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FORMS AND CONDITIONS OF KNOWLEDGE SHARING PROCESS IN SPORTS ORGANISATIONS

Summary

The doctoral dissertation discusses the topic of sharing knowledge in sports organisations (sports clubs) in the context of factors determining this process, the applied soft and hard forms of knowledge transfer and in consequence the achieved results. The inspiration to conduct research in this field was a cognitive gap expressed in unsatisfactory recognition of this process in sports organisations, which was identified as a consequence of the review of national and foreign literature. The additional argument supporting the choice of this subject matter was both the dynamics of changes in terms of sport, the specificity of sports organisations and the ubiquitous “era of knowledge” exposing knowledge as a foundation of effective competition, a resource of vital significance or a source of competitive advantage. Contemporary sports organisations function in market conditions, in a dynamic and turbulent environment, which entails the necessity to adapt them to new challenges in terms of management as well as knowledge management. Knowledge is an attribute of sports clubs, a key resource and product and through its transfer and interpersonal relations an effective transformation of a resource into a product and a product into a resource is possible.

The research was conducted by means of the case study method due to the **scientific objective** of the work, that is: the identification of forms and conditions of the process of sharing knowledge in sports clubs together with evaluation of their influence on this process, as well as building on this foundation **a model of knowledge transfer in sports organisations**. As a consequence of the research problem posed in the dissertation the following research questions have been formulated:

- Q1. What does the process of sharing knowledge in sports organisations involve?
- Q2. What forms of sharing knowledge are used in sports organisations?
- Q3. With whom and in what way should knowledge be shared in sports organisations at the individual, group, organisational and cross-organisational level?

Q4. What factors determine the process of sharing knowledge in sports organisations and which of them stimulate and which impede this process?

P5. What effects does the process of sharing knowledge in sports organisations bring?

P6. Does the process of sharing knowledge depend on a sports discipline and if so, in what way?

The research covered 6 sports clubs representing the disciplines of football, basketball and handball at a league level, according to the classification of Polish sports associations, in a given discipline in Lodz.

The dissertation has theoretical and empirical character and consists of four chapters. The first chapter presents the characteristics of sports organisations including their specificity and legal framework, categorizes them and showcases their current state and the possible directions of future development. The second chapter provides information about the concept of knowledge and the process of knowledge transfer in the context of expertise management in a sports organisation, which is followed by the description of forms, conditions and effects of sharing knowledge in this type of entities. The third chapter focuses on the essence of quality studies, explains the purpose, scope and methods of the conducted empirical studies and also contains the characteristics of the examined sports clubs. The last chapter presents the analysis of the results of the examined cases, describes the entities participating in the knowledge transfer, focusing on the forms, conditions and effects of sharing knowledge with regard to the sender and recipient of knowledge as well as the organisation and highlights the models of knowledge transfer from the perspective of both a sports team and a sports club. On the basis of the research results some management implications have been formulated, which can contribute to the success of the organisation in the sports dimension.

The recapitulation includes the most important conclusions drawn from the conducted research and sets further directions of scientific explorations. Due to the fact that the examined areas intermingle, it was justified to analyse them in the whole essence of the concept of knowledge transfer. The recognition of this process enriches the achievements of the sub-discipline of expertise management with the context of sports organisations. At the same time, this complex and vast subject matter of sharing knowledge offers a wide range of directions of further research. Testing the suggested models on the representative sample of sports clubs, comparing the process of knowledge transfer between sports and economic organisations or the evaluation of the significance of the sub-process of sharing knowledge in the context of effectiveness of other sub-processes are just a few of the possibilities that further research aimed at deeper understanding of the issue can be oriented at.

