

## **Competencies of managers and selected areas of enterprise competitiveness on the example of the wood-based panels sector**

### **Summary**

This doctoral dissertation consists of six chapters, including three theoretical and three research ones.

The first chapter includes eight subchapters that successively refer to the subject of qualifications and competences in the light of the literature on the subject. They focus on their essence, methods of measuring and evaluating competencies, as well as on the role they play in the daily functioning of a business entity. The subchapter on the measurement of competencies has been divided into seven parts, looking closely at the individual methods.

The second chapter presents problems related to competition and competitiveness of enterprises. It contains eight subchapters focusing in detail on the essence of competition and its concepts, the concept of competitiveness, the elements that make it up, and the methods and measures of its assessment.

The last of the theoretical chapters focuses on the role of a manager in an enterprise and on human capital management in a competitive environment. It contains the basic definitions of a manager, the features and skills he should have, and the functions he must fulfill in order to be able to effectively and efficiently manage a team of employees.

The fourth chapter covers the research aspect of the doctoral dissertation and consists of four subchapters. In the first of them, the research sample and research methods were selected. In addition, the structure of the survey questionnaire, questions regarding the expert interview, the methodology of the analysis of input data and the characteristics of the study sample were described. Then, the results of qualitative research carried out using the Delphi method (three times in order to obtain more reliable results) on issues related to the competence and competitiveness of manufacturing enterprises were presented. On this basis, questions were prepared for the addressees of the survey, which were managers working in business entities operating in the wood-based panel sector. The next subchapter presents answers to questions in the area of managers' competences, as well as the results of factor analyzes along with the determination of the Spearman's rank correlation coefficient.

The fifth chapter refers to the value of the manager's competencies in a production company in the wood-based panel sector, and in particular to the importance and the need to

improve these competencies. An analysis was also carried out to determine the impact of the competences of the surveyed group on the areas of competitiveness of the economic entity.

The last chapter concerns the competitiveness of production companies in the wood-based panel sector, taking into account the competences of managers. It examines how the skills of the managerial staff affect individual areas of competitive potential, taking into account the strategy and instruments of competition used. Subsequently, it also illustrates the impact of key competences on building a competitive advantage and placing enterprises on the market.