

Summary of the doctoral dissertation entitled: „Managerial competences in management of relationship with employees, suppliers and customers”

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Managerial competences are a key factor for the existence and development of small and medium-sized enterprises. The success or failure of implemented project depends on the knowledge, creativity, skills and abilities of managers. Managerial competences turned out to be particularly important during the COVID-19 pandemic, where the importance of management competences increased in the conditions of the pandemic crisis.

Therefore, the main research problems were included in the following questions: *Are there significant differences in managerial competences that affect the management of relations with employees, suppliers and customers in conditions that took place before and during the COVID-19 pandemic?* and *Did the managers cope with the tasks resulting from working during the pandemic in the area of managing relations with employees, customers and suppliers?* The formulated research problems were an incentive to formulate the main objective of the work, which was: *Identifying factors related to managerial competences that affect the management of relations within the organization (between the manager and employees) and the management of relations with external stakeholders of the company, i.e.: with B2B and B2C customers and suppliers in conditions that took place before the COVID-19 pandemic and in during the limited development opportunities of enterprises, due to the COVID-19 pandemic, which has been ongoing since March 2020.* Relations between the manager and employees, customers (B2B and B2C) and suppliers in small and medium-sized enterprises in the Lubuskie Voivodeship were subjected to a detailed analysis.

The structure of the dissertation consists of an introduction, six chapters, an ending and a bibliography containing a list of sources used in the dissertation. The work is supplemented with lists of figures and tables. The first three chapters are the theoretical part of the work, which presents the essence of a manager in enterprise management, the issues of managing relationships with key stakeholders of the enterprises, i.e.: employees, suppliers and customers, and the essence of relational competences and manager's relational competences in shaping strong and lasting relationships with internal stakeholders and their significant impact on relations with external stakeholders of the enterprises. The fourth chapter presents

qualitative research conducted using an individual in-depth interview addressed to managers and employees of three randomly selected companies based in the Lubuskie Voivodeship. Factors constituting the manager's relational competences in managing relations with employees, suppliers and customers, which were important for the prosperity of enterprises before and after the COVID-19 pandemic, were indentified, based on the built relational chain management model, and conclusions were drawn from the analyses. The fifth chapter presents the research methodology. The subjects, research objectives, hypotheses and main and detailed research problems were developed. The sixth chapter contains quantitative research, conducted through a questionnaire survey on small and medium-sized enterprises in the Lubuskie Voivodeship, whose respondents were managers. Companies from industries that were most economically affected by the pandemic caused by the SARS-CoV-2 virus, i.e.: transport, gastronomy, trade, production, IT, tourism and hospitality, were selected for the study. In the conclusion, apart from general conclusions, recommendations for further research focused on relational managerial competences were included.

Keywords: relational competences, manager, employees, suppliers, customers, COVID-19.