



STATEMENT

from

Assoc. Prof. Georgi Dimov Georgiev, PhD

Professional direction 3.7."Administration and Management"

Department of " IndustrialManagement"

Technical University - Sofia, branch Plovdiv

of the dissertation of

Gulbanu Turmakhanova Dosberdieva

**"Methodology for increasing management efficiency in the dental clinics of
Kazakhstan",**

presented for the acquisition of the educational and scientific degree "doctor"

in the field of higher education 3. Social, economic and legal sciences,

professional direction 3.7 "Administration and management" at

Higher School of Security and Economics - Plovdiv

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1. Relevance and significance of the developed scientific problem

As can be seen from the title, the dissertation is dedicated to researching the role, place and increasing the effectiveness of management of dental services in Kazakhstan. In the conditions of increasing competition from the state and private dental structures, the efficiency of their management becomes a strategic factor for their sustainable development. This factor is especially important for state clinics, which according to the author are less than 10%, but are the main organizations providing free medical assistance to socially disadvantaged patients.

Gulbanu Turmakhanova Dosberdieva's scientific interest in this issue is also dictated by her own experience. She has many years of professional experience as a dentist and has direct knowledge of the current state of the problem of management effectiveness in dental clinics of Kazakhstan.

2. General characteristics and structure of the dissertation work

The thesis presented for a statement is structured in four chapters. It also includes an introduction, conclusion, practical recommendations, list of contributions, bibliography and an appendix. Its total volume is 203 pages. The bibliography consists of 211 sources, of which 27 are electronic and 79 are in a foreign language. The large number of literary sources analyzing the considered problem are an indicator of the good knowledge of the state of the problem by the author. The text is well illustrated with 23 figures and 30 tables.

The first chapter of the dissertation is devoted to the study of the theoretical foundations of the management of medical organizations. A historical review of basic theoretical concepts of organizational management is made. The characteristics of foreign healthcare management practices are indicated, which take into account the specifics in the management of medical organizations. Emphasis is placed on the presentation and analysis of the management mechanisms for increasing the efficiency of the activity in medical organizations nowadays. Positions of different authors regarding the quality criteria of the medical service have been considered. Various existing methodologies, which are applied in order

to increase the efficiency of management in modern medical facilities, have also been studied.

The second chapter has a modest volume of 6 pages. It presents the methodology and methodology of the dissertation research. It has been chosen to carry out the study in four stages. The selected toolkit allows to show the essence and problems related to the efficiency of management of dental clinics.

In the third chapter, with a volume of 55 pages, the situation in Kazakhstan is analyzed and the quality of management of state dental organizations is assessed, by means of a sociological survey among people in managerial positions. An analysis of the functional management model has been made and a map has been developed for its evaluation, based on the results of the respondents' answers. Major problem areas in management have been identified. In addition, the factors that influence the quality of management of state dental clinics are analyzed. In order to assess the effectiveness of management, a survey of customer satisfaction with the quality of dental care in state clinics has been conducted. The results obtained and the conclusions and assessments made are a good basis for achieving the goals and objectives of the dissertation research.

The fourth chapter, with a total of 55 pages, presents the proposed methodology for increasing the quality and efficiency of management in state dental clinics. A sociological survey has been conducted with 150 dentists and 120 nurses, in connection with a study of their degree of satisfaction. Recommendations for more efficient functioning of state dental clinics have been formulated.

In general, it can be noted that the dissertation work is a relatively good research, consistent with the purpose and the tasks set.

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

Two groups of scientific contributions claimed by Gulbanu Turmakhanova Dosberdieva can be indicated in the dissertation.

We can refer to the first group of scientific contributions the following:

- a) systematization and further development of the theoretical statements for management of dental clinics, adapted to the conditions in Kazakhstan;
- b) refining the concept of technology to improve the management process in dental clinics, including analysis, planning, coordination, motivation and control of resources in order to meet the needs of dental services;
- c) a developed system for evaluating management models in state dental clinics.

The second group of scientific and applied contributions can include the following:

- d) developed methodology for increasing efficiency in state dental clinics to increase the quality of dental services;
- e) formulated specific guidelines for increasing the efficiency of management in state dental clinics.

I accept that the contributions claimed in the dissertation have actually been achieved.

4. Critical notes

I have no significant critical comments on the presented thesis.

The paper would have benefited if it was better and more balanced structured in terms of volume of individual chapters.

I recommend Gulbanu Turmakhanova Dosberdieva to promote the scientific results in the future, through publications in journals, referenced and indexed in world-famous databases of scientific information (Scopus /Web of Science).

5. Conclusion

The thesis proposed for defense by Gulbanu Turmakhanova Dosberdieva 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.

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"

6. Evaluation of the dissertation work

Taking into account the results achieved and the demonstrated knowledge and skills, I give **a positive assessment** of the dissertation work on the topic "Methodology for increasing management efficiency in the dental clinics of Kazakhstan".

I propose to the respected members of the scientific jury to make a decision to award Gulbanu Turmakhanova Dosberdieva the educational and scientific degree "Doctor" in the field of higher education 3.Social, economic and legal sciences, professional direction 3.7. "Administration and Management".

31.10. 2024

Reviewer:

(Assoc. Prof. Georgi Georgiev, PhD)