

**Christowa Cz., *Polish Seaports. Theory and Practice*, Wyższa Szkoła Menedżerska  
w Warszawie, Wydawnictwo im. Profesora Leszka J. Krzyżanowskiego,  
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### **Summary**

The monograph *Polish Seaports. Theory and Practice* aims to present and promote hardly available, unknown and unique knowledge on seaports.

The work demonstrates research into the seaports of fundamental importance for Poland's economy: Gdańsk, Gdynia, Szczecin, Świnoujście, with special attention paid to the port of Szczecin and Świnoujście.

The extensive character of the research area and collection of source materials required the use of a wide spectrum of methods and techniques, from systematic and statistical analyses, through synthesis, diagnosis, comparisons, analogy, SWOT analysis to expert methods and benchmarking. The monograph is based on the subject publications, synthesis of own research published in many reviewed monographs and articles and legal acts and published government documents.

The monograph includes the results of authors longterm interdisciplinary scientific research in social Sciences, such disciplines as management and quality studies, economics and finance, and political science and public administration; in the area: engineering and technology, discipline: civil engineering and transport.

The monograph presents, updated till 2021, authors publications of scientific research conducted in the years 2007-2012 under research projects headed by this author:

1. N N115 157537 on *Study and modeling of operation and service processes management in Polish seaports of fundamental importance for the national economy*, the author's research project financed by the Ministry of Science and Higher Education.
2. N N114 004540 on *Port logistics centers as development stimulants of ports, port cities and Coastal regions. Study, modeling, location concept, operation and management*, the author's research project financed by the National Science Centre.
3. N R10 0031 10 on *Study and optimization of the seafarer employment model in international shipping by Polish shipping companies on ships flying the Polish flag*, the R&D project financed by the National Centre of Research and Development.
4. N R11 0023 06 on *Study and modeling of an intermodal transport system in the West Pomeranian region with a special focus on the Central European North-South Transport Corridor*, the R&D project financed by the National Centre of Research and Development.
5. N R11 008 02 on *Model of finance engineering for ship building contracts in Polish ship yards and ship purchase by Polish ship owners*, the R&D project financed by the Ministry of Science and Higher Education.

6. *The logistics system of Poland as a route to transport co-modality in the European Union* (project implemented by the Warsaw University of Technology), the R&D project financed by the Ministry of Science and Higher Education.

The monograph *Polish Seaports. Theory and Practice* consists of five chapters, each containing specific objectives integrally related to the main objective of this monograph.

*Chapter 1* aims to present the essence and economic importance of modern seaports, as complex economic Systems, and to indicate the directions and factors affecting their development. The author provides both classical and up-to-date definitions of seaports, discusses their functions, economic importance and role in the transport and logistics system of the country. The historical perspective of the various definitions of the seaport shows that both ports as systems and industrial and service processes taking place in ports are crucial and complex. The adopted definition regards seaports as links of the logistics system of global-range supplies and as growth poles of the national economy, Coastal region and port cities. Seaports are also strategic assets of the national economy, public interest organizations and elements of the national defense system. The economic functions of seaports are described: transport, commercial, industrial, logistics, city and regional growth. The essence of port services and maritime industry has been analyzed. The process of port transformation into innovative logistics center is demonstrated. The author also identifies institutional, organizational-legal, infrastructural, market and HR determinants of seaport development.

*Chapter 2* aims to present the results of detailed analysis of maritime ports management Systems and assessment of the impact of the institutional factor on the operation and development of Polish seaports. The secondary objective is to present the author's concept of the algorithm for the research into two spheres: administration/management and operational/service/production of the port system, leading to desired innovative changes of the management system in Polish seaports. This chapter examines Systems of seaport management, processes of the transformation of the maritime ports management system in Poland, legal acts binding for Polish ports, the institutional factor responsible for the functioning and development of ports and determinants for desired changes optimizing the management system and guaranteeing their competitiveness. Chapter 2 also describes four classical models of seaport management systems (state, municipal/ local government, autonomous, private, and mixed). The presented management system model structure depicts operations and services-providing processes in Polish seaports. The diagrams schematically depict a general model of seaport operations system and structures of strategic, tactical and operative management of cargo handling and operational processes. The criteria for the optimization of operational management processes in port are indicated. The author outlines a professional model of operating and service areas employee, whose knowledge and skills should be continuously updated.

*Chapter 3* identifies a set of measures of seaport operation system management, as tools of operational and service processes management. The chapter presents traditional and preferred assessment measures of operating and service providing processes. The set of measures has been created for the assessment of the progress in achieving strategic and operational objectives of activities and development of the seaport.

The main objective of *Chapter 4* is the Identification and detailed analysis of the impact of external and internal factors affecting the competitiveness of the Polish seaports of fundamental importance for the national economy, based on the case of Szczecin and Świnoujście seaports. The research was preceded by a statistical analysis of cargo handling activities in 2010-2021 and assessment of those technical and operating parameters of port and transport infrastructure that contribute to the competitiveness of seaports.

*Chapter 5* analyses the integrated maritime and port policy of the European Union and determines the policy and development strategy of the Polish seaports. It also defines the concept of “integrated maritime economy”. Discussing the essence and process of creating maritime policy in EU countries, the author indicates the priority directions of maritime policy of Poland in the years 2009-2020. The author presents a SWOT analysis, the mission, vision, strategic goals and tasks for the development of seaports in Szczecin and Świnoujście. The attention is drawn to the maritime awareness of the society as an important creative factor of the maritime economy development in Poland.

The monograph may promote new knowledge of how to manage seaports and as well as operational and service processes in Polish seaports. The research results published in this monograph may contribute to decision makers’ choices of the best Solutions related to administration, management and technologies, proven in practice of Western Europe ports. The publication can be used as a theoretical basis for creating new effective models of land and port infrastructure management systems and appropriate port legislation.

The monograph will contribute to the further development of management theory and the practical use of the methodology of research into operating and service processes in Polish seaports. The presented research algorithms, as research tools, may be used by teams continuing research in the administrative/management and operational/service areas of seaports.

This compendium of knowledge can be used in teaching and training future and present personnel of maritime industry organizations.

The monograph enriches knowledge in two areas: management and quality in seaports and engineering and technology related to sea and inland waterway transport. The knowledge presented in the monograph brings in a new element enhancing the process of solving current and strategic problems of land and infrastructure management systems and operational and service processes in seaports. The publication indicates effective tools for stimulating the

competitiveness of ports and Coastal regions, as well as greater the responsibility of ports for their impact on the environment.

The study comprises threads of management theory and research methods concerning operations and services in seaports. The presented concepts of systems and processes taking place in ports may be practically used in transport, freight forwarding and logistics companies and those belonging to service-production port clusters. As a result, the monograph may contribute to increasing the synergy of their actions and added value of service and production operations in port.

The assessments and conclusions presented in the monograph may be useful to port authorities and Polish State authorities as maritime policy makers.

The monograph may be of theoretical and practical assistance to senior management and Staff of port authority, maritime administration, port companies and teachers and students interested in seaport management and operations.

**Key words:**

Maritime economy, seaports, port functions, port services, assessment measures, port management systems, port infrastructure, cargo, port logistics centres, maritime logistics, transport services in ports, port competitiveness, integrated maritime policy, port policy, water transport, maritime personnel education, innovative sea technologies, scientific research, maritime awareness