

ABSTRACT

mgr inż. Przemysław Radziszewski

The work addresses the challenge related to the identified research gap regarding barriers related to the implementation of process management for the purposes of management controlling. Limitations in the introduction and use of process management result largely from the lack of appropriate knowledge, substantive and technical preparation of employees and management staff. The scale of this problem and the method of its solution were indicated as the main features of the research gap discussed in this work.

The main research goal was to develop a concept for the implementation of process management, which determines the effective use of management controlling instruments in the enterprise. Carrying out activities aimed at achieving the main goal involved the need to take up challenges to achieve intermediate goals.

The analysis of primary sources allowed to build theoretical foundations that were used to develop the concept of implementing process management and, through the implementation of research, to finally verify the research theses.

The main research thesis in the work also refers to the practical aspects of the research conducted and was formulated as follows: "Process management in an enterprise largely determines the usefulness of management controlling instruments."

For the purposes of the research project presented in this thesis, a concept for implementing process management in management controlling in an enterprise was developed and verified. Its main pillars, on which practical action is based, are: strategy, process, resources and management controlling. The high level of knowledge of the company's employees in the field of the economic process and the principles of process management was indicated as the main factor guaranteeing the successful implementation of process management. Both the level of knowledge in this area and its impact on the quality of process management in enterprises were the subject of research.

From a pragmatic point of view, the developed concept of implementing process management paid attention to such aspects as: training program, selection of IT tools, process design mechanism in relation to the company's goals, defining requirements for the necessary resources in relation to the process model and designing processes taking into account the requirements resulting from the principles of applying management controlling.

Based on the results of the analysis of data collected during the research, it was found that the level of knowledge in the field of process management among employees, including representatives of the management staff of Polish enterprises, is low.

Conclusions regarding further directions of development of research on the use of management controlling in process management include the possibility of expanding the spectrum of tools to include mechanisms used in bow analysis and elements and principles described in control theory. The last direction in the development of process management improvement is the development of quick and cheap methods of analyzing enterprises in order to identify any barriers that limit both the possibilities and the pace of implementing full process management. Together with the indication of these limitations, the mentioned method should recommend a set of actions that will help overcome the barriers and increase the level of maturity of enterprises.