

SUMMARY

of professional accomplishments and scientific achievements

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1. Basic information about the candidate

1.1. **Name and surname:** Joanna Sadkowska

1.2. Diplomas, academic degrees with specification of the name, place and year of obtaining them and the title of the doctoral dissertation

- 16.12.2004: University of Gdansk, Faculty of Management – degree of Doctor of Economic Sciences in the discipline of management sciences; doctoral dissertation entitled *Uwarunkowania i efekty wdrażania innowacji procesowych w przedsiębiorstwach energetyki ciepłej w Polsce* written under the supervision of Professor J. Bieliński, PhD. The doctoral dissertation was reviewed by: Professor Andrzej Pomykański, PhD, Professor Ryszard Rutka, PhD.
- 6.06.1998: University of Gdansk, Faculty of Management – post-graduate studies *Ecological Audit Procedure in Enterprise*.
- 2.06.1998: University of Gdansk, Faculty of Management – long-cycle Master’s degree programme at the Faculty of Management and Marketing, at the specialisation of Economics of Enterprises; Master’s dissertation entitled *Zarządzanie innowacjami jakościowymi w procesie zakupów w Stoczni Gdynia* written under the supervision of Professor J. Bieliński, PhD.

1.3. Information on the hitherto employment in educational units

- Assistant Professor at the Department of Business Economics, the Faculty of Management, the University of Gdansk (February 2005 - currently).
- Assistant at the Department of Business Economics, the Faculty of Management, the University of Gdansk (October 2000 - February 2005).

2. Characteristics of the scientific achievements upon obtaining the degree of Doctor in the management and quality sciences

The scientific activities conducted after obtaining the degree of Doctor can be divided into three main research streams.

- Research stream: Problems in managing innovations in the activity of enterprises.
- Research stream: Project management.

- Research stream: Conditions of activity of family businesses with a particular consideration of cultural aspects.

The synthetic depiction of achievements within the frameworks of particular research streams has been presented below.

2.1. Description of the research stream: Problems in managing innovations in the activity of enterprises

Within the above stream, I have conducted research devoted to selected areas of innovative activity of enterprises. In the years 2005-2008 I dealt with the subject matter regarding conditions of an increase in the innovativeness of enterprises. Within the above research area, I undertook the following issues:

- tools of industrial property protection and their role in shaping innovativeness of enterprises: I.2.20.
- key conditions of changes in the level of innovativeness and assessment thereof: I.2.23., I.2.19., I.8.12., I.8.13., I.9.6., I.9.4., I.9.5., I.9.2.
- issues regarding financing innovative activity: I.2.21., I.2.15.

In the next period covering the years 2009-2010 I focused on the subject matter of the significance and role of the research and development activity in stimulating innovativeness of enterprises. Within this area I asked research questions concerning:

- R&D activity as stimulants of the innovative activity: I.2.13., I.8.16., I.2.17.
- significance of the level of expenditures incurred on research and development works in stimulating the increase in innovativeness: I.2.16., I.2.14., I.9.3.

Whereas, in the years 2010-2012 I studied the subject matter of non-technological innovations and their significance in the innovative activity. In the conducted research I especially explored the sub-areas of research related to:

- significance of non-technological innovations with particular consideration of organisational innovations: I.2.12.

Secondary areas of interests in this research stream include:

- subject matter concerning motivation to innovative behaviours: I.2.22.
- subject matter concerning environmental effectiveness of implementation of innovations: I.2.18., I.8.15.

Increasing knowledge on the subject matter of innovative activity of enterprises shifted my interests in the direction of searching for solutions, including solutions of an innovative

nature, implementation of which could help an enterprise in achieving set objectives. This stream became project management.

2.2. Description of the research stream: Project management

In the period between 2012-2014, in the conducted research I focused on two main research areas, which constituted: 1. relation between the project activity and entrepreneurial approaches and 2. Conditions of the project's success.

While performing research works in the first research area, I was especially interested in aspects related to key conditions of shaping activity of the youth in the area of project management as the example of entrepreneurial approaches: I.2.9., I.6.6., I.6.7., I.8.14., I.2.11., I.7.1. I attempted to give the interdisciplinary character to the conducted research and include representatives of other scientific field in the research process.

Since 2015 my scientific interests started evolving in the direction of issues experienced in project management by a specific group of entities, that is, family businesses. My interest in this group of enterprises originated from the fact that these entities constitute not only the majority of entities in the structure of every economy, but despite significant limitations in the conducted activity, they are able to achieve high effectiveness of conducted activities, including those related to internationalisation or developing an innovative potential. Therefore, from the point of view of the existing research gap, in my opinion, the area related to using organisation of activities in the formula of a project in the aspect of its contribution to the achievement of family businesses' objectives constituted an open, so far unexploited, area.

At the first stage of the research I attempted to identify issues experienced by Polish family entrepreneurs in project management. These investigations resulted in publications and papers delivered during international scientific conferences at leading universities in Romania, Hungary and Latvia. I was especially interested in answers to the following research questions:

- what are the key challenges in project management: I.9.1., I.2.10., I.2.5., I.3.1., I.6.5., I.6.2.
- what are the key factors that influence the project's result in the form of its success or failure: I.2.1., I.2.2., I.2.3.

At the second stage, my scientific investigations focused on managing relations with stakeholders in the context of risk generated by the project environment from the perspective of family businesses. In the conducted research, I studied the following subject matter:

- the environment and its impact on project activity of family businesses: I.2.8., I.6.4., I.8.8., I.8.10., I.8.3.
- stakeholders' risk in managing projects on the example of family businesses: I.8.6.

Secondary areas of interests in this research stream include:

- the subject matter of shaping research and development activity as a determinant of the increase of family businesses: I.8.11.

Furthermore, in my scientific activity related to this research stream, I include academic supervision over monographs: I.4.1., I.4.2.

2.3. Description of the research stream: Conditions of activity of family businesses with a particular consideration of cultural aspects

This stream fell on the years 2016-2020. My scientific investigations focused on the subject matter of cultural conditions of the activity of family businesses. It concerned, in particular:

- cultural issues in project management: I.2.7., I.6.3., I.6.1., I.8.2.
- cultural aspects of establishing relations with stakeholders: I.5.2., I.8.4.

The conducted research was recognised by the environment of family businesses' researchers. In the year 2020 I was invited to act as the member-founder of Stowarzyszenie Badaczy Firm Rodzinnych - Fabernet.

The culmination of research work within this stream consists in two monographs. The first one is the pre-post-doctoral degree monograph I.1.2. *Kulturowe aspekty zarządzania projektami w przedsiębiorstwach rodzinnych* issued by the publisher Difin in 2020. Second monograph is the work I.1.1. *Kultura ryzyka w przedsiębiorstwach rodzinnych* issued in 2021 by the publisher Difin, which I indicated as a scientific accomplishment.

Secondary areas of interests in this research stream include:

- the subject matter of key conditions shaping approaches to succession of young persons from families of entrepreneurs: I.8.5., I.8.1., I.2.4., I.2.6.

2.4. Secondary areas of research interests

I include the following as secondary areas of research interests:

- subject matter of conditions of increase in enterprises' competitiveness: I.3.2., I.3.3.
- subject matter of implementing innovative solutions in the conditions of the Polish market and gaining competitive advantages with gas chromatography solutions: this group includes publications that result from my participation in the implementation of the inter-disciplinary research project "*Analiza możliwości wdrożenia innowacyjnych metod oznaczania farmaceutyków w próbach środowiskowych, klinicznych i żywnościowych z wykorzystaniem techniki GC, GC-MS*". These are publications marked as: I.5.3., I.5.1., I.8.7., I.8.9. From the above collection, publications I.5.3. and I.5.1. were published in journals that have Impact Factor and are cited in the Web of Science database. The total Impact Factor for these works amounted to 2,895.

2.5. Total compilation of publications and impact indicators

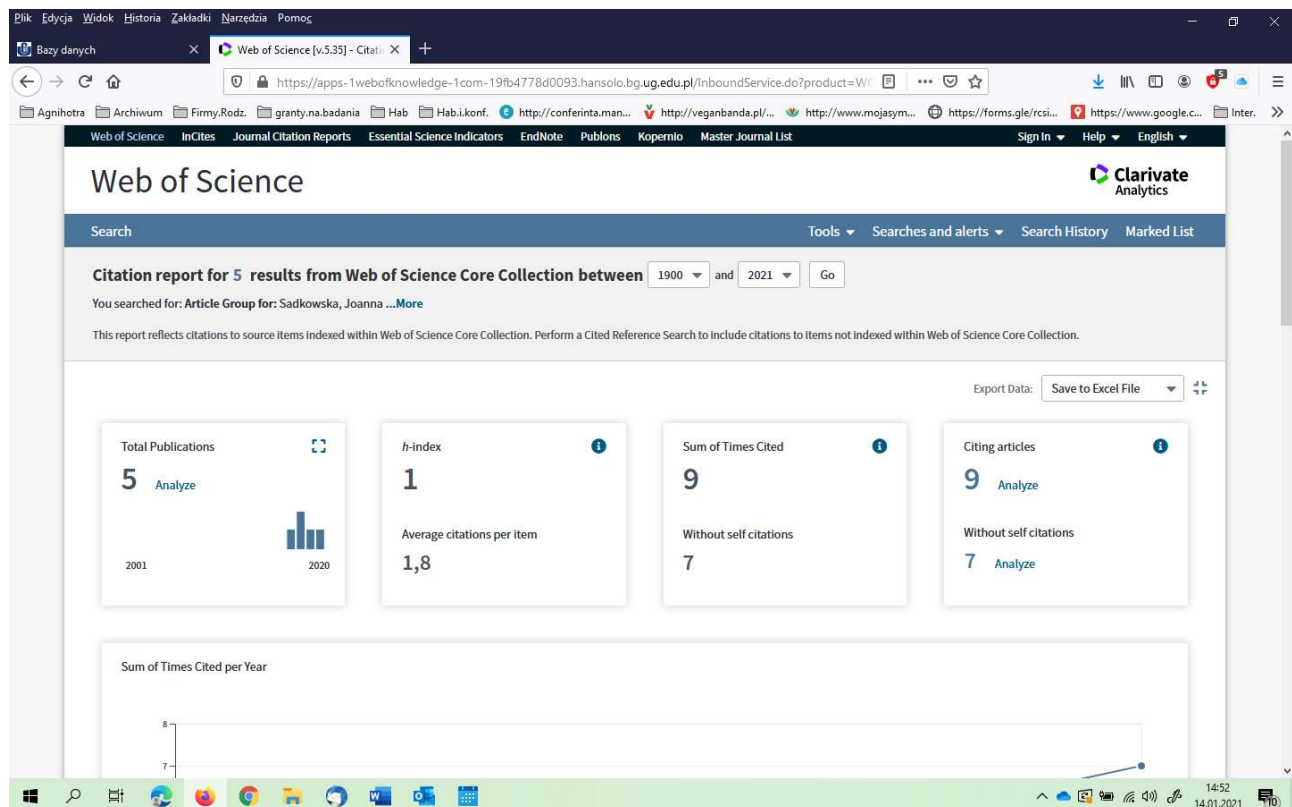
A synthetic compilation of accomplishments has been presented in the table below:

Table no. 1. Total depiction of publishing achievements after obtaining the degree of Doctor of Economic Sciences, status as on: 01.02.2021.

Type of achievement	authorship		co-authorship		In total
	Polish	English	Polish	English	
Scientific publications					
Scientific monographs	2				2
Scientific publications with Impact Factor		1		2	3
Articles and other publications abroad (without Impact Factor)		6		2	8
Chapters in scientific monographs	11	3	7	2	23
Articles in the list of ranked journals with points allocated by the Ministry of Science and Higher Education	8	3	5		16
Articles before the introduction of points allocated by the Ministry of Science and Higher Education	4	1		1	6
Academic supervision over monographs			4		4

Introductions to monographs			3		3
Editor of journal numbers			2		2
Total scientific publications	25	14	21	7	67
Indicators of scientific achievements					
Number of points allocated by the Ministry of Science and Higher Education	887				
Number of citations according to the Web of Science database (without auto-citations)	7				
h-index according to the Web of Science database	1				
Number of citations according to the Harzings Publish or Perish database	62				
Number of citations according to the Google Scholar database	61				
Hirsch index according to the Harzings Publish or Perish database	4				
Hirsch index according to the Google Scholar database	4				

Source: own study.



2.6. Awards and distinctions

After obtaining the degree of Doctor, I received the following distinctions and awards for scientific activity:

- 2020: Level 3 Individual Award of the Rector of the University of Gdansk for scientific activity.
- 2019: Level 3 Individual Award of the Rector of the University of Gdansk for scientific activity.
- 2017: Distinction of the Rector of the University of Gdansk in the form of a congratulatory letter for co-authorship publication: Sadkowska J., Caban M., Chmielewski M., Stepnowski P., Kumirska J., *Environmental aspects of using gas chromatography for determination of pharmaceutical residues in samples characterized by different composition of the matrix*, Archives of Environmental Protection" 2017, vol. 43, no. 3 (IF2017= 1,120).

Other awards and distinctions:

- 2019: Medal of the Commission of National Education for outstanding contribution to education.

2.7. Participation in scientific conferences and seminars in the country

In the period between 2005-2020 I participated in 17 international scientific conferences organised in the country. I delivered 12 papers. In 2019 I was appointed to preside one of the sessions during the international conference devoted to the subject matter of family businesses.

In the aforementioned period I also participated in 21 national scientific conferences, where I delivered 5 papers, I actively participated in the discussion panel 16 times and I presided over scientific sessions twice.

In total, after obtaining the degree of Doctor I participated in 38 scientific conferences organised in the country, during which, apart from active participation in discussion panels, I delivered 17 papers. In total, I presided over scientific sessions three times.

2.8. Academic trainings and internships in the country

In the specified time period I underwent two short academic trainings and one 22 month-long academic internship in the country.

- December 2017 – September 2019: Academic internship at the Faculty of Management and Economics of the Gdansk University of Technology. The aims of the internship: 1. implementation of the research project concerning entrepreneurial orientation of young people 2. implementation of the research project concerning approaches to succession 3. improvement of the research workshop. The internship resulted in the publication of the co-authorship article *The analysis of the entrepreneurial propensity of students with the Entrepreneurial Propensity Index (EPI)*.
- 2016: Participation in the training for the assessors of the award *Project Excellence Award* - International Project Management Association – improvement of qualifications in the area of project management.
- 2016: Participation in the seminar organised by IPMA Polska devoted to improving qualifications in the scope of project management by Students organised by IPMA Polska and the SGH Warsaw School of Economics.

2.9. Participation in scientific research projects

In the specified period of time I participated as a contractor in two scientific projects funded by the National Science Centre and the National Centre for Research and Development. The publication result comprises 5 articles, including 2 that are indexed in the Web of Science database and have Impact Factor. The total IF for the above publications amounted to 2,895.

- 2015 -2016: participation in the research project as the project team member "Analiza możliwości wdrożenia innowacyjnych metodyk oznaczania farmaceutyków w próbach środowiskowych, klinicznych i żywnościowych z wykorzystaniem techniki GC, GC-MS" implemented by the Faculty of Management of the University of Gdansk with the Faculty of Chemistry of the University of Gdansk, TANGO project co-funded by the National Centre for Research and Development and the National Science Centre, number: Tango1/268806/NCBR/2015.

Performed tasks included: 1. designing and conducting the research on the chemical analysis market in Poland 2. studying competitive advantages of the proposed solution in the form of using the gas chromatography technique to mark pharmaceuticals residue in environment samples. The analysis focused on the identification of key sources of advantage in the areas of: quality, price and possibility of application in various economic sectors.

Participation in the project resulted in the following publications: I.5.3., I.5.1., I.8.7., I.8.9. Articles marked as I.5.3. and I.5.1. were published in journals that have Impact Factor and are cited in the Web of Science database. The total Impact Factor for these works amounted to 2,895.

- 2015-2018: participation in the research project as the project team member "Dedykowana metodyka zarządzania projektami inwestycyjnymi w obszarze dystrybucji energii elektrycznej" implemented by the consortium: University of Gdansk, AGH University of Science and Technology, ENERGA Operator SA, CRE Consulting Sp. z o.o. – funded by the National Centre for Research and Development ID_244956. Performed tasks covered drawing up a cyclical compilation study devoted to the energy sector in Poland – analyses covered themes such as: energy market, investment and finance, technologies and renewable energy sources, ecology and social responsibility, law.

Participation in the project resulted in the co-authorship publication I.8.8.

Furthermore, in the years 2005-2010 I managed 3 research grants implemented within the framework of the so-called in-house research of the University.

2005: *Motivating to innovation – foreign experiences, propositions of solutions in conditions of Polish enterprises' functioning.*

2009: *Impact of the research and development activity on changes in innovativeness of enterprises.*

2010: *Non-technological innovations in the activity of enterprises.*

2.10. Participation in research networks and other programmes

In the period 2005 -2020 I conducted research within 3 research networks created together with other Polish universities.

In the years 2018 -2020 I was the coordinator, on behalf of the University of Gdansk, of the project implemented in the research consortium established by three universities (Gdansk University of Technology – the Faculty of Management and Economics, Lomza State University of Applied Sciences and the University of Gdansk) in order to study the entrepreneurial attitudes of students starting studies. Conducted research works were a part of the research project implemented by the Faculty of Management and Economics of the Gdansk University of Technology SEAS - Survey on Entrepreneurial Attitudes of Students. The conducted works resulted in the currently prepared co-authorship publication in English, in which measuring *entrepreneurial propensity of students with the use of the Entrepreneurial Propensity Index (EPI)* was proposed.

In the period between 2018 - 2020 I was the initiator and member of the research consortium established by three universities: the SGH Warsaw School of Economics, the Institute of Enterprise, the Lomza State University of Applied Sciences, the University of Gdansk for the purposes of implementation of the research project devoted to studying entrepreneurial attitudes of students of economics faculties from families of entrepreneurs.

The following publications resulted from conducted works: I.2.6., I.8.1., I.8.5. Furthermore, in the specified time period I participated in other European, international and national programmes.

- 2018 - 2020: Participation as contractor in the Development Programme of the University of Gdansk.

Performed tasks included: drawing up a curriculum for the subject *ABC of Entrepreneurship* as a part of the process of introducing new elements of complex structure of the teaching process with the use of highly specialised courses and trainings for the teaching, management and administration staff, as well as improvement of the University's IT management processes.

- 2015: Participation in the international project *Generation Balt - Linking Maritime Education with the Changing Job Market for a New Generation of Baltic Sea Experts* implemented by the Gdansk University of Technology in cooperation with the University of Szczecin, University of Rostock, Klaipeda University, Linneus University.

The participation in the project resulted in conducting classes in *Practical Application of Project Tools in Project Management - a Case Study*.

- 2014: Participation in the international project "PWP – University of Tomorrow – Internationalisation of Education in the University of Gdansk by Cooperation with the University of Houston-Downtown" (agreement number: UDA-POKL.04.01.01-00-025/13).

Participation in the project resulted in writing a chapter in the academic script in English I.11.2.

- 2010 - 2011: Participation in the project Pomeranian Platform of the Innovative Academic-Industrial Cooperation *Innopomerania* co-funded from the programme of the Minister of Science and Higher Education "Kreator innowacyjności – wsparcie innowacyjnej przedsiębiorczości akademickiej".

Performed tasks: substantive coordinator at the post-graduate studies "Innovative Technologies Management" conducted at the University of Gdansk.

- 2010: Expert and coach in the *South Baltic Programme - CAPACITY Building Project*.
- 2010: Member of the Participation Evaluation Committee for internship application in the project Pomeranian Platform of the Innovative Academic-Industrial Cooperation *Innopomerania* co-funded from the programme of the Minister of Science and Higher Education "Kreator innowacyjności – wsparcie innowacyjnej przedsiębiorczości akademickiej".

2.11. Preparing reviews

In the period 2005-2020 I prepared 38 reviews in total. These were: 3 reviews of monographs, 20 reviews of articles in Polish and 15 reviews of articles in English. These articles were prepared for international scientific conferences organised abroad including, among others, for universities such as: the University of Hertfordshire, Academia de Studii Economice din Bucuresti, the University of Strathclyde Business School. I have also reviewed articles for the "Management and Economics Review" journal issued by the largest and most prestigious economics university in Romania - Academia de Studii Economice din Bucuresti. I also prepared a review of the article for the "Marketing i Rynek" journal.

3. Scientific activity abroad and international cooperation

3.1. Participation in international scientific conferences abroad

In the period between 2005-2020 I participated in 6 international scientific conferences abroad. These conferences were organised by the following foreign universities:

- Academia de Studii Economice din Bucuresti, twice
- University of Latvia, Riga
- Budapest University of Technology and Economics (BME), Department of Finance
- University of Finance and Administration, Prague
- Branch of the University of Bialystok in Vilnius.

I delivered 6 papers (II.2.1., II.2.2., II.2.3., II.2.4., II.2.5., II.2.6.).

I was invited to preside sessions twice (II.2.1., II.2.2.).

Furthermore, I participated in 2 scientific seminars abroad during which I actively participated in the discussion panel:

- 2015: "Advanced Project Management for the Utility and Generation Industry", Berlin.
- 2015: "Global EPC Project Management Forum for the Energy Industry", Berlin.

After obtaining the degree of Doctor I was appointed to preside scientific sessions during international conferences organised abroad, twice. These were: the Budapest University of Technology and Economics (BME), the Department of Finance and the University of Finance and Administration in Prague.

3.2. Foreign research cooperation

Since 2015 I have managed research cooperation with the Bucharest University of Economic Studies - Academia de Studii Economice din Bucuresti. Within the framework of the above cooperation, in the years 2015 - 2016 I participated in international scientific conferences organised by the aforementioned university. Together with Professors Nadia Ciocoiu, Lavinia Totan and Adina Prioteasa I have been implementing the project devoted to managing projects in SME enterprises "Project management in small and medium Romanian Enterprises".

The result of the above cooperation is the co-authorship publication I.6.2.: Joanna Sadkowska, Nadia Ciocoiu, Lavinia Totan, Adina Prioteasa, *Project management in small*

and medium enterprises: A comparison between Romania and Poland, "Economic Computation and Economic Cybernetics Studies and Research", 1/2020, pp. 197-214.

Moreover, since 2016 I have managed research cooperation with Babes Bolyai University in Brasov, with Professor Adina Negrusa. The conducted research concerned factors conditioning entrepreneurship of students. The result of the above cooperation is the co-authorship publication I.7.1.: Adina Negrusa, Valentin Toader, Joanna Sadkowska, *Study of Connection Between the Obstacles Perceived and Entrepreneurial Attitude of Students from Transylvania*, Proceedings of the 3rd International Conference "Inclusive and Sustainable Economic Growth. Challenges, Measures and Solutions", Brasov 2019, pp. 1-6.

3.3. Foreign study visits related to the conducted research cooperation

In 2017 I paid a study visit at the Bucharest University of Economic Studies – the Faculty of Management - Academia de Studii Economice din Bucuresti on 31.10 - 4.11.2017. The result of the above study visit is the co-authorship publication I.6.2.

3.4. Teaching activity abroad

After obtaining the degree of Doctor I gave lectures at foreign universities 5 times.

- 2017: Academia de Studii Economice din Bucuresti – Scientific seminar "*Project management*" in cooperation with: Professor Andreea Zamfir, Aurelia Stanescu, PhD, 5 days.
- 2017: VERN - University of Applied Science Zagreb – a series of lectures "*Project Management*", 4 days
- 2010: Universidad Miguel Cervantes in Valladolid, Spain – a series of lectures "*Successful Innovation Management*", 5 days.
- 2008: Aalborg University, Denmark – a series of lectures "*Managing Innovation in Business*" at the Aalborg University, 5 days.
- 2007: Universidad Miquel Cervantes in Valladolid, Spain – a guest lecture "*Competitive Innovation Management*", 4 days.

3.5. Other forms of international activity

I have included other forms of my international activity below.

- Member of the Scientific Council of the journal "Management and Economics Review" issued by Academia de Studii Economice din Bucuresti.
- since 2016: member of the scientific-advisory council of the journal "European Journal of Economics and Business Studies" published by the European Centre for Science Education and Research.
- Member of the scientific council of scientific conferences: EIIC – Electronic Interdisciplinary Conference 2016, QUAESTI - Virtual Multidiscipline Conference 2016, ICTIC 2017, ScieConf 2017, International Scientific Symposium "Economics, Business and Finance" - Jūrmala, Latvia, 2017.
- Reviewer of articles prepared for international scientific conferences: EII - Electronic Interdisciplinary Conference 2016, ICICM 2016 "The 6th International Conference on Information Communication and Management" organised by the University of Hertfordshire, QUAESTI 2016, ICTIC 2017, EURAM 2017 organised by the European Academy of Management and the University of Strathclyde Business School, ScieConf 2017.
- Reviewer of articles to the journal "Management and Economics Review" issued by Academia de Studii Economice din Bucuresti in the years 2017 and 2019.

3.6. Total compilation of remaining scientific achievements

I have presented a synthetic compilation of my publications in the years 2005 – 2020 in table no. 2.

Table no. 2. Total compilation of remaining scientific achievements after obtaining the degree of Doctor of Economic Sciences

Type of achievement	In Poland	Overseas	In total
Received awards for scientific activity	3		3
Received distinctions for scientific activity	1		1
Participation in research projects funded by way of a competition (the National Science Centre, the National Centre for Research and Development)	2		2
Participation in research projects within so-called	3		3

in-house research of the university			
Participation in research networks and consortia	3		3
Participation in European programmes and other international and national programmes	4		4
Participation in scientific councils of journals		1	1
Participation in scientific councils of scientific conferences	4	5	9
Reviews of monographs	2		2
Reviews of articles in journals written in Polish/English	18	4	22
Reviews of articles prepared for conferences	2	11	13
Delivery of a paper at international scientific conferences	13	6	19
Delivery of a paper at national scientific conferences and research symposia	5		5
Presiding sessions during national and international scientific conferences	3	2	5
Participation in international scientific conferences (without delivering a paper)	4	2	6
Participation in national scientific conferences and research symposia (without delivering a paper)	14		14
Longer than one year national scientific internships	1		1
Shorter than one month foreign scientific internships		1	1

Source: own study.

4. DESCRIPTION OF THE ACADEMIC ACHIEVEMENT

4.1. Presentation of the academic achievement

As a scientific achievement pursuant to Article 16 par. 2 of *the Act of 14 March 2003 on Academic Degrees and Title and Degrees and Title in the Arts* (Journals of Laws of 2017, item 1789) I indicate the monograph:

Sadkowska Joanna, *Kultura ryzyka w przedsiębiorstwach rodzinnych*, Difin, Warsaw 2021, ISBN: 978-83-8085-894-7, pp. 1-350.

Publishing reviewers:

- Białystok University of Technology Professor, Professor Joanna Moczydłowska, PhD.

- Lublin University of Technology Professor Barbara Mazur, PhD.

4.2. Description of the academic achievement presented as constituting a significant contribution to the development of the management and quality sciences

4.2.1. Justification of starting research – identification of the research gap

Family businesses are of major importance for the development of each economy in the world. Entities constituting the property of a family, managed by family members or external managers, have a dominant share in economies of the majority of countries. Despite the fact that entities owned and managed by families constitute an increasingly better and more in-depth studied group of enterprises, all aspects of the activity conducted by these enterprises have not yet been understood (Kubicek, 2020, pp. 194-227; Astrachan, 2003, pp. 567-573). While the areas relatively well studied should include, among others: conditions and the course of the succession process, planning and strategic management processes, defining objectives and development strategies of family entities (Klimek, 2019; Zajkowski, 2018; Sobiecki, 2018; Safin, 2007; Sharma, Chrisman, Chua, 1997) or business models (Leszczewska, 2016; Safin, Huelsbeck, 2016), the area related to learning about the cultural aspects of the family entities' activity, despite research conducted in this cognitive area (Sułkowski, 2016), still leaves important research questions unanswered. For instance, M. Vallejo (2011, pp. 47-64) claims that in the research conducted on family businesses the area of the organisational culture was by the majority of researchers even "ignored", and this topic was discussed by only a few authors. Whereas, P. Sharma (2004, pp. 1-36) believes that the development of the organisational culture of family businesses remains unstudied. Meanwhile, depiction and cognition of cultural patterns of a family and business constitute one of the key aspect in understanding behaviours and motives of behaviour of family businesses (Cruz, Hamilton, Jack, 2012, pp. 147-161).

In consequence, there is a noticeable research gap in the world and national literature related to not recognising the phenomenon of risk culture in family businesses and, in consequence: 1. insufficient determination of the issue and symptoms of the above phenomenon, as well as dimensions of the risk culture and conditions thereof 2. a lack

of identification of the types of risk culture and its potential impact 3. a lack of analyses concerning potential possibilities of shaping the risk culture in an enterprise. Furthermore, an in-depth research devoted to learning about the relation between the risk culture and the organisational culture of a given enterprise is also missing. The above research thread is, in the case of family entrepreneurship, key primarily in the context of learning what impact do the risk culture of the enterprise's owners and the risk culture of other stakeholders, including employees, have on the risk culture.

The aforementioned research gap has significant consequences in the area of economic practice. In the practical aspect, in management processes in family business, the owner's or other managing person's attention is focused on the identification and then, analysis of the risk in order to plan optimal reactions thereto. Whereas, cultural aspects related to risk and the significance they have for taken decisions and, in consequence, for the result of undertaken measures and activities, are omitted. Family entrepreneurs are not able to identify and thus, they do not know the characteristics of the risk culture existing in the enterprise, and in effect, they cannot shape and develop it in compliance with adopted assumptions. Moreover, entrepreneurs are not aware and do not have the knowledge on relations between the risk culture and the culture of other stakeholders, are not able to identify its strengths and weaknesses, opportunities and threats. In consequence, not recognised risk culture can constitute a significant source of risk for the enterprise and thus, decrease success chances of implemented projects.

4.2.2. Research problem and aims of the dissertation

The monograph discusses the research problem of the risk culture in a family business. A definition was adopted, according to which a family business is understood as an organisation owned by one or several families made of persons related by blood, marriage or adoption – having total shares of at least 51%. This entity can be managed by family members or ownership families' members (Astrachan, Shanker, 2003; Lansberg, 1999), often from several generations (Anderson, Reeb, 2003, pp. 1301-1328), or external managers. Other family members often actively participate in the conducted activity. The cognitive aim of the study consists in systematising knowledge concerning the risk culture in a family business with a particular consideration of: what the risk culture is, what are the features and symptoms thereof, what are the main dimensions of the risk culture, what types of risk culture can occur in a family business, what key factors shape the risk

culture in a family business, whether they occur and if yes, what are the correlations between the owners' risk culture and other family business stakeholders' risk culture. The methodological aim of the study consists in constructing a tool to study the risk culture. Whereas, the empirical aim of the study consists in the analysis and assessment of the risk culture in studied family businesses.

4.2.3. Research questions

It was adopted in the study from Allaire and Firsirotu (1984, p. 16) that the culture of an organisation is a powerful "tool" in the process of learning, understanding and interpreting "the life of a given organisation". It was assumed that identifying, learning and understanding the risk culture existing in the enterprise has a significant impact on the improvement processes occurring in this enterprise. In consequence, the following research questions were asked.

1. What is the risk culture in a family business, what are its features and how does it manifest itself in an enterprise?
2. What are the key dimensions of the risk culture?
3. What are the main types of the risk culture in a family business?
4. What key factors shape the risk culture in a family business and what is the role of owners in this process?
5. What correlations can co-exist between the risk culture and the risk culture of other stakeholders of the family business?

Thus formulated research questions take into account postulates formulated by T. Zellweger (2014, pp. 648-656) and M. Nordqvist (2009, pp. 294-308), considering taking into account the characteristics of family businesses and the significance and role of culture in the activity conducted by these entities. They are also aimed at recognising the studied phenomenon in the best possible manner, and thus, ensuring high usefulness of conducted analyses.

4.2.4. Methodology of the conducted research

The qualitative research was used in the study, as especially predisposed to analyse the complexity of people's behaviours in an organisation (Denzin, Lincoln, 1994). Qualitative research is also considered to be a powerful tool in building a theory (Reay, Zhang, 2014), and the fundamental questions concerning enterprises should be asked

exactly with the use of these methods (Fletcher et al., 2016). Selection of the qualitative research as especially predisposed to deliver an in-depth cognitive reflection was also dictated by the fact that while conducting the research, the author wanted to maintain, as specified by K. Konecki (2000), the so-called serendipity, *that is, maintain in the course of the research the possibility of discovering what has not been searched for at the beginning of the research.*

In the epistemological part, the method of analysis and criticism of the literature was used. The systematic literature review was applied. This method consists in searching in a comprehensive manner for papers and studies devoted to a specific research problem, *which is then analysed in order to conduct a synthesis thereof in compliance with the previously adopted template* (Klassen et al., 1998, p. 700). In the management and quality sciences it increases chances to obtain high transparency in the conducted research (Thorpe et 2005, pp. 257-281). Furthermore, the application of the systematic analysis of the literature constitutes a kind of a starting point for identifying next directions of research (Müller, Pemsel, Shao, 2014).

The case study was used in the empirical part of the study. This method, by answering how and why questions, is believed to be the one that has the potential to explain the multi-dimensional reality of the organisation (Yin, 2009). Research materials were obtained through the agency of a free, in-depth focused interview and a survey. The applied methods and research tools were intended to allow the fullest cognition of the discussed research problem. The above factor is underlined by Ł. Sułkowski (2011a, p. 41). The quoted author believes that using methods that "originate from various groups" can deepen the researcher's cognitive reflections. In the case of management and quality sciences, this element is of crucial importance. It significantly results from the complex character of discussed research problems which are related to the "life of the organisation".

The research covers four family businesses. Purposeful selection was used. The criteria of succession and the size of a given enterprise were adopted as the grounds for selecting entities for the research. Since micro and small entities employing below 49 employees (PARP, 2019, 2015, 2009) make up the most numerous group of family businesses in Poland, the research covers these enterprises. Whereas, inclusion of the succession criterion – entities before succession managed by the first generation and entities after succession managed by the second generation were compared - is aimed

at capturing the impact on the studied subject matter of the factor consisting in transferring power to the next generation.

The following groups of persons were covered with the research in each entity: 1. both managing and non-managing owners, 2. family members: working, not working, engaged or not engaged in the enterprise's activity 3. external managers (if employed) 4. non-family employees 5. potential successors (if appointed). Respecting the owners' request, data regarding studied enterprises and persons participating in the research was anonymised.

4.2.5. The outline and structure of the monograph

The monograph comprises introduction, seven chapters and conclusion. The outline and contents of particular parts of the study were adjusted to the implementation of the objective of the study.

In the first chapter of the monograph, the subject matter regarding risk in the management perspective was discussed. The essence and types of risk were presented. Risk definitions proposed by particular authors were analysed and compared with definitions of uncertainty, which invariably accompanies the concept of risk. The above are developed both, by structures of the enterprise and by stakeholders located in its near and further environment. The significance of risk management processes were underlined, including risk identification and systematic analysis in the context of achieving set objectives. The last point of the chapter presents the key role of the risk management process in the context of creating value. Author's conception of using environment scanning and interpretation processes in creating value by managing risk was proposed.

The second chapter presents the subject matter regarding the risk culture. Works of foreign and national authors concerning the discussed research problem were analysed. On the grounds of the conducted analysis the existing research gap related to the insufficient recognition of the issue of the risk culture in an enterprise was identified. It was underlined that the majority of conducted studies concerned the risk culture in the financial sector's institutions and thus, insufficiently took into consideration the characteristics of the activity of entities conducting business activity. The above gap occurs both in theoretical compilations and empirical studies. A map of research areas concerning the risk culture that require in-depth research was prepared. Another step was devoted to presenting the essence of the risk culture in the enterprise. The research

polemics that the risk culture in an enterprise is not equivalent to the risk culture in a single implemented project was initiated. A table comparison of the risk culture in an enterprise and the risk culture in a project was presented with a depiction of main differences. Cultural, social and organisational context of the risk culture was presented. Moreover, relations between the risk culture and the organisational culture in an enterprise were presented.

Third chapter of the study was devoted to the subject matter of family businesses. Dilemmas faced by the researchers while defining entities from this group were presented and classifications used in the literature were enumerated. Factors that shape the characteristics of the activity conducted by family businesses were analysed, depicting distinctiveness of family businesses in the Central and Eastern European countries. On the grounds of the conducted analyses of literature it was indicated that the "element" which should be included in the description of a family business in the scope broader than so far, is the culture thereof. This factor has been in the hitherto studies taken into account only by some authors (Astrachan, Klein, Smyrnios, 2002; Gallo, 2000).

The fourth chapter of the study focuses on the cultural aspects concerning the activity of family businesses. A kind of ontological polemics concerning the concept of culture and organisational culture was included herein. Key cognitive challenges related to the issue of organisational culture were identified, including in the context of performing more and more complex business operations. The international and national research devoted to the subject matter of the organisational culture of entities owned and controlled by families was reviewed. The chapter ends with the analysis of the methods of learning about organisational culture of family entities.

Next, the fifth chapter of the monograph was devoted to the subject matter of the risk culture in family businesses. The essence and conditions of the risk culture were presented in order to, in thus outlined context, identify and describe the subject matter of the risk culture in a family business with a particular consideration of the impact of the culture of owners and their families. On the basis of the conducted analysis and research, upon taking into consideration the characteristics of a family business, the author's classification of the risk culture dimensions and the author's conception of types of the risk culture were proposed. Another point includes a description of the process of shaping the risk culture in an enterprise in order to identify and analyse the risk culture in the context of threats it can create.

Next, the sixth chapter of the study presents the methodology of the conducted research. After identifying the research gap existing in the theoretical and empirical layer, the research problem, the aim of the study and research questions were presented. A particular attention was paid to present the paradigmatic background for the discussed research problem in the context of keeping the highest cognitive adequacy. Then, a selection of applied research methods, techniques and tools was presented. The chapter ends with a description of the completed research procedure.

The last, seventh chapter of the monograph maintains an empirical character. In the first part it includes an author's qualitative model of the risk culture in a family business. Consecutive points of the chapter present case studies of particular enterprises. Then, in the context of results of the conducted research concerning the risk culture in studied family businesses, the improved risk culture model was presented.

The summary of the work includes the most important conclusions drawn from the conducted analyses and verification thereof with the research questions. The directions of further research in the area of the risk culture in family businesses were also indicated.

4.2.6. Results of the epistemological research

The risk culture in a family business constituting the subject of the research herein reflects the approach to risk of a given entity's employees, stakeholders and, primarily, the approach of the owners and their family members. As a derivative of beliefs, values, opinions, convictions and expectations shared by the members of a given enterprise, the risk culture expresses itself in the manner of understanding the risk, reactions and measures taken with regard to these risks. The risk culture is tightly related to the processes of interpreting risk-related events in order to assign sense to them. In fact, understanding of the risk results from the sense a given person attributes to a given event. This factor indicates the key significance of awareness regarding the risk culture that is "present in a given entity". When the aforementioned significance is unconscious, it can be a threat to undertaken measures. In consequence, the risk culture manifests itself in the implemented risk management strategy expressed in the manner of identification, analysis, assessment and planning the manner of handling risk. The risk culture is developed in an enterprise on the basis of knowledge, skills and competences of its members. It will also manifest itself in the manner of improving processes of the flow

of information regarding risk and communication, as well as in the manner of developing competences, knowledge and skill of particular persons concerning risk.

In the studied enterprises the risk culture is identified and “developed” in four main dimensions, that is: institutional knowledge, processes, people and structure related to the impact of owners. The first dimension of the risk culture, the institutional knowledge illustrates the manner of applying the knowledge concerning risk, which already exists in the enterprise. At this point, an important factor consists in keeping knowledge regarding risk acquired from performance of hitherto measures by the so-called risk lessons learned, including keeping journals of risk lessons learned. Another dimension covers risk-related processes that are present in the enterprise. These processes concern, in particular, risk communication, establishing risk policy, flow of information concerning the risk, as well as motivating and rewarding for handling risk properly. The area covering processes is tightly connected with another area that is made by people. Whereas, two previous areas illustrate the external perspective, this one is grounded in the internal perspective of a given enterprise, presents a given phenomenon, in a manner of speaking, from the inside, through the prism of owners’ and employees’ mental processes. They primarily include processes related to understanding the essence and priorities concerning the risk, trust, attitudes towards risk and time orientation towards risk. The last dimension, which has been identified as a structure, reflects the enterprise owners’ impact on the risk and the manner in which it is handled. The key element consists in the manner the family values, including those regarding risk, translate into the manner of handling risk; whether the family values prevail over business values or not, if they remain in balance. As a result of the identification of risk culture dimensions in a given family business, it is possible to determine the risk culture profile. The risk culture in a family business can be an active/passive, formalised/non-formalised, positive/negative, long-term/short-term and flexible/inflexible culture.

The risk culture in the enterprise is “co-created” by risk cultures of particular members thereof – particular stakeholders of the enterprise. The characteristics of the family business related to its ownership structure and control structure causes the owners’ risk culture to be prevailing in the majority of cases. It is primarily related to the prevailing impact of this group of stakeholders on taken decisions that result from their actions. In few cases including, predominantly, in the case of a non-family management succession, it may be expected that the role of the risk culture of managing directors will

increase. However, conducted studies show that in the majority of cases, families, even despite transferring managing functions to external directors, still keep all control functions. Cultures with secondary significance will include risk cultures of customers and other key stakeholders of a given entity, for instance suppliers or contractors. Such a situation primarily results from the manner of organising work in family businesses. Whereas, from the point of view of a potential impact of the risk culture, it is crucial whether the owners' risk culture remains in symbiosis with risk cultures of other stakeholders, if these are orthogonal cultures or there is a conflict between particular cultures.

The most desirable relation is the symbiosis of cultures understood as concurrence of the approach to risk presented by the owners and other enterprise members, as well as its largest external stakeholders. Whereas, the key threat to the discussed correlation is the conflict of cultures which may have negative consequences for the effectiveness of implemented measures and decisions made.

Therefore, on the one hand, the risk culture in a family business is exposed to internal and external risks and, on the other hand, which was not sufficiently paid attention to in the hitherto studies, the culture itself is a significant risk as it generates specific risks. Admittedly, B. Bozeman and G. Kingsley (1998) underline that riskier culture is positively correlated with the wish of the key management to trust employees and the clarity of the organisation's mission, however, this statement concerns more the acceptable inclination to take risk than the risks of the culture itself. Threats "generated" by the risk culture can be classified in three main groups. These are threats resulting from the attributes of the measure or project implemented at a given time, threats generated by the team of persons working together and threats related to the features of the risk culture itself in a given enterprise. From the point of view of the enterprise's owners and senior management (in the case they are not the owners), awareness and knowledge regarding the occurrence of the phenomena presented above and correlations between them may have a significant positive impact on the result of undertaken measures.

4.2.7. Results of the empirical research

Conducted research showed that the risk culture in studied family businesses is characterised with caution, which, however, does not block openness to take another initiatives. The manner of shaping the risk culture is primarily the derivative of the impact

of the owners' culture which prevails over the employees' culture. It especially concerns managing owners. The approach represented by them towards the risk results from the impact of two groups of conditions. The first one is related to the manner in which these persons were brought up in a family, concepts and values they were taught. Whereas, the second one results from individual character features and personality. The fact that this culture was developing in the studied entities by "supplementing" the knowledge and skills it "did not have" from the risk culture of other important stakeholders, is an interesting research thread.

Furthermore, the conducted research showed that in the majority of studied family businesses the risk culture remains non-formalised. It is related to the impact of two main factors. The first one being the size of the enterprise – in each economy, the majority of family businesses are micro and small enterprises. While, the second condition is the characteristics of the conducted activity. It is confirmed with the results of the research conducted in enterprise C, which, while implementing production processes of high technological advancement related to the processing on CNC machines, had to introduce procedures and documents primarily concerning the risk analysis and handling goods at particular workstations. It was also dictated by requirements of the strategic partner of the company at the same time being its main recipient. Whereas, in the last studied entity second generation owners are aware of the significance of processes of documenting the implemented approach to the risk and risky activities, however, due to the restraining influence of the father - the founder of the entity, even despite completing the succession, they are not able to introduce such activities due to the lack of approval and resistance of the father.

Key symptoms and attributes of the risk culture which characterised studied family businesses have been synthetically presented in table no. 3.

Table no. 3. Shaping the risk culture in studied family businesses, the synthesis of research results

Dimension of the risk culture	Features of the risk culture in studied family businesses
	key conclusions
institutional knowledge	<ul style="list-style-type: none"> ▪ despite the fact that the studied entities apply the developed and acquired knowledge, this knowledge has not been written down, it is to a great extent of an intuitive nature ▪ furthermore, in the studied enterprises the established risk policy and risk management strategy have not been written down despite the fact that such non-formal policy and strategy exist and are applied

people	<ul style="list-style-type: none"> despite the fact that the owners strive to include employees in risk handling processes, the share of non-family persons is exclusively of a counselling nature employees constitute a valuable source of market knowledge, their suggestions regarding risk are analysed by the owners, however, the main liability and decisions regarding risk are fully vested with the owners
processes	<ul style="list-style-type: none"> despite implementing single processes in the area of risk management, these processes have not been formalised; they have not been concentrated in a cluster of processes, which would significantly increase the synergy effect of conducted activities and undertaken initiatives only in one of the studied entities the risk management processes were formalised in the aspect of identifying, analysing, monitoring and reacting to risk – it was greatly dictated by the implementation of ISO 9001
Structure – impact of the owners	<ul style="list-style-type: none"> liability and readiness to bear the consequences related to the impact of the risk is vested with the owners owners are highly aware of the risk and its impact both, in the context of generated threats, as well as opportunities despite the fact of the “formal knowledge” about the risk obtained during specialist forms of education studied entities are characterised with the ability to transform occurring threats into growth opportunities for the enterprise significant threat to the risk culture is, in the case of the studied family businesses, related to blocking initiatives regarding the risk undertaken by the second generation owners by first generation owners and, despite completing the succession, keeping the actual power and the right to make decisions by the latter

Source: compilation on the grounds of conducted studies.

While analysing the results of conducted research, a very interesting research thread concerning the relation between shaping the risk culture and transfer of power and managerial positions by the 1st generation to the 2nd generation, should be exposed. In the example of enterprise C, which is currently managed by another generation, it is visible how taking over management by the 2nd generation changed the approach to risk in the enterprise in terms of the institutional knowledge and processes. Processes related to the identification and risk analysis were formalised by introduction of relevant documentation.

The level of diversity of family business is also visible in the example of studies conducted in another family business after succession, enterprise D. In the case of this entity, a different situation was identified, where the risk culture in the enterprise was fully dominated by the risk culture of the father. Despite succession and transfer of formal ownership and management to children - the 2nd generation, in reality, the manner of ma-

naging the company has not changed, the father remains the actual decision maker. The above scheme of the enterprise's operation is at the same time the key condition for the risk culture which exists herein. It is related to the fact that the risk culture of the father - the founder and the person who managed the entity for the first years of its functioning fully dominated the risk culture of current co-owners. This relation was illustrated in figure no. 1.

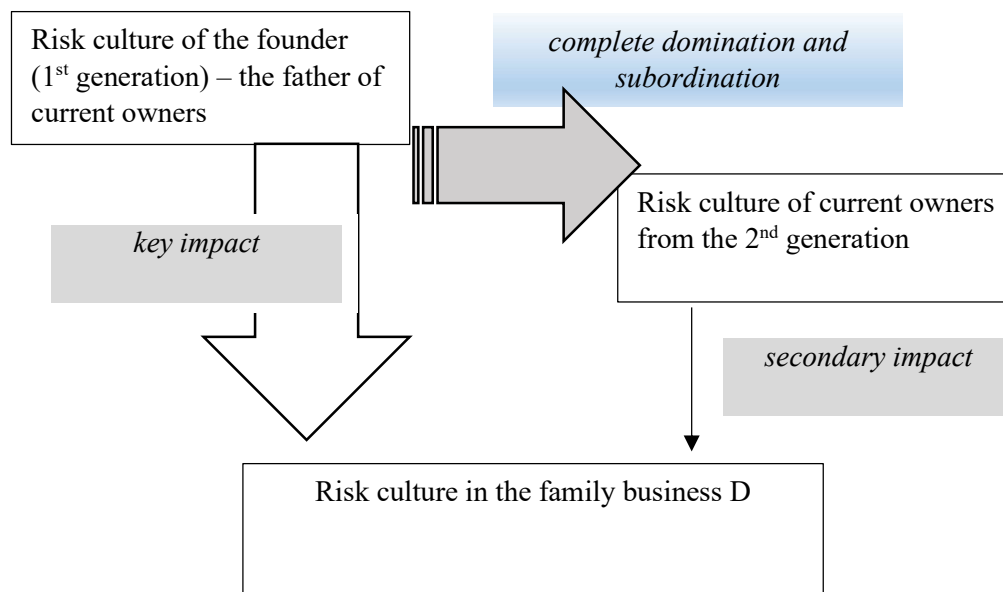


Figure no. 1. Key conditions of shaping the risk culture in enterprise D

Source: own compilation based on the conducted studies.

The current situation of the studied entity presented in the figure above illustrates a kind of "pathology" related to the impact of particular family members. In the given case the family relationship between the father and the children fully dominated the business relation between the former owner and current owners. Current owners are afraid and, in consequence, do not take any decisions without consulting their father. Their own ideas and conceptions have to be forced and are usually objected by the father. As a result, also in the area of risk management only a few initiatives, which the father is willing to approve, are implemented in the enterprise. The above situation is additionally intensified by the factor that not the father, but the current owners are fully liable for the effects of undertaken measures. Another group of factors jointly responsible for the above situation is related to the person of the founder himself, his age, the number of years worked in the sector and in the enterprise and his approach to certain aspects resulting from his character features.

However, despite the restrictive impact of the father, a certain change was introduced in the studied entity in the approach to handling risk. In fact, current owners notice their father’s conservative attitude to risk, which has been treated as the only threat. This correlation was illustrated in figure no. 2.

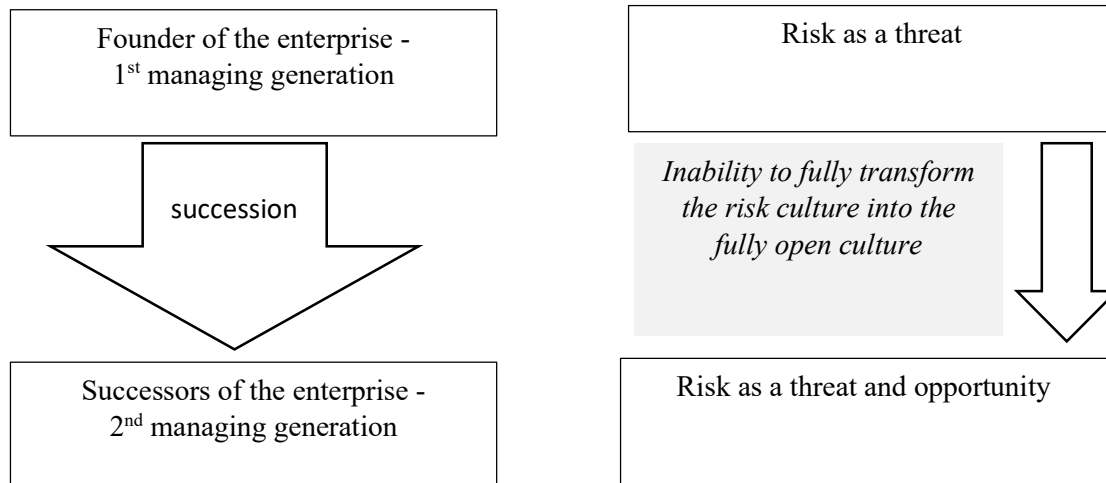


Figure no. 2. Risk perception – perspective of the founder and his successors

Source: own compilation based on the conducted studies.

Despite the awareness of the 2nd generation owners regarding significant related threats, such activities have not yet been undertaken. Whereas, the father of the family, who despite the succession and transfer of power to the next generation, continues to fully feel and act as the actual manager, is the key condition shaping the current approach to risk.

The situation in which the father’s risk culture prevails over the second generation owners’ risk culture generates significant threats to this entity. It is crucial that the current owners, despite being aware of the above situation, are not able to change it due to the power of the father’s impact. Therefore, this enterprise is an example in which, first of all, the risk culture of one person dominated the risk culture of other persons. Secondly, it is an example of a situation, in which the family relations between the father and the children fully dominated the business relations, in which, despite the fact that the children are actual owners of the entity, the father remains the actual decision maker. In the studied case both persons are fully liable for the enterprise without the possibility to influence what is actually happening in the enterprise. Thus, both from the point of view of the risk culture, as well as the entirety of family businesses’ operations, such a situation indicates a certain “pathology”, which, as a research area, is worth further, in-depth analyses.

4.2.8. Contribution to the science – significance of research results in terms of theory and application

In the monograph a step was taken in the direction of filling in the indicated in the literature research gap related to the risk culture with a particular consideration of the family entrepreneurship area. It concerns, in particular, the following aspects.

- The phenomenon of the risk culture, new in the area of research on family entrepreneurship, was recognised.
- The knowledge regarding the risk culture in a family business with a particular consideration of what the risk culture is and what are its features and symptoms, was systematised.
- An author's classification of risk culture dimensions in a family business was developed.
- Key factors conditioning shaping the risk culture in a given group of entities were diagnosed.
- An author's classification of risk culture types with a consideration of the characteristics of family businesses was developed.
- Correlations between the owners' risk culture and other stakeholders' risk culture in a family business were identified and analysed.
- A tool to study the risk culture in family businesses was constructed.
- In the empirical part the risk culture in studied family businesses was analysed and assessed.
- As a result, an author's holistic, qualitative model of risk culture in a family business was proposed in order to, on the grounds of the conducted studies, verify and improve this model.

The significance of family businesses in each economy remains unquestionable. These entities constitute the prevailing form of organising and conducting economic activity, and make a significant contribution to the economic development and thus, stimulate building the economic, social and cultural capacity of particular countries. However, at the same time, in family businesses their owners and external managers often do not have the awareness and knowledge related to the existence of the risk culture – its significance and impact on undertaking measures. Meanwhile, the risk culture, due to its complexity, multidimensionality and volatility resulting from the type of undertaken measures, impact

of the environment and primarily owners' approach to risk, constitutes a difficult, yet possible to study, area of theoretical and cognitive reflection. Recognising the essence of the studied phenomenon, its dimensions, types, conditions and impact constitutes a certain basis for further research in the area of family entrepreneurship. It is aimed at enabling entrepreneurs to capture the essence of the studied phenomenon so that they can identify it and attempt to shape it for the benefit of the enterprise.

5. DESCRIPTION OF REMAINING ACHIEVEMENTS

5.1. Activity promoting science

In the period between 2005-2020 I also conducted activity directed at promoting science. In total, I undertook and conducted 17 activities in this area. Within these activities:

- I gave 2 lectures promoting the knowledge on management, including during Academia fairs, the largest fairs for high school students in Northern Poland,
- I conducted 3 workshops "*Planowanie projektu z MsProject*" at the scientific conference "Project Management w praktyce" organised by the science club STRATEG,
- I organised 6 entrepreneurship contents, including during the Baltic Festival of Science,
- I conducted the workshop "*Planowanie projektu z MsProject*" at the scientific conference "Project Management w praktyce" organised by the science club STRATEG at the University of Gdansk on 13-14.05.2009.

In the above period of time I was also appointed to the Jury Member in the contest for Karol Adamiecki Award in the category "Planowanie projektu z MsProject" organised by the Gdansk University of Technology and the project team member of "Targi Akademia 2009", the largest in Northern Poland fairs for secondary schools students (approximately 19,500 of visitors).

I also coordinated the participation of the Faculty of Management in the project "Program Pierwsza Praca". The above programme, as the new, innovative and first of this type social initiative in Europe targeted by the business world at youth, was aimed at professionally activating the youth leaving foster care in the whole country.

Furthermore, in the period between 2005-2020 I published other texts of a popularizing nature (II.17.1-II.17.13.).

5.2. Teaching activity

In the period between 2005-2020 I taught the following classes in Polish at the home university: Corporate theory basics, Production management, Innovation management, Project planning techniques, Project management II, Project planning with *Microsoft Project*, Preparation to IPMA – D certification, Methodology of writing dissertations, Bachelor's seminar, Master's seminar.

In the above period I also conducted the following classes in English at the University of Gdansk: Competitive Innovation Management, Project Management, Project Management in Practice - workshop, Project Planning with *Microsoft Project*. I prepared coursebooks and manuals for Students (I.11.1.- I.11.6.).

I was also invited to conduct classes at the Gdansk University of Technology - Practical Application of Project Tools in Project Management - a Case Study. They were conducted within the international project Generation Balt.

Moreover, after obtaining the degree of Doctor I gave author's lectures at four foreign universities: VERN Zagreb, Aalborg University, Universidad Miguel Cervantes, Academia de Studii Economice din Bucuresti. These were: Competitive Innovation Management, Project Management.

In the aforementioned period of time, in total, I promoted 58 persons with Master's degrees and 130 persons with Bachelor's degrees. I reviewed 61 Bachelor's dissertations and 46 Master's dissertations.

5.3. Teaching achievements

Dissertations written under my supervision were laureates of competitions and ranked high, top positions.

The Master's dissertation of Justyna Kosecka "Wpływ osobowości na role przyjmowane w zespole projektowym" was among 3 finalists of the contest Project Master 2012 organised by the International Project Management Association Polska. The dissertation ranked 2nd. Whereas, in 2018 the Bachelor's dissertation of Iwona Magdziak "Determinanty zastosowania Scrum jako zwinnej metodyki zarządzania projektami" was

distinguished in the competition Project Master 2018 organised by the International Project Management Association Polska.

Currently, the Bachelor's dissertation of Ewelina Markuszewska "Analiza skuteczności modeli dyskryminacyjnych w prognozowaniu upadłości przedsiębiorstw" written in the academic year 2020 – 2021 has been distinguished participates in Professor Witold Andruszkiewicz's competition announced by the Polish Economic Society – Branch in Gdansk.

5.4. Assistance for doctoral students

I am an auxiliary promoter in 3 PhD programmes of the University of Gdansk Associate Professor Halina Czubasiewicz, PhD, at the Faculty of Management of the University of Gdansk:

Jowita Gotówko, MA (dissertation commenced in 2018), K. Rachwalska, MA (2019), E. Bieniek, MA, Eng. (2019).

5.5. Organisational activity

Furthermore, in the period between 2005-2020 I conducted an intensive organisational activity, which I have synthetically presented below.

- Mentor of the science club KNEPO at the Faculty of Management of the University of Gdansk in the years 2000-2004.
- Member of the Council of the Faculty of Management of the University of Gdansk in the years 2008-2012, and then in the years 2016-2019.
- Member of the Council of the Pomeranian Regional Group of the Project Management Association Polska in the years 2008-2010 and in the years 2010-2012.
- Manager of eleven editions of Post-graduate Studies "*Project Management*" implemented in the years 2008-2016 under the patronage of the International Project Management Polska PMA Polska at the Faculty of Management of the University of Gdansk.
- Coordinator of post-graduate studies "Innovative Technologies Management" organised by the University of Gdansk in cooperation with POMCERT in the academic year 2010/2011.
- Member of the University Electoral Commission in the years 2019-2020.

5.6. Membership in scientific committees of journals

Since 2016 I have been a member of the scientific council International Editorial and Advisory Board of "European Journal of Economics and Business Studies" published by the European Centre for Science Education and Research. Since 2017 I have also been a member of the scientific council of the journal "Management and Economics Review" issued by Academia de Studii Economice din Bucuresti.

5.7. Membership in scientific councils of conferences

In the period between 2005-2020 I was a member of 10 scientific councils of conferences, including scientific councils of 4 international conferences organised in the country, as well as 6 conferences organised abroad.

In 2017 I was appointed to the member of the scientific council of the international scientific conference - International Scientific Symposium "Economics, Business and Finance". Whereas in 2020 I was appointed to the member of the Scientific Council of the international scientific conference The 14th International Management Conference Managing Sustainable Organizations organised by Academia de Studii Economice din Bucuresti – the most prestigious economics university in Romania.

Furthermore, in 2013 I was one of the initiators and founders of the journal "Zarządzanie projektami. Magazyn" (ISSN: 2299-9035). I held the position of the Deputy Editor in Chief of this journal in the period between 2013 - 2014.

In 2017 I held the position of the statistics editor in the scientific journal "Rocznik Gdański" issued by Gdańskie Towarzystwo Naukowe 2017, Volume LXXV-LXXVI (2015 - 2016).

5.8. Affiliation to scientific organisations and associations

I am a member of two scientific associations in the country and one abroad:

- since 2017: member of the Eurasia Business and Economic Society (EBES).
- since 2016: member of Towarzystwo Naukowe Organizacji i Kierowania (TNOiK),
- since 2016: member of Gdańskie Towarzystwo Naukowe.

Furthermore, since 2008 I have been a member of the specialist association supporting development of knowledge on project management: International Project Management Association - IPMA Polska.

5.9. Contact with economic practice, impact of conducted research on the socio-economic environment

In 2019 I was appointed the assessor in the competition "Polish Project Excellence Award" organised by the International Project Management Association Polska. The annual competition Polish Project Excellence Award, organised on the initiative of the International Project Management Association Polska, honours the most spectacular achievements in the practice of project management. It is aimed at awarding the best projects and promoting competences of enterprises implementing them. Projects submitted to the Competition are assessed with the use of the internationally recognised model - Project Excellence.

In 2012, with a team, I conducted research and implementation works regarding optimisation of project management at the Marshall Office of the Pomeranian Voivodeship. These works resulted in the publication I.9.1.

5.10. Additional professional competences:

- Certified Project Management Practitioner - International Project Management Association (IPMA) (no. 123/2008).
- Certificate PRINCE2 Foundation (02310434-01-J8V3).
- Language certificate: Certificate in Advanced English (CAE).
- Language certificate: First Certificate in English (FCE).
- Language certificate: Zentrale Mittelstufenpruefung (ZMP).

5.11. Total compilation of remaining teaching and organisational achievements

The synthetic compilation of remaining scientific achievements after obtaining the degree of Doctor of Economic Sciences has been presented in the table below.

Table no. 4. Total compilation of remaining achievements in the period between 2005-2020

Type of achievement	National	Foreign	In total
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Assistance for doctoral students	3		3
Number of promoted persons with a Bachelor title	130		130
Number of promoted persons with a Master title	58		58
Number of reviews of Bachelor's dissertations	61		61
Number of reviews of Master's dissertations	46		46
Other publications, including popular science	27		27
Author's textbooks and academic scripts	4		4
Membership in organisational committees of conferences	19		19
Membership in scientific associations	1	2	3
Membership in specialist associations	1		1
Membership in commissions and other organisational bodies at the university	2		2

Source: own study.

6. Further plans of scientific development

In the research conducted after obtaining the degree of Doctor including, in particular, two monographs, an attempt was made to fill in the existing research gap regarding cultural aspects of family businesses' activity with the particular consideration of the risk culture and cultural conditions of project management. Despite making all efforts to analyse the studied phenomenon in-depth, it should be underlined that it is worth conducting further research in the studied area in order to fully solve the research problem.

The group of studies selected for diagnosis and assessment of the subject matter of cultural conditions and impact thereof on the activity of family businesses comprised qualitative research. These studies, despite unquestionable merit related to enabling deep insight in the studied organisational reality, are not devoid of weaknesses. They primarily include the number of studied entities. Therefore, the author is planning to conduct large-scale quantitative research in the first stage, which through the agency of used research techniques and tools will allow learning about the studied subject matter from other perspective. It will allow studying a much wider number of enterprises than in the case of qualitative research. In the next stage of the research procedure, by connecting the quantitative research with the qualitative research that would be conducted in each of the

previously studied enterprises, an attempt will be made to further deepen the insight in the organisational reality and culture of family businesses.

Another research problem to be undertaken consists in the manner in which family businesses communicate their family firm identity to particular groups of stakeholders. This problem, despite researchers having an increasingly better insight in the functioning of family businesses, still requires asking another research questions. Thus, the author intends to explore the above aspect by setting research objectives concerning:

- studying factors conditioning the manner of communicating identity by family entities to stakeholders,
- analysing whether family businesses differentiate the manner of communication towards particular stakeholders,
- analysing whether the (family or non-family) succession of management changes the manner of communicating identity by family businesses.

Conducting the aforementioned research is to constitute a contribution in order to learn more about the studied group of entities.

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