

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 of higher education
3. Social, economic and legal sciences, professionally
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. 044/14.10.2024
of the Rector of HSSE to open a procedure
for the defense of a dissertation
- Author of the dissertation:** **MAG. Eng. ANDRZEJ STELEŻUK**
- Dissertation topic:** **“EFFECTIVE MANAGEMENT OF
A FAMILY COMPANY. ANALYSIS OF
THE SITUATION”**

1. Relevance of the scientific problem

The issues related to the effective management of family businesses are gaining more and more importance in connection with their large number and diversity. According to the author, 92% of enterprises in Poland, in a broad sense, can be referred to the group of family enterprises. According to the information presented in the dissertation, there are approximately 2 million family businesses in Poland and their functioning has a significant impact on the economic development of Poland and the European Union.

Family businesses are distinguished by specific features that have not been thoroughly researched. One of them 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 enterprises. It is this that arouses the scientific interest of the author. His extensive professional experience as the owner and manager of a family company in the field of transport services is important for achieving the set goal and solving tasks.

In this regard, I believe that the study of the effective management of the family firm is an actual problem in a theoretical and scientific-applied aspect.

2. General characteristics and structure of the dissertation work

The dissertation contains *an introduction, three chapters, a conclusion, a bibliography and covers 266 pages*. The structure corresponds to the purpose and the tasks set to be solved. The literature contains *369 sources* from the field of functioning of family businesses. A number of contemporary scientific articles in the field of strategic and financial management, management competencies and effective corporate governance are used. The development is illustrated and *includes 60 figures and 9 tables*. The following methods were used: literature review, information analysis, descriptive, quantitative and qualitative methods, statistical methods and others.

Research *methodology enables to a high degree the realization of the set goal and tasks in the dissertation work.*

In the first chapter, /consisting of nine points/, the theoretical foundations of family business management are revealed. A historical overview of the development of the theoretical concepts, which are the basis for the emergence of the scientific discipline "Family Entrepreneurship" at the end of the 20th century, is 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 PhD student uses the horizontal approach in defining the key concept, emphasizing the degree of participation in the family business by family members. For the purposes of the dissertation, he offers an author's definition of the concept of family business. The classifications of family firms according to various criteria, as well as their life cycles, are examined.

An important place in the theoretical part is the clarification of the specific features of the management of the family business, in which three spheres intersect: family, company management and ownership structure. This leads to the following specifics in the management of the family business:

- influence of family values on the company's vision and mission;
- family members feel responsible for running the business;
- the main source of financing is the family's own funds and others.

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-sized enterprises, with 30 family businesses participating from each group. The PhD student used 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 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 effectiveness of the firm.

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 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 possess 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.

In conclusion of this section, it can be summarized that the dissertation work is structured according to the set goals and tasks 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.

3. Evaluation of the scientific results and contributions of the dissertation work

The achieved scientific results largely reflect the author's accumulated knowledge and experience for the management of family businesses. Two groups of scientific contributions stand out that reflect the achievements of Andrzej Stelendzuk: *scientific and scientific-applied*.

Scientific contributions:

- systematization and further development of the theoretical statements about the key concept "family firm";
- creating a definition for the concept of "family business";
- determination of financial indicators as a tool to study the organizational effectiveness of the family firm.

Scientific and applied:

- a methodology was developed to study the internal factors affecting the organizational efficiency of the family firm;
- the importance of the human factor as a determining factor for the creation of organizational effectiveness has been proven;
- three models of a family firm with organizational effectiveness are presented.

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

4. Evaluation of publications on the dissertation work

The 6 publications are presented, of which 3 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.

5. Evaluation of the autoref

The presented abstract of the dissertation is in a *volume of 17 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.

6. Critical notes, recommendations and questions

I have no critical notes. At the same time, I have *some recommendations* :

- *My recommendation is related to the formulation of short and precise conclusions after each chapter, in order to give greater clarity and generalization to the dissertation research. Guidelines for the effective management of family businesses could be formulated in a synthesized form at the end of the dissertation work.*
- *I recommend the candidate to promote the scientific results in the future, through publications in publications, referenced and indexed in world-famous databases with scientific information (Scopus /Web of Science).*

Question: *How do digital skills and competencies affect organizational efficiency of the family company?*

7. Conclusion

The thesis proposed for defense of M.Sc. Eng. **ANDRZEJ STELEŻUK** complies with the norms of the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Rules for its Implementation and the Rules of the Higher School of Security and Economics.

It represents 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 research activity 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 suggest of the respected scientific jury to vote positively for awarding the educational and scientific degree "doctor" to mag. Eng. ANDRZEJ STELEŻUK in a professional direction 3.7. "Administration and Management".

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

30.10.2024
Plovdiv