

## Summary of PhD dissertation

### **Intercultural management on the basis of the professional basketball clubs**

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Sport is a global phenomenon which directly impacts the high level of cultural diversity in basketball teams. Therefore, there is an undeniable need for an appropriate approach to the management of clubs with players of diversified backgrounds. Professional basketball clubs decide to contract foreign players in order to gain a competitive advantage over other teams in national leagues as well as in international competitions, hence effective management in an intercultural environment can have a positive influence on the use of the full potential of a team and its players.

The current situation in the sports market, and in professional sports teams in particular, indicates that the high level of diversification of human resources in these organizations is a fact. Thus, there is an undeniable need to prevent or avoid practices that would be viewed as culturally insensitive. The aim of this dissertation was to formulate recommendations for professional sports clubs concerning good practices of managing multicultural teams based on relationships, communication, leadership and the selection of players, which determine a steady and high level of effectiveness of these organizations. The effectiveness of the entire organization, which a sports club undeniably is, depends to a large extent on the sport success of a team, and thus on the ability to manage it, especially as a unit of high cultural diversity. Sport success will strengthen the club's brand, increase its recognition, and make it easier for a club to obtain financial means for the next season.

In order to achieve the main goal of the thesis, its specific goals and verify the hypotheses, the author conducted an extensive analysis of data from secondary sources and executed a quantitative study using an online survey on a group of foreign basketball players representing a high level of sports skills and an extensive international experience. An additional method used in the dissertation was a case study, which aimed to present good practices in the field of intercultural management in selected professional sports clubs. In the case study interviews, the emphasis was placed on examining what practices are used by coaches and managers while determining which of them give the best results, hoping that such an approach will help to organize practical knowledge of managing a culturally diverse sports

team. The analysis of literature showed, inter alia, the need for coaches to possess appropriate social and cultural competences and the ability to use appropriate practice standards. The ability to understand other cultures is an ongoing process that requires members of a culturally diverse team to learn, listen, observe, and become used to different cultures. Based on the above experiences, being fully aware of the differences and one's own culture, it is possible for team members to build effective relationships with each other. The integration of players and the initiation of activities involving all team members lead to mutual understanding and discovering not only the differences, but also the similarities that can bring the players closer together.

The presented research results confirm the fact that at present professional basketball clubs are characterized by a high cultural diversity among their players. Therefore, in basketball teams there are many interdependencies between representatives of different cultures, which indicate an urgent need for better understanding of the impact of cultures represented in the teams on the behaviour of their players and on the effectiveness of their actions. This indicates the need to acquire broader knowledge about cultural differences, which can serve all team members (players, coaches and other members of the coaching staff) as a tool in taking joint actions in multicultural sports team management. The surveyed representatives of the basketball community confirmed that professional basketball clubs do not use formal methods of intercultural management. All activities are the result of certain, usually current needs, the implementation of which is aimed at improving the effectiveness of the team and relationships between its members.