

SUMMARY OF THE DOCTORAL DISSERTATION WRITTEN UNDER THE SCIENCE ASSOCIATE PROFESSOR ZBIGNIEW WIŚNIEWSKI PHD DSC AND MAŁGORZATA WIŚNIEWSKA PHD - AUXILIARY PROMOTER, TITLED "ROLE OF ORGANIZATIONAL CULTURE IN IMPLEMENTATION OF WORLD CLASS MANUFACTURING

The development of civilization is marked by constant development, which is realized through goal-oriented cooperation. A good example of such activity are numerous organizations which, on the one hand, are influenced by the environment where they operate, and on the other hand, they are influenced by them.

However, most important in each of them is the man without whom neither could exist. Its presence also means that in each there is an organizational culture that is very difficult to define, which determines the identity of the group of people who make up a given organization.

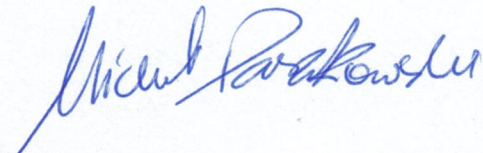
Organizations and the people who create them are influenced by two distinct processes. The first is a technological revolution that has covered practically all areas of our civilization. Among other things, it changed tools, transport and communication technologies and their functioning in time and space, as well as data exchange and processing technologies, reducing time and increasing possibilities. The second is globalization, a specific manifestation of which is multiculturalism in the organization, when people from different cultures work together more and more often.

In addition, the phenomenon of competition of entities operating in a free market economy makes organizations fight for clients on the international arena. They undertake various activities to gain and retain customers, and to win in the competitive struggle. They use, among other things, a management instrument known as World Class Manufacturing (WCM).

Ultimately, this dissertation took up two topics, that are, world-class manufacturing in the context of striving for development and continuous improvement, as well as organizational culture and its role in achieving world-class manufacturing. It found answers to the following questions:

1. How to assess the level of maturity of an organization in the context of World Class Manufacturing, and in particular the metric of achieving its highest level?
2. How to assess culture, taking into account its importance for the development of the organization towards WCM?
3. What is the preferred organizational culture type for WCM?
4. How do specific values of cultural dimensions determine progress towards reaching the level of world-class manufacturing?

Ultimately, from a practical point of view, the work confirmed that it is necessary to be aware of the existence and impact of organizational culture. Additionally, if an organization wants to implement solutions and achieve the WCM level, it should verify the existing organizational culture using the solutions discussed in the paper and diagnose the values of the dimensions of the national culture, also discussed in more details. Then, taking into account the presented profile of world-class manufacturing culture and the results of research on the role of organizational culture in implementing WCM, it should analyze how it can affect the implementation of WCM, what is favorable and what is a challenge on the way to a world-class organization.

A handwritten signature in blue ink, appearing to read "Michal Paszkowski". The signature is fluid and cursive, with a long horizontal stroke at the end.

MSc. Michal Paszkowski