



## О P I N I O N

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Professional direction 3.8 . "Economy"  
Scientific specialty "Economics and Management"  
(Business Economics and Corporate Governance)
- About:** dissertation for award of educational  
and scientific degree " **doctor** " in the field on higher education  
3. Social, economic and legal sciences, professional  
direction 3.7 "Administration and management " at  
Higher school of security and economics – Plovdiv
- Reason** to present the opinion: participation in the composition of  
the scientific jury, according to Order No. 046/ 14.10.2024  
of the Rector of HSSE to open a procedure  
for the defense of a dissertation
- Author on dissertation labor:** **MAG. Eng. SLAVOMIR ARTHUR ZAVADA**
- Topic on dissertation labor :** **"MANAGEMENT COMPETENCES OF  
HIGHER MANAGEMENT LEVEL I  
EFFECTIVE MANAGEMENT OF  
THE COMPANY"**

### **1. Actuality on science a problem**

The functioning of medium and large enterprises has an impact on the economic development of Poland and the European Union. Proof of this is the data provided in the dissertation - the mentioned enterprises create 35% of the gross domestic product and they employ 4.5 million people. Investments in large enterprises are worth 28,673 million zlotys, and in the middle - 2,512 million zlotys. The significance of these enterprises justifies the importance of their effective management, which is directly dependent on management competencies of top management.

The author has extensive professional experience acquired in various positions in the management of enterprises, which also explains his scientific interest in this issue.

*In this regard, I believe that the study of management competencies at the top management level and effective management of the company is an actual problem in a theoretical and scientific-applied aspect.*

### **3. General characteristic and structure on dissertation labor**

The dissertation contains *an introduction, three chapters, a conclusion, a bibliography* and covers **217 pages**. The structure corresponds to the purpose and the tasks set. The literature contains **347 sources** from the field of company management. A number of contemporary scientific articles in the field of managerial competencies and effective corporate governance have been used.

The development is illustrated and *includes 44 figures and 8 tables*. The following methods were used: *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 obtaining an adequate answer to the tasks solved in the dissertation work.

In the theoretical part, on the basis of a comprehensive literature review, the key concepts in the study are clarified: *competence, competencies, management competencies, management of competencies*. Different authors' definitions of the key concepts are analyzed and the author's position is clearly expressed. The doctoral student describes in detail the individual types of competences – social, personal, professional and managerial.

A special place in the theoretical part is given to the consideration of management competencies, defined by the author as "a set of management skills: organizational, interpersonal, communication, problem-solving, thanks to which the people responsible for the functioning of the company make decisions and work towards the set goals". The separate types of competences are defined for the different levels of management. Special attention is paid to the competencies of the top management level, as well as to the management methods of the top managers. The internal factors determining the level of managerial competences are examined. The theoretical part ends with a presentation of financial indicators as a tool for evaluating the manager's effectiveness, based on a study of the relationship between the company's financial results and the management competencies of the top management.

*The second chapter* describes the process of the author's study of the management competencies of top managers, which covers six stages :

- *Identifying the research problem.*
- *Development of the concept, objectives and hypotheses of the study.*
- *Determination of research methods.*
- *Development of the specific questionnaires, according to the chosen methods.*
- *Conducting the research.*
- *Formulation of conclusions and verification of scientific hypotheses.*

The research was *conducted in 60 enterprises, of which 40 are medium and 20 are large*. The main methods are survey with open questions and interview. The questionnaire consists of three parts. The first part of the questionnaire is an introduction or invitation to the potential respondent to participate in the study. The main part covers 12 competence areas grouped into three groups:

- professional competences;
- management competencies;
- individual characteristics and attitudes predisposing to fulfilling the role of a top manager.

Likert scales from 1 to 5 were used to evaluate the answers in the questionnaires.

*The third part* of the survey is a description of the investigated subjects according to five criteria. The survey through which the interview was conducted consists of 12 open questions on which the respondent expresses his comments. The second part ends with a description of the problems and limitations of the study.

*The third part* contains the results of the conducted research and their detailed analysis. In the 60 enterprises, 100 top managers were studied (64 in medium-sized and 36 in large companies). A financial analysis was conducted in the 60 companies. The comparative analysis consists in comparing the financial results of the individual enterprises with the management competencies of the managers. In this way, the author singles out 8 top managers with a high level of management competences and very good financial results of the company they manage.

*In the third part*, based on the theoretical knowledge and the results of the conducted research, a model of the desired management competencies for the top manager /professional profile/ is presented.

*In conclusion* of this section, I summarize that the dissertation work is structured according to the set goals and objectives of the research. I highly appreciate the doctoral student's excellent theoretical training and his research abilities, on the basis of which he formulates concrete proposals of a practical nature.

#### **4. Assessment on the scientific ones results and contributions on dissertation labor**

The achieved scientific results largely reflect the author's accumulated knowledge about the management competencies of top managers . Two groups of scientific contributions stand out, which reflect the achievements of Slavomir Zavada : *scientific and scientific-applied ones*.

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

- systematization and further development of theoretical statements about the key concept of "competences";
- creating a definition and structure of management competencies;
- determination of financial indicators as a tool for evaluating the effectiveness of the manager.

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

- a model of the desired management competencies for the top manager /professional profile/ is presented.
- developed for researching the management competencies of top managers;
- the level of management competencies of managers in leadership positions is determined;

*The obtained results of the conducted research can serve to increase the efficiency of the management of enterprises in Poland.*

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

7 publications are presented, of which 4 are independent. They have been presented at national and international conferences. In terms of volume and quality, they correspond to the

requirements for obtaining the scientific degree "doctor". *I accept all publications as directly relevant to the dissertation work. They summarize and publish essential problems and results of research in the dissertation work.*

## 6. Evaluation of the autoref

The presented abstract of the dissertation is in ***a volume of 26 pages*** . It reflects the goals and objectives of the research, the emphasis of the individual chapters of the dissertation, as well as the contributions of the author. *The abstract was developed in accordance with the requirements for its preparation and reflects the main results and contributions of the dissertation work.*

## 7 . Critical notes , recommendations and questions

I have no major criticisms.

***Main opinion*** : Quality dissertation.

### ***Recommendations:***

- It is necessary to balance the development structure. The ratio between the separate parts could be changed by shortening the theoretical part or a more detailed description and visualization of the research methodology in the second part.
- **I recommend** on candidate in the future yes promotes scientific results through publications in publications referenced and indexed in world-renowned journals bases data with scientific information (Scopus /Web of Science) .

***Question:*** *According to the author of the dissertation, is there a significant difference in the performance of financial indicators if the manager of high management level is not only a formal manager, but also a leader?*

## 8. Conclusion

The thesis proposed for defense of **M.Sc. Eng. Slavomir Artur Zavada** is in accordance with the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for its Implementation and the Regulations of VUSI.

The dissertation is a completed study with certain scientific and scientific-applied results and meets the requirements for obtaining the educational and scientific degree "doctor".

Taking into account the achieved scientific and scientific-applied results in the dissertation work, the merits and the successful scientific research activity of the doctoral student, I confidently give my **POSITIVE ASSESSMENT** of the dissertation work on the topic "**MANAGEMENT COMPETENCES AT HIGHER MANAGEMENT LEVEL AND EFFECTIVE MANAGEMENT OF THE COMPANY**".

**I suggest on the scientific jury yes judgments on M.Sc. Eng. SLAVOMIR ARTHUR ZAVADA educational and scientific degree " doctor" in scientific field 3. Social, economic and legal sciences, professional direction: 3.7 Administration and management.**

30.10.2024  
Plovdiv

**Prepared the opinion:**  
(*prof. V. Nikolova-Alexieva, PhD*)