



STATEMENT

from

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of the dissertation of

MA Andrzej Stelezuk

"Efficient management of a family business. A case study",

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 work is dedicated to an actual problem of strategic importance for the successful economic development of each national economy. Special attention is paid to the issues related to the effective management of family businesses as active participants in a modern market economy. This fact is also confirmed by the author, who states that 92% of enterprises in Poland can be referred to the group of family enterprises. They are approximately 2 million and their functioning has a significant impact on the economy of the country and the European Union.

Family businesses are distinguished by specificities that have not yet been thoroughly researched. The author pays special attention to one such feature - the lack of business education by a large part of family business owners. This factor predetermines the level of managerial competences possessed by family entrepreneurs and affects the efficiency of the managed enterprises. The author's scientific interest in this issue is also dictated by his own experience. Andrzej Stelezuk is a long-time owner and manager of a family business in the field of transport services.

2. General characteristics and structure of the dissertation work

The thesis submitted for a statement is structured in 6 sections - introduction, three chapters, conclusion and bibliography. Its total volume is 266 pages. The bibliography contains 369 sources, including a number of contemporary scientific articles in the field of strategic and financial management. The text is well illustrated with 60 figures and 9 tables. A wide range of methods has been used - literature review, information analysis, descriptive, quantitative and qualitative analysis and others.

In the first chapter, the theoretical foundations of the management of the family firm are presented. A historical overview of the development of theoretical concepts related to the emergence of the scientific field "Family Entrepreneurship" at the end of the 20th century has been made. The essence of the "family company" category has been clarified. The author also offers his definition of this concept, and classifications of family businesses based on different criteria are also presented.

A special place is devoted to the analysis of the specific features of the management process of the family firm. The dissertation focused on the analysis of three main factors that interact - family, company management and ownership structure.

The second chapter, with a volume of 34 pages, presents the dissertation research. The focus of the research is the human factor, which is defined as key to the efficiency of the family enterprise. For this purpose, 90 family businesses have been studied, classified into three groups - micro, small and medium. They are randomly selected and 30 family businesses participate from each group. The author uses the survey method to investigate the factors determining organizational effectiveness. 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 limitations of the study are also defined.

In the third chapter, with a volume of 85 pages, the results obtained from the conducted research are analysed. On this basis, three models of a family firm are presented. Five main conclusions are drawn:

- a) managerial competencies are the most important internal factor for the organizational effectiveness of family microenterprises;
- b) for managers of micro and small enterprises, the psychophysical characteristics are especially important;
- c) managers of small and medium-sized enterprises have a higher level of social competence than those of micro-enterprises;
- d) the employees of all types of family businesses possess professional competences at a high level;
- e) infrastructure resources have a minimal impact on the functioning of the family business.

In general, it can be noted that the dissertation work is well structured, according to the purpose and the set tasks of the research.

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

Two groups of scientific contributions can be indicated in the dissertation, which reflect the achievements of master engineer Andrzej Stelezuk - scientific and scientific-applied.

To the group of scientific contributions we can refer the following:

- a) systematization and further development of the theoretical statements for the key concept "family firm";
- b) independent definition of the "family business" category;
- c) development of a system of financial indicators to study the organizational efficiency of the family firm.

To the group of scientific and applied contributions the following can be included:

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

4. Critical notes

I have no significant critical comments on the research presented. My extensive familiarization with the dissertation work gives me the reason to suggest to the doctoral student in his future research to also emphasize the social parameters of the role of family businesses, in the context of the concept of the Inclusive Economy.

The paper presented would benefit if the conclusions drawn in it were briefly and clearly formulated at the end of each of the chapters.

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

5. Conclusion

The thesis proposed for defense of MA Andrzej Stelezuk 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 achieved results and the demonstrated knowledge and skills, I give **a positive assessment** of the dissertation work on the topic "Effective management of a family company. A case study".

I propose to the respected members of the scientific jury to make a decision to award master engineer Andrzej Stelezuk 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)