

Abstract of a doctoral dissertation by Karolina Ławicka-Kruk, MA

COMPETENCES OF MANAGERS REPRESENTING MEDICAL DEVICES INDUSTRY VIEWED IN THE ASPECT OF DIVERSITY MANAGEMENT

Doctoral dissertation

Written under the scientific supervision of

Prof. dr hab. Agnieszka Sitko-Lutek

Auxiliary supervisor: Monika Jakubiak, PhD

The **subject matter** of the dissertation is the competences of managers representing business entities from the medical devices industry. The analysis included competences significant from the point of view of diversity management (DM). The state of affairs concerning diversity management in the business entities was also examined. The **subject-matter** encompassed to the managers of businesses representing the medical devices industry. The **territorial scope** encompassed the following European countries: Germany, Great Britain, France and Poland.

The review of literature indicated a strong interest in the subject of managerial competences. However, the review also revealed a **research gap** pertaining to the competences of managers representing the medical devices industry. There are no studies which survey the competences of managers representing the industry and no analyses which examine diversity management in such a context. Additionally, there are no studies containing recommendations for the improvement of such competences. The present dissertation bridges the gap by examining the competences of managers representing the medical devices industry in the context of diversity management.

Moreover, the selection of the particular subject matter as well as the direction of the study were determined by the up-to-date character of diversity management, the significance of the subject of the managers' competences as an innovative, developing and transnational field.¹ An additional motivation behind the selection of the subject matter was the improvement of the competences which facilitates the managers' more effective organizational management and management of employee diversity.

¹ In the present dissertation, based on the example of the medical devices industry managers.

The **main objective** of the dissertation was to identify the competences of managers representing the medical devices industry in order to reveal the improvement process and methods in the context of diversity management. The following **specific objectives** facilitated the arrival at the main objective:

1. Development of a model competence profile of a manager representing the medical devices industry, which includes the competences significant from the point of view of diversity management.
2. Assessment of competences declared by the managers.
3. Diagnosis and evaluation of the competence gap based upon the comparison of model managerial competences and competences declared by the managers.
4. Identification of practices applied in diversity management in business entities representing the medical devices industry.
5. Determination of a relationship between the competences declared by the managers and diversity management practices employed in enterprises of the medical devices industry.
6. Development of recommendations pertaining to the process and methods for the improvement of managerial competences in the medical devices industry, including the aspect of diversity management.

The **practical objective** was to develop recommendations concerning the improvement of managerial competences in the medical devices industry in the context of diversity management.

Additionally, the following **research hypotheses** were positively verified in the dissertation: **H1**: A competence gap exists between the model (desired) set of competences and the competences declared by (in actual possession of) managers representing the medical devices industry.² **H2**: There exists a relationship between the competences declared by (in actual possession of) the managers and their age, gender and nationality. The relationship may be exploited in the improvement of the managerial competences in the aspect of diversity management.³ **H3**: There exists a relationship between the competences declared by managers

² M. Łoboda, A. Sitko-Lutek, *Kompetencje i luka kompetencyjna organizacji* (in:) A. Sitko-Lutek (ed.) *Polskie firmy wobec globalizacji. Luka kompetencyjna*, Wydawnictwo Naukowe PWN, Warszawa 2007, p. 23.

³ A. Sitko-Lutek, M. Jakubiak, Skills and learning styles of innovative companies' employees, "International Journal Of Management, Knowledge and Learning", 2016. 5(2), pp. 189-200; D. Arditi, G. Balci, Managerial competencies of female and male construction managers. *Journal Of Construction Engineering And Management*, 2009. 135(11): pp. 1-12; T. Angeline, Managing generational diversity at the workplace: expectations and perceptions of different generations of employees, „African Journal of Business Management”, 2011, 5(2), p. 249; I. Bieniek, S. Steinerowska, Kompetencje międzykulturowe na mapie kompetencji zawodowych menedżera, „Zeszyty Naukowe. Organizacja i Zarządzanie”, Politechnika Śląska, 2014, p. 119.

representing the medical devices industry and practices employed in managing diversity in the industry's enterprises.⁴ **H4:** The establishment of the research gap enables recommendations for the improvement process to be developed.

The dissertation has theoretical and empirical character. The following research methods were applied in order to arrive at the objectives and verify research hypotheses: the review of (international and Polish) literature, analysis of reports and materials made available by organizations associated with the industry, e.g. WHO, IMS Health, Statista, Emergo Group, Eurostat, and the diagnostic poll method with the following techniques: in-depth interview, survey questionnaire.

Empirical studies were conducted in two steps. The first involved the in-depth interviews and the second the survey with the use of a questionnaire. The empirical material was compiled based on the studies conducted between March 2018 and November 2018. The studies offered extensive empirical data which were subsequently examined by means of a multi-faceted statistical analysis.

The following constitute the **main outcomes** of the dissertation: **1)** model profile of competences desired in a manager representing the medical devices industry, **2)** actual level of the manager's competences, **3)** diagnosis of the competence gap, **4)** verification of the implementation of and the subjective need for human resources diversity management in enterprises of the medical devices industry, **5)** diagnosis of factors determining diversity management, **6)** description of the process for the competence improvement of managers representing the medical devices industry, **7)** recommendations for the competence improvement of managers representing the industry as well as for bridging the competence gap.

The dissertation is composed of the following parts: introduction, the body of the work consisting of five chapters, conclusion, literary references, list of tables and an appendices section.

Chapter 1 of the dissertation is devoted to the discussion of the term "diversity management". The discussion includes the definition of the term, genesis of human capital in the context of human resources management (HRM) and the location of diversity management in the HRM theory. Next, the chapter outlines the development and premises of diversity management, definitions of DM, and strengths and threats emerging from the implementation

⁴ J. Kubicka, T. Kupczyk, A. Oleszkiewicz, Zarządzanie różnorodnością w dolnośląskich przedsiębiorstwach – stan wdrożenia i korzyści, "Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu", 2014 (350), pp. 237-250; A. Rakowska, M. Cichorzewska Zarządzanie różnorodnością zasobów ludzkich w innowacyjnych przedsiębiorstwach – wyniki badań, „Przedsiębiorczość i Zarządzanie”, vol. XVII, issue 2, part III, p. 93.

of the concept. The chapter concludes with the discussion of DM implementation in the world and in Poland. Additionally, selected aspects which diversify employees were also examined.

Chapter 2 of the dissertation is devoted to managerial competences. The introduction section focuses upon the person of the manager: definitions, roles, functions and requirements managers face in modern organizations. Furthermore, the chapter discusses the definition of the term “competences” and matters associated with measurements and the competence gap. Next, the chapter outlines the typologies of managerial competences, and review of studies and competences significant in diversity management.

Chapter 3 presents the medical devices industry. The chapter explains what medical devices are and characterizes the global, European and Polish market of medical devices. The research gap was also indicated.

Chapter 4 is strictly devoted to research results. The chapter introduces the characteristics of the research model, presents objectives, and the object and methodology of the study. Next, the chapter presents the results of an extensive study concerning managerial competences. The results encompass the model competence profile of a manager representing the medical devices industry, competences declared by the managers, the competence gap, competence-related differences as regards age, gender and the place of origin. Finally, the chapter outlines results pertaining to diversity management in enterprises from the medical devices industry as well as the impact of the managerial competences upon the implementation of DM in the organizations.

The **final chapter** of the dissertation discusses the improvement of managerial competences. The considerations open with the list of terminology pertaining to the improvement, and discussion of determinants and benefits of the improvement as well as the process and methods. Next, the chapter presents the results of the study pertaining to the development of managerial competences in the sector of medical devices and proposes recommendations for the development of the competences.