

Mgr Zuzanna Zaporowska

Application of lean management principles in operational risk management in shared service centers

SUMMARY

The cognitive objective of the work was to examine and assess the impact of using lean management principles on the operational risk management process in shared service centers in Poland.

Conducting empirical research and obtaining objective results, which are presented in this work, is based on an in-depth analysis of scientific literature and secondary resources. The research methodology includes, among other things, literature analysis, description, explanation, document analysis, diagnostic survey, expert interviews, and selected statistical methods, including factor analysis.

Considering the aim of the work, research hypotheses were put forward. The main research hypothesis in the dissertation is: Using lean management principles increases the effectiveness of operational risk management in shared service centers in Poland (H0). The considerations within the undertaken topic constituted the formulation of detailed hypotheses on the existence of a statistically significant relationship between the introduction of lean management and, respectively, a reduction in the number of controls (H1), a reduction in the number of errors (H2) (operational risk in the area of internal procedures), a reduction in losses resulting from fraud (H3) (operational risk in the area of the human factor), a reduction in losses resulting from the operation of inefficient systems (H4) (operational risk in the area of systems). As a result of the surveys and expert interviews conducted using descriptive statistics, it was found that all tested hypotheses were confirmed, showing the positive impact of lean management on the improvement of operational efficiency. Benefits such as a reduction in the number of internal controls, a reduction in the number of errors, a reduction in losses resulting from fraud, and a reduction in losses caused by inefficient systems were indicated. Analysis using inductive statistics indicates that the introduction of lean methodology itself is crucial for improving operational efficiency, and the benefits are quickly noticeable and maintained over time. Factor analysis allowed for the identification and naming of four key factors of the impact of lean management on the organization, which reflect both the direct benefits of implementing lean management and its adaptation challenges. A preliminary model of the effects of implementing lean management was also proposed, which was obtained using factor analysis and additionally verified using in-depth qualitative interviews to ensure its credibility and accuracy.