

STATEMENT

from

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of the dissertation of

MA Eng. SŁAWOMIR ARTUR ZAWADA

**"Management Competence at the Top Management Level
and Effective Business Management"**

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

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1. Relevance and significance of the developed scientific problem

Large and medium-sized enterprises are an extremely important participant in the development of any market economy. The picture is similar in Poland. Proof of this is the data provided in the dissertation - the mentioned enterprises create 35% of the GDP and they employ 4.5 million people. The importance of these enterprises justifies the need for their effective management. In this regard, the achievement of sustainable efficiency directly depends on the management knowledge and skills of senior managers in the organization.

These arguments give me reason to believe that the study of management competencies at the top management level and effective management of the enterprise is an actual problem in a theoretical and scientific-applied aspect.

2. General characteristics and structure of the dissertation work

The dissertation, in a volume of 217 pages, is structured in a total of 6 parts - introduction, three chapters, conclusion and bibliography. The indicated sources of information are 347. A number of contemporary scientific articles in the field of managerial competencies and effective corporate governance have been used.

The texts in the dissertation are well illustrated with 44 figures and 8 tables. The set of methods used for collecting, processing and analyzing information is well selected and allows to achieve the set goal of the dissertation work.

The theoretical part, in a volume of 100 pages, has nine sections. Concepts such as competence, competences, management competences, management of competences, which are important for the research, are defined. Special attention is paid to the separate types of competences – social, personal, professional and managerial. The author has defined the category "management competencies" and indicated the individual types for the different levels of management in the organization. The internal factors that are important for the development of managerial competences are analyzed. Financial indicators, which can be used to evaluate the effectiveness of the manager's work are also presented.

The second chapter of the dissertation describes the overall process of the author's research. It is focused on the management competencies of the top level managers. The same includes six main stages:

- Identifying the problem.

- Development of the concept, defining the goals and hypotheses.
- Defining the methods.
- Development of the specific questionnaires, according to the chosen methods.
- Conducting the research.
- Formulation of conclusions and verification of scientific hypotheses.

The research has been conducted in 60 enterprises, of which 40 are medium and 20 are large. The main methods are a questionnaire survey and an interview conducted with open questions.

The questionnaire is focused on 12 areas of competences, grouped into three groups - professional, managerial and individual characteristics and attitudes predisposing to fulfilling the role of a top manager.

The opinion of 100 top managers has been reported (64 in medium and 36 in large companies). A financial analysis has also been conducted in the 60 companies. On this basis, the author has identified 8 top managers with a high level of management competencies.

The third part of the dissertation has a volume of 61 pages. In it, the author presented a model of the desired management competencies for the top manager.

In general, I think that the dissertation work is structured according to the set goals and tasks of the research. The PhD student has demonstrated good theoretical background and research abilities. They have enabled him to make substantiated concrete proposals of a practical nature.

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

The presented dissertation contains two groups of contributions - scientific and scientific-applied.

Scientific contributions:

- systematization and development of the theoretical statements for the key concept of "competencies";
- definition and structuring of the "management competences" category;

- defining a set of financial indicators as a tool for evaluating the effectiveness of the top level managers.

Scientific and applied:

- developed methodology for researching the management competencies of top managers;
- determining the level of management competencies of managers in leading positions;
- a model for a professional profile of the desired management competencies for the top manager has been presented.

4. Critical notes

In general, the dissertation work is a completed scientific study, with a fulfilled goal and set tasks solved.

The development could have been more balanced structured, in terms of volume of individual chapters.

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).

5. Conclusion

The dissertation proposed for defense by MA Eng. SŁAWOMIR ARTUR ZAWADA 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 paper 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 qualities of the work presented, the achieved results and the successful research activity of the doctoral student, I give my **positive assessment** of the dissertation work on the topic "Management Competence at the Top

Management Level and Effective Business Management”. I propose to the respected members of the scientific jury to award MA Eng. SŁAWOMIR ARTUR ZAWADA 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)