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## SCHOOL OF MANAGEMENT

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The forerunner of issues connected with management in the Wrocław University of Economics was Professor Jan Falewicz, head of the Department of Statistics, who in his lectures on Company Organization, dealt with the division of productive tasks of an industrial enterprise for minimizing costs or increasing profits. Another centre with an interest in management was the Department of Industrial Economy, whose head, Professor Krzysztof Jeżowski, took an interest in industrial management in the sense of forming hierarchic, centralized organization structure of industry. This department was also involved in researching the organization of specific economic processes and work and planning inside the company, also the division of power between boards and managements within corporation. All the research, studies and publications completed up to the early 1960's concentrated on general issues of planning an organization.

Interest in management as an issue wider than organization and planning within a company started with the initiation of lectures on the theory of organisation and management in the Department of Industrial Economics. The first lecturer on this subject was Professor Ber Haus, who ran then for nearly ten years up to the stage of creating and strengthening the Department of Theory of Organization and Management. Its first head was Docent Dr. Arkadiusz Grossman. The commencement of lectures on the theory of organization of management further broadened scientific interest and research of the staff of the Department of Industrial Economics out of which in 1969 evolved: the Department of Theory of Organization and Management and the Departments of Economy and Organization of a Company and Economic Analysis. Only the first two units cooperated with each other in shaping academic staff and running research on management. Later on, on the basis of these departments, emerged the following departments: Department of Human Resources Management, Department of Designing Management Systems, and Department of Work and Production Management.

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The characteristic feature of over 90% of papers written in these two departments was the fact that they were based on empirical research, in all of them were present both an element of theory and of practise. They presented confrontation of results of research with existing generalizations. It is of particular importance in the science of management because of antinomy of principles, the existence of several schools of thought and the changeability of economic life and behaviour of management personnel. There are not many so-called 'hard' elements here but several 'soft' ones and hence the fluctuations in company behaviour. Also all of them function in different external and internal conditions, therefore empirical research had the advantage of being based on practical experience, which one could complement the knowledge of business management.

The interest, especially in the Department of Economics and Business Management, in empirical research required from its staff and postgraduate students a good knowledge of economic practice. It had important value in choosing the object of research because of the subject and issues involved. In this way they avoided errors of a kind 'there is nothing interesting', 'there is no problem', 'nothing can be done', 'it won't be possible to generalize it' etc. Such cases rarely happened.

Both departments also produced more general studies as for example, regulating planning system in a company, the rationality of activities etc.

The main research trends in the Wrocław school of management have concentrated on the following groups of issues: organizing labour and its evaluation, production organizing, planning economic activity, organizational structure of economic subjects, managing business, parts of them and groups of them personnel management, theories, principles and methods of management, processes of realizing material (organic) functions of companies, managing material resources.

All these trends developed simultaneously, however gradually and evenly in the sense of furthering the research and including new problems. Only the part referring to organization of production shows the gradual disappearing tendency because of the presently diminishing interest in such issues in practise and in Polish economic universities.

The majority of these issues was or is of interest for research and teaching of the staff of the Department of Economics and Business Management, irrespective of the fact that some of them are included in the interests of new departments. The department's research and didactic versatility justifies the statement that it contributes to the development of the knowledge of a company.

In the field of labour organization, the main issues are connected with the problems of organizing teamwork, standardization of labour, division and

cooperation of labour, labour evaluation and the system of remuneration. The advantages of research on these problems and papers created on its basis were generalizations of results of numerous researches modifying existing views on, for example, teamwork.

In the sphere of organization of production, one should highlight studies on production planning, including competent task division in time and space, complex technical and economic planning in a company with one-year horizon, problems of strategic planning, and next adding to it the entirety of issues of strategic management.

A lot of attention was devoted to organizational structures. The studies involved factors of creating the structures, their designing, flattening, building structures from the point of view of realized functions, specifying and defining dimensions of structures, multi-instance character of structures. The research on organizational structures often merged with research on business management. Structures were treated as instruments of management.

The Wrocław school of management has a large contribution into researching organisation and functioning of multi-establishment enterprises: the development of organizational forms of economic units; organisational concentration and deconcentration; organisation and functioning of holding companies; international companies; organization and functioning of internal accounts and creating economic centres-costs and profits. Particular attention is paid to the relation of subordinate and superior companies in holding companies. Special place is taken by research on the influence of management firms on 'ground-level' companies within National Investment Funds. Most of these studies were of a pioneering nature in Poland.

Our school is particularly interested in personnel management, and in particular choice and motivation of management personnel. Among these issues the management contracts attracted particular attention. They represent the new model of relations between the owner and management of a company. Institutionalization of this relationship is represented by entrusting company management to managing firms.

Special subject of interest is the takeover of a company by its management known in the literature as its the management buyout (MBO). Their particular importance lies in the renewed joining of property and management and therefore on partly reverting tendency of their separation. These issues are rather little known in Poland.

The theoretical research of management is directed towards theory, principles and methods of management. It allows for choice of instruments which enable effective management in specific conditions.

Here, one should particularly stress the studies on managing changes and models of virtual organization.

Many papers were written as a result of research on realising organic functions of companies, in particular (apart from the earlier mentioned production) such as: research and development, material and technical supplies, overhaul etc. This research is usually connected with various aspects of material resources of company assets (capital assets, stock).

The characteristics presented here of the main tendencies of development of the school of management within Wrocław Academy of Economics does not cover the whole wealth of research and its results. Further, but still incomplete information on this subject can be gathered from the list of publications given here, which is grouped according to the research interests related to organisation and management. These publications were written by the academic staff of the following departments: Economics and Business Management, Theory of Organisation and Management, Human Resources Management, Designing Management Systems and Department of Work and Production Management.

### LIST OF SELECTED PUBLICATIONS

1. Chępa, S. et al. (1995): *Psychologia konfliktów. Praktyka radzenia sobie ze sporami* [*The Psychology of Conflict. Practise of Coping with Arguments*]. WSiP, Warszawa.
2. Grossman, A., ed. (1972): *Organizacja i planowanie w przedsiębiorstwie przemysłowym* [*Organization and Planning in an Industrial Enterprise*]. PWN, Warszawa.
3. Hasińska, Z. (1993): *Regionalne i lokalne rynki pracy na Dolnym Śląsku* [*Regional and Local Labour Markets in Lower Silesia*]. AE, Wrocław. Prace Naukowe AE [Research Papers of the WUE] no. 652, series: Monografie i opracowania [Monographs and Elaborations] no. 100.
4. Haus, B. (1969): *Planowanie produkcji w przedsiębiorstwie przemysłowym* [*Production Planning in an Industrial Enterprises*]. PWE, Warszawa.
5. Haus, B. (1975): *Organizacja i funkcjonowanie przedsiębiorst wielozakładowych* [*Organization and Functioning of Corporations*]. PWE, Warszawa.
6. Haus, B. (1983): *Ewolucja struktur organizacyjnych przemysłu* [*The Evolution of Organizational Structures in Industry*]. PWE, Warszawa.
7. Haus, B. (1994): *Formy organizacji pracy w przemyśle* [*Forms of Work Organisation in Industry*]. PWE, Warszawa.
8. Haus, B., Jakubowicz, S., Lichtarski, J. (1980): *Integracja przemysłowych jednostek wytwórczych* [*Integration of Industrial Production Units*]. Instytut Planowania, Warszawa.
9. Haus, B., Osbert-Pociecha, G., Jagoda, H. (1996): *Zarządzanie firmą na podstawie kontraktu* [*Company Management on the Basis of a Contract*]. Wyd. "Difin", Warszawa.
10. Haus, B., ed. (1978): *Planowanie techniczno-ekonomiczne w przedsiębiorstwie przemysłowym* [*Technical and Economic Planning in an Industrial Enterprise*]. PWE, Warszawa.
11. Jagoda, H. (1990): *Państwowa regulacja integracji przedsiębiorstw w polskiej gospodarce* [*The Methodological Basic of Calculation of the Effectiveness in Choosing Materials for an Industrial Enterprise*]. AE, Wrocław. Prace Naukowe AE [Research Papers of the WUE] no. 522, series: Monographs and Elaborations] no. 69.
12. Jagoda, H., Ber, H. (1995): *Holdng. Organizacja i funkcjonowanie* [*Holdng Company: Organization and Functioning*]. PWE, Warszawa.

13. Jasiński, Z. (1987): *Funkcjonowanie zespołów roboczych w niestabilnych warunkach produkcji* [*Functioning of Work Teams in Unstable Production Conditions*]. AE, Wrocław.
14. Jasiński, Z. (1993): *Organizacje i kierowanie zespołem pracowniczym* [*The Organization and Management of Personnel*]. Wyd. Park, Bielsko-Biała.
15. Jasiński, Z., ed. (1992): *Ekonomika i organizacja pracy* [*The Economics and Organization of Work*]. AE, Wrocław.
16. Jasiński, Z., ed. (1992): *Zarządzanie produkcją* [*Production Management*]. AE, Wrocław.
17. Jasiński, Z., ed. (1994): *Praca kierownika we współczesnej firmie* [*The Work of a Manager in a Modern Company*]. AE, Wrocław.
18. Jasiński, Z., ed. (1995): *Zarządzanie systemami produkcyjnymi* [*Management Production Systems*]. Leopoldinum, Wrocław.
19. Krupski, R. (1993): *Metody i organizacja planowania strategicznego* [*Methods and Organization of Strategic Planning*]. Ossolineum, Wrocław.
20. Koziański, J. (1997): *Lokalizacja funkcji organicznych w strukturze ugrupowania gospodarczego* [*Localization of Organic Functions in the Structure of Economic Grouping*]. AE, Wrocław.
21. Krupski, R. (1994): *Identyfikacja i realizacja strategii firmy* [*The Identification and Realization of Company Strategy*]. Leopoldinum, Wrocław.
22. Krupski, R. (1996): *Elementy zarządzania strategicznego* [*Elements of Strategic Management*]. Ossolineum, Wrocław.
23. Krupski, R. (1997): *Podstawy organizacji i zarządzania* [*The Essentials of Organization and Management*]. I-BiS, Wrocław.
24. Krupski, R. and Przybyła, M., eds. (1996): *Struktury organizacyjne przedsiębiorstw i ich ugrupowań* [*Organizational Structure of Enterprises and Groups*]. Ossolineum, Wrocław.
25. Kubacki, B., Lachowicz, Z., Listwan, T. (1991): *Zespół pracowniczy jako podmiot i obiekt kierowania w organizacjach gospodarczych* [*The Work Team as a Subject and an Object of Management in an Economic Organizations*]. AE, Wrocław.
26. Lachowicz, Z. (1995): *Trening potencjału kierowniczego* [*Training Managerial Potential*]. AE, Wrocław.
27. Lichtarski, J. (1982): *Kryteria i metody oceny efektywności przedsięwzięć organizatorskich w przedsiębiorstwie* [*Criteria and Methods of Appraisal Organizational Effectiveness in a Company*]. AE, Wrocław. Prace Naukowe AE [Research Papers of the WUE] no. 216, series: Monografie i opracowania [Monographs and Elaborations] no. 6.
28. Lichtarski, J., ed. (1992): *Wpółdziałanie gospodarcze przedsiębiorstw* [*Economic Cooperation of Companies*]. PWE, Warszawa.
29. Lichtarski, J., ed. (1995, 1997): *Podstawy nauki o przedsiębiorstwie* [*The Rudiments of Knowledge of an Enterprise*]. AE, Wrocław.
30. Listwan, T. (1990): *Zarządzanie kadrami w przedsiębiorstwie* [*Personnel Management in a Company*]. AE, Wrocław.
31. Listwan, T. (1993): *Dobór i ocena kadry menedżerskiej* [*The Selection and Appraisal of Management Personnel*]. AE, Wrocław. Series: WBWM no. 21.
32. Listwan, T. (1993, 1995): *Kształtowanie kadry menedżerskiej firmy* [*Shaping the Management Personnel of a Company*]. "Kadry", Wrocław.
33. Listwan, T. et al. (1993): *Managers and National Culture. A Global Perspective*. Quorum (USA).
34. Łucwicz, J. et al. (1995): *Socjologia organizacji* [*The Sociology of an Organization*]. AE, Wrocław.
35. Nowosielski, S. (1994): *Podstawy kontroingu w zarządzaniu produkcją* [*Rudiments of Controlling in Production Management*]. AE, Wrocław.
36. Pechuda, K., ed. (1993): *Zarządzanie zmianami* [*Managing Changes*]. Wałbrzych—Wrocław.
37. Pechuda, K. (1997): *Organizacje wirtualne* [*Virtual Organization*]. Ossolineum, Wrocław.

38. Perechuda, K. (1997): *Zarządzanie organizacją [Management of an Organization]*. Leopoldinum, Wrocław.
39. Przybyła, M. (1995): *Struktura organizacyjna. Ujęcie wielowymiarowe [Organizational Structure: a Multi-Dimensional Approach]*. Wyd. Forum, Wrocław.
40. Przybyła, M., Koziński, J., Wudarczewski, W. (1995): *Struktura organizacyjna jako narzędzie zarządzania [Organizational Structure as an Instrument of Management]*. AE, Wrocław.
41. Skalik, J., ed. (1992, 1996): *Projektowanie organizacji instytucji [Designing an Institutional Organization]*. AE, Wrocław.
42. Skalik, J., ed. (1996): *Aktualne problemy zarządzania ochroną zdrowia [Current Problems of Health Service Management]*, conf. mat. AE, Wrocław. Prace Naukowe AE [Research Papers of the WUE] no. 719.
43. Skalik, J., ed. (1996): *Metody i techniki organizatorskie – wybrane zagadnienia [Organizational Methods and Techniques. Selected Issues]*. AE, Wrocław.
44. Stempin, S. (1989): *Podstawy metodyczne rachunku efektywności doboru materiałów w przedsiębiorstwie [The Methodological Basis of Calculation of the Effectiveness in Choosing Materials for an Industrial Enterprise]*. AE, Wrocław. Prace Naukowe AE [Research Papers of the WUE] no. 483, series: Monographs and Elaborations] no. 62.
45. Towarnicka, H., Broszkiewicz, A. (1994): *Przygotowanie i ocena projektów inwestycji rzeczowych [Designing and Appraisal of Material Investment Projects]*. AE, Wrocław.
46. Wrzosek, K. (1993): *Elementy teorii systemów i analizy systemowej [Elements of Systems Theory and Systems Analysis]*. AE, Wrocław.