

## REVIEW

by Prof. Dr. Nelly Andreeva Bencheva

of a dissertation for awarding the educational and scientific degree "doctor"

by: field of higher education 3. Social, economic and legal sciences

professional direction 3.7 Administration and management

**Author:** mag.eng. Andrzej Stelezuk

**Topic:** "Effective management of a family business." Analysis of the situation

**Academic supervisor:** Prof. Dr. Igor Britchenko

**Reviewer:** Prof Dr Nelly Bencheva

### 1. Brief biographical data for the doctoral candidate

Doctoral student Andrzej Stelezuk was born on 1.12.1967. In 2007 graduated from the engineering major at the University of Management in Legnica, Faculty of Transport, majoring in "Logistics and Transport Technologies. She graduated with a master's degree (2011) in "Management" at the same University, in the faculty of "Management and Marketing", majoring in Management in Public Administration. In 2021, he graduated with a Master of Business Administration (MBA), Faculty of Humanities, Warsaw University of Management. There are also additional qualifications such as supervision of control bodies in companies, certificate of professional competence for passenger transport, etc. Since 2007, he started working in the border guard in Luban, as a controller-radiometer. In 2007, he was the owner of a transport company.

Andrzej Stelezuk also has teaching experience. During the period 2009-2012 he was a teacher at the College of International Trade and Finance in Zielona Gura.

Taught disciplines: Management of urban centers, Business management. In the period 2018-2020, he was a teacher at the Regional Education Center in Zgoźelec. WSG University of Bydgoszcz. Taught disciplines: Strategic Management, Fundamentals of Management, Business Management, Project Management.

For the period 2022-2023, he is a member of the "Management Researchers" research team at the WSG University of Bydgoszcz.

He speaks English and Russian at a good level.

The presented main highlights of the biographical data of Andrzej Stelezuk in relation to the procedure clearly show a good theoretical and practical training in a business environment, which contributed to the quality of the research process during the development of the dissertation work.

## **2. Relevance of the topic and appropriateness of the set goals and tasks**

The dissertation examines issues related to the effective management of family businesses. The present study is particularly relevant and timely, as there is a lack of studies on the characteristics, structure and prospects for the development of family businesses in Poland. One of the important features is the lack of business education to adequately prepare family business owners. The lack of the necessary knowledge has a direct impact on the level of managerial competences and, accordingly, on the efficiency of family businesses. The author himself is the owner of a family company in the field of transport services, which provoked his scientific interest in researching this topic, as an owner and manager.

I believe that the doctoral student very skillfully, with solid objective arguments, achieving the goal and specific tasks of the dissertation research, justifies the relevance of the chosen topic.

## **3. Knowing the problem**

The dissertation was developed in a volume of 266 pages. In terms of structure and content, a good and logical presentation of the material has been achieved. The work is structured as follows: introduction, three chapters, conclusion, bibliography. 369 bibliographic sources were used. The results of the empirical studies are illustrated in the main text of the dissertation in 9 tables, 60 figures.

The main methods used in the research are: literature review, information analysis, descriptive, quantitative and qualitative methods, statistical methods and others.

The chosen research methodology enables to a high degree the realization of the set goal and tasks in the dissertation work.

The main objective of the study is to reveal the internal factors that determine the organizational effectiveness of the family firm. The scientific hypothesis is: The human factor

is an important, determining factor in creating the organizational effectiveness of the family firm. The specific objectives of the study are:

- Description of the internal environment of the family firm.
- Analysis of the internal factors determining the organizational effectiveness of the family firm.
- Study of the interrelationship of financial results with the organizational efficiency of the company.

In the first chapter, an analysis of the theoretical statements of the management of the family firm is made. A historical review of the development of the theoretical concepts, which formed the basis of the emergence of the scientific discipline "Family Entrepreneurship", was made. On the basis of a comprehensive literature review, the essence of the key concept in the study "family firm" has been clarified. Definitions of different authors are analyzed and the author's position is clearly expressed.

The doctoral student shows a good knowledge of the literature and the theoretical foundations of management considered in the light of modern management and competencies. The doctoral student handles the categorical and conceptual apparatus of management well in the process of developing the theoretical analysis and presenting the results of the empirical research.

In the theoretical part, issues related to continuity, management competencies, management methods in the family firm and financial indicators of the effectiveness of the investigated enterprise are also considered.

The second chapter contains the methodology of the dissertation research. The subject of the study is the human factor, which is an important and determining factor in creating the organizational efficiency of the enterprise, and the object is the family firm. The research was conducted in 90 family businesses, randomly selected. They are divided into three groups: micro, small and medium enterprises, with 30 family businesses participating from each group. The PhD student uses the survey method to investigate the factors determining organizational effectiveness. In the course of the survey, responses were received from 467 respondents, which were processed and analyzed.

The survey includes 39 questions: about management competencies /11/; the competences of the associates /7/; the competences of the company /8/; the infrastructural resources /6/ and 7 questions about the financial condition of the companies.

The third chapter contains the results of the conducted research and their detailed analysis. In order to deepen the analysis and conclusions regarding the factors of organizational effectiveness, the author also conducts an interview, using the survey-interview method.

Based on the theoretical knowledge and the results of the conducted research, three models of a family firm are presented. The main conclusions of the study are:

- management competencies are the most important internal factor for the organizational effectiveness of family microenterprises;
- for the managers of micro and small enterprises, their psychophysical characteristics are of particular importance;
- managers of small and medium-sized companies have social competences at a higher level than those of micro-enterprise managers;
- the associates of all types of family businesses possess professional competences at a high level;
- infrastructure resources have a minimal impact on the functioning of the family business.

The achieved results show that the doctoral student has a good theoretical preparation, solid practical knowledge and skills, professional experience acquired during the management of private business, which allowed him to independently conduct the scientific research that meets the requirements for the preparation of a research paper for the acquisition of ONS "doctor".

#### **4. Evaluation of the scientific results and contributions of the dissertation work**

The scientific results achieved largely reflect the knowledge accumulated by the author and experience to manage family companies. The results of the study, the conclusions drawn, the findings represent valuable practical tips for active managers seeking solutions to optimize the functioning of the family enterprise.

##### **Scientific contributions:**

- systematization and further development of the theoretical propositions for the key concept "family firm";
- factors that have a significant impact on the functioning of the family business, its financial, human resources, infrastructure;
- determination of financial indicators as a tool for researching the organizational effectiveness of the family firm.

##### **Scientific and applied:**

- developed methodology for researching the internal factors influencing the organizational efficiency of the family firm;
- proved the importance of the human factor as a determining factor for the creation of organizational efficiency;
- presented three models of a family firm with organizational efficiency.

## **5. Evaluation of publications on the dissertation work**

The following publications are presented on the subject of the dissertation:

Monographs and chapters in monographs on the topic of the dissertation: four monograph chapters, two co-authored and one independent, 33.2 points

Scientific articles in peer-reviewed publications on the topic of the dissertation: three articles, one co-authored and two independently, 50 points

Total number of points 83, 2, with national minimum requirements 30. Requirements are fulfilled over 2.8 times.

## **6. Abstract**

The abstract correctly and accurately reflects the structure and content of the dissertation work. It includes the main chapters, results of the research done, conclusions, conclusion, contributions and bibliography.

## **7. Criticisms, recommendations and questions**

The dissertation is a completed scientific study, with a fulfilled goal and solved tasks, containing scientific results.

## **CONCLUSION**

The thesis proposed for defense of M.Eng. Andrzej Stelezhuk complies with the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for its Implementation and the Regulations of the Higher School of Security and Economics.

Taking into account the achieved scientific and scientific-applied results in the dissertation work and the successful research work of the doctoral student, I confidently give my **positive** assessment of the dissertation work on the topic "Effective management of a family company. Analysis of the situation".

I strongly suggest that the scientific jury award **M.Sc. Eng. Andrzej Stelezhuk** the educational and scientific degree "**doctor**" in the area 3. Social, economic and legal sciences, professional direction 3.7. "Administration and Management".

Reviewer:  
(Prof. Dr. Nelly Bencheva)

29.10. 2024