dependencies between the structure, the strategy of the organization and its processes is not a precursory approach but it is deeply rooted in the theory of the management science. The comparative analysis of the models of process maturity which was conducted in the theoretical part of the thesis was an inspiration for the proposed innovatory model of the evaluation of process maturity. The model of the evaluation which included five stages: the preliminary maturing stage, the stabilized phase, the secondary phase was used in the research part to evaluate the process maturity of the research institutions.

The main aim of the research was to report the mutual relation between the strategy, organizational structure and the process approach. In other words in the research the correlation between the strategic management in which the strategy is a core, the organizational structured deepened in the theory of functional management and the processes management which is still an innovative managerial solution in the field of higher education was searched.

In the framework of the dissertation preparation the research with the usage of questionnaire on the sample of 96 stakeholders was conducted. The analysis of the survey results conducted in the modern academic environment was a basis for the model of the management of higher education institutions described with the SPS acronym.

The strategy of the higher education institution which results from the mission and vision became the basis for the proposed model.

The defined model of the management of a higher education institution increases the importance of its employees being the implementers of the processes in the knowledge-based environment. The proper placement of the internal clients of the higher education institution, in line with the guidelines of the process activities implemented by them increases the efficiency and the effectiveness of achieving the strategic goals. Simultaneously it decreases the importance of the functional management, rooted in the academic tradition.

Furthermore, it was proved that the public higher education institutions are on a very low level of the process maturity and it is not necessary to change the functional structure towards the process one. As it results from SPS model, the sufficient change of the deeply rooted hierarchical structure is to remodel it in a way which shortens in the maximum way and simplifies the information flow thanks to which it will be easier and more effective to manage the activities implemented by higher education institutions.

The model of the management of public higher educational institution is characterized by a coherence, hierarchy, complementarity, flexibility, difference and particularity. It is a perspective solution which allows the Polish higher education institutions to survive in the period of the turbulent changeability of the environment. The assumptions for using the SPS model allows it to be used by all the types of higher education institutions in Poland.