

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: Slavomir Artur Zavada

Topic: Management competencies at senior management level and effective management of a company

Academic supervisor: Prof. Dr. Igor Britchenko

1. Brief biographical data for the doctoral student

Slavomir Zavada was born on 12.07. 1977 Master's degree in engineering from the University of Wroclaw in 2002. He graduated with a master's degree in business administration from the Warsaw University of Management. At the same university, a postgraduate qualification in Management in agribusiness was held.

He has extensive professional experience. He held the position of deputy chief engineer in a limited liability company. He was the director of economic and municipal affairs in a municipal

cleaning company /2010-2015/. He held the position of Chairman of the Management Board of an energy company /2018-2019/.

He is the owner of a consulting and management company.

He currently holds the position of "Director" in a metal products company.

Slavomir Zavada also has teaching experience. The main subjects he teaches are: Energy Systems, Strategic Entrepreneurship.

In the period 2018-2019, he was an assistant at Wroclaw University - Faculty of Mechanical Engineering and Energy. In 2018-2020 he was a teacher at the Regional Education Center in Zgoźelec. WSG University of Bydgoszcz. Taught disciplines: Operational management, Business management methods. From 2021 to today, he is an assistant at Collegium Humanum – Warsaw Management University. Taught disciplines: Business Management, Business Plan Methodology, Project Management.

He is a member of the management boards of various energy companies in Poland. Member of the "Management Researchers" research team at WSG University in Bydgoszcz /2022-2023/.

He speaks Russian and English.

The presented main highlights on the biographical data of the doctoral student Slavomir Zavada in connection with the procedure, unequivocally show his good theoretical and practical preparation, which contributed to the quality of the research process in the course of developing the dissertation work.

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

The dissertation examines issues related to the qualities of managers occupying top management positions. Research is oriented towards the practice of competence management by developing a methodology that includes a set of diagnostic tools. The present research is particularly timely, as there is a lack of research on the structure of competences/social competences, communication skills, conflict management and resolution, strategic competences, etc.). An important aspect of management is the influence of managers' competencies on the financial results of companies. 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 237 pages. In terms of structure and content, a good and logical presentation of the material has been achieved. The paper is structured as follows: introduction, three chapters (theoretical, methodological and empirical), conclusions, conclusion, bibliography and list of tables, figures and appendices. 347 bibliographic sources in Polish and English were used. The results of the empirical studies are illustrated in the main text of the dissertation in 8 tables, 44 figures and 2 forms of measuring instruments. The survey maps are in the appendices.

The doctoral student shows a good knowledge of the literature and the theoretical foundations of management considered in the light of modern management and the competencies of senior managers. The doctoral student handles well the categorical and conceptual apparatus of management in the process of developing the theoretical analysis and presenting the results of the empirical research. The practice of defining basic terms that are widely used in the dissertation, such as management, competencies, organizational effectiveness, human resources management, motivation, etc., also makes a good impression. The ability to clearly and precisely present the opinions of individual authors and to take one's own reasoned position is shown.

The purpose of the dissertation work is specifically defined, namely the development of a professional profile of the desired management competencies for the position of top manager.

Based on the above main objective, the main hypothesis was developed, which the author formulated as follows: Managerial competencies are a necessary condition for functioning as a top manager.

To achieve the research goal, a methodology is developed, which consists in dividing the research process into several stages. As a result, three main tasks are set as follows:

1. Discussion of the theoretical approach in the field of managerial competencies.
2. Determination of financial indicators for measuring management efficiency.
3. Building a manager's competency model.

In order to achieve these specific tasks, detailed hypotheses have been developed, which are confirmed in the course of the research.

Three detailed hypotheses are presented:

1. Managerial competencies vary by organizational level.
2. Financial ratios can be used to measure management effectiveness.
3. In a leadership position, innate competencies are more important than acquired ones.

The realization of the goals and tasks of the research, as well as the proof of the hypothesis, is achieved through a specially developed methodology according to the set research problems.

The dissertation contains concrete results and empirical evidence that objectively reflect the real achievements of the conducted scientific research on the importance of the management competencies of senior managers to achieve effective management of the company. The main contributions in the dissertation are related to the study of the management competencies of top managers in the process of effective management of the company and the construction of a conceptual model of management competencies.

The achieved results show that the doctoral student has a good theoretical preparation, solid practical knowledge and skills, professional experience gained during his professional career in state-owned companies, held positions as president and vice president in large companies, which allowed him to independently conduct the scientific research that meets the requirements for the preparation of a research paper for the acquisition of the ONS "doctor".

5. Research methodology

The conducted research is based on a specially developed and tested methodology in accordance with the purpose, tasks and hypotheses. The methodology and methodology of the empirical research are described in detail in the second chapter. The organization of the research process and the selected methodological tools are the result of using a wide information base.

The analysis of the obtained results was carried out with the application of quantitative and qualitative methods: comparative analysis, the method of triangulation according to Denzin, the survey method and the interview method. A total of 100 people were interviewed. The interview was conducted using the Delphi method. The financial survey was conducted in 60 companies (40 medium and 20 large).

Management methods are used, supporting the senior manager in making effective decisions, including integrated methods: TOWS/SWOT analysis, SPACE method methods for analyzing the internal potential of the enterprise: ADL matrix, strategic balance of the enterprise and methods for analyzing the competitive environment: the method of Porter's five forces or methods of macroeconomic analysis of the environment: the Quest method. They are described in subsection 1.7. in a doctoral thesis.

The final result of the conducted research is determining the level and building a professional profile of the desired competencies and characteristics of the people performing the functions of a top manager.

The author has detailed the methodological limitations that were considered during the research process.

It can be summarized that the research technology is based on a developed methodology that includes the use of modern quantitative and qualitative methods, which allow in the analysis process to provide more reliable results and assessments of the competencies of senior managers for the effectiveness of the company's management.

6. Characterization and evaluation of the dissertation work

The first chapter consists of nine subchapters. In this chapter of the dissertation, a thorough review of the theoretical propositions that relate to the competence of managers is made. It is proven that the competencies of top management managers are a decisive factor influencing the effective functioning of the company. The in-depth theoretical analysis made has allowed the author to formulate the research questions related to company managers who are employed as top managers and the necessary competencies of the position of head at the organizational level. Basic theoretical concepts related to the competencies of managers and management levels are clarified. We have analyzed different author's definitions in the specialized literature, and the author makes a successful attempt to give his views and formulations on the structure of competencies and their importance within the company.

In the second section of the first chapter, the types of competences are thoroughly analyzed and a classification is made. The iceberg model of competencies, which is illustrated by dividing them into visible (measurable) and invisible (difficult to measure) competencies, is examined in detail. The so-called visible components include knowledge and skills. Soft skills (hard to measure) create behavioral components such as attitude, personality traits, thinking styles, and self-esteem. The relationship between individual and organizational competencies

is revealed. The sources of key competencies in the organization are revealed.**7. Contributions and significance of the development for science and practice**

The following more important scientific contributions can be mentioned in the presented dissertation work:

1. On the basis of a deep critical analysis of modern management theories and practice, the management characteristics of managers' competencies have been revealed, as a factor effectively influencing the company's results.

2. The structure of competencies for the position of top managers has been developed, consisting of three groups of competencies: strategic, managerial and social,

3. A methodological and original methodical approach has been developed, including models, indicators, factors for researching the competencies needed by managers occupying senior management positions.

4. The method of triangulation was applied to identify the research problem and deepen knowledge in the researched area,

5. Based on theoretical justifications and proven empirical results from the application of the research methodology, a system of financial indicators was developed to reveal the relationship between financial performance and the high competence of top managers in the company.

The PhD student maintains his own view that all managers - regardless of their level, the size of the organization and whether it is profit-oriented or not - to one degree or another perform all the basic management functions. According to him, all effective managers must possess three basic types of skills that are required, but in different proportions. These skills are technical, social and conceptual.

Particular attention is paid to selected management methods adapted to the specific roles (planning and control functions) performed by managers in senior management positions. Endogenous factors that determine the level of competence of managers in the enterprise are examined in detail.

As a summary, the in-depth theoretical analysis of evaluation of competences, management methods and the effectiveness of the management system in the company is a guarantee for the successful development of the second and third chapters of the dissertation work.

The second chapter is devoted to the methodology and methodology of the empirical research. The second chapter contains the research methodology, which justifies the research process at all stages of implementation along with the problems and limitations

The PhD student presents the research process at all stages of implementation, along with the problems and limitations that accompany the empirical research, the analyzes of the collected data and information.

The structure of the study is presented, taking into account the voivodships in which the studied enterprises are located.

A third chapter is devoted to analysis and basic empirical considerations. Based on the analysis of the information and data from the research, a model of desired competencies for the position of senior management manager is proposed.

The main conclusion that the PhD student makes is that the management of any enterprise requires that top management positions be occupied by managers who possess strategic competencies (60%) and are supported by social competencies (40%).

As a summary, we can point out that the dissertation contains concrete results and empirical evidence that objectively reflect the credibility of the material on which the contributions of the dissertation work and the real achievements of the conducted scientific research are formulated.

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6. Among the scientific contributions with practical application, we will indicate the following:

1. A selection of financial indicators was made to measure the relationship between financial efficiency and the competencies of senior management managers.

2. It is proven that top-level managers, along with strategic competencies, should also possess social competencies that include ethics and business values; leadership skills, effective communication and strong personal qualities such as openness, self-confidence.

8. Evaluation of publications on the dissertation work

In connection with the dissertation, the following were published:

Articles and reports published in non-refereed peer-reviewed journals or published in edited collective volumes: two independent and two co-authored articles, total 26.6 points.

Articles and reports published in scientific publications, referenced and indexed in world-renowned databases of scientific information: one article, total 30 points

Studies published in non-refereed peer-reviewed journals or published in edited collective volumes: two independent studies, total 30 points.

All publications are in English.

Total number of points for all publications - **86.6 points**

The PhD student exceeds more than 2,8 times the national minimum requirements for the award of the ONS "Doctor".

9. Personal participation of the doctoral student

The doctoral student independently develops the purpose, tasks, program and methodology of the research. An analytical review of scientific publications and regulations on the problem under consideration was carried out. The collection and analysis of the research

materials, their statistical processing and the formulation of conclusions and proposals are entirely the independent work of the doctoral student.

10. 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 a list of publications on the dissertation work

11. Critical remarks and recommendations

- I have no meaningful critical remarks. The PhD student has taken into account the critical comments made by the internal review and made a substantial improvement to the abstract.

12. Recommendations for future use of dissertation contributions and results

I recommend the doctoral student to publish the results of the dissertation work in prestigious scientific journals with an impact factor in English.

CONCLUSION

I believe that the presented dissertation work, abstract and publications meet the requirements for obtaining the educational and scientific degree "doctor", according to the Bulgarian legislation. This gives me the reason to propose to the Honorable Scientific Jury to vote **positively** and to award the doctoral student **Master Eng. Slavomir Artur Zavada** the educational and scientific degree "**doctor**" in: field of higher education 3. Social, economic and legal sciences, professional direction 3.7 Administration and management.

29.10. 2024

Reviewer:
(signature)
Prof. Dr. Nelly Bencheva