

## **REVIEW**

**by Assoc. Prof. Dr. Radostin Grigoriev Vazov,**

**VUZF**

in the field of higher education 3. Social, economic and legal sciences; Professional field 3. 8.  
Economics.

**Subject: dissertation for the award of educational and scientific degree "Doctor of Science"  
at VUZF.**

**Author of the dissertation: Marcin Kensi**

**Topic of the dissertation:**

**"Influence of management competencies on the effective functioning of organizations  
providing health services"**

**Grounds:** Order №110 / 21,04,2022 for determining the scientific jury of the Rector of VUZF  
Prof. D.Sc. Boris Velchev.

### **1. General characteristics of the presented dissertation**

The dissertation consists of 275 pages, the main text is 254 pages, structured in accordance with the goal, research objectives, thesis, object and subject of research and reflects the author's approach to the research topic. It consists of an introduction, an exposition in six chapters, a conclusion. The list of used literature sources includes 313 items, incl. monographs, research and articles, statistics, laws and internet sources. The work includes 62 tables and 23 figures and diagrams.



The dissertation is written in Russian, the abstract is in Bulgarian and Russian.

The presented dissertation is especially relevant with the specifics of the researched issues, its content and the applied research approaches, methods and directions. It objectively and realistically presents the qualities, skills and abilities of the author, as a researcher, analyst and professional in the specific field of science and knowledge.

The presented work is oriented and tested through real data and indicators. In its content you can find "hot" problem areas, formulations and other important questions, as well as possible answers, author's opinions, options and ways to solve them.

The topicality of the issues under consideration is determined by the necessary changes related to one of the key goals of the functioning of most modern countries, namely the competence of the manager. The very concept of competencies began its dynamic development in the 1970s, has been evolving since then, and knowledge in this area is also expanding. The manager as the head of an organizational unit or the whole organization is an important contributing factor that increases the organizational efficiency of the team, organizes and determines the goals of the activity, influencing the efficiency of the activity. He manages the whole process of organizing the work, which in turn is related to the effectiveness of operational management in the short term and strategic management in the long term. In this paper, the author addresses this aspect of management by analyzing the relationship and impact of individual management competencies on organizational efficiency at the level of organization or organizational unit.

The subject of this work is a problem that the author has been dealing with for almost 20 years. His interests date back to 2003, when he began his first scientific work on competence management with a special focus on social and institutional competences.

Over time, the researcher's interests develop in the management of the health system. The main reasons for this were the well-known problems of Polish healthcare related to its organizational inefficiency, staffing problems (among other things, the still growing financial debt and patients' dissatisfaction with the quality of medical services or internal relations in healthcare organizations).



Theoretical and empirical research methods have been used to solve the research problem. The chosen research methodology allows the achievement of the set goal and gives an adequate answer to the tasks set and solved in the dissertation.

The author has shown extremely good skills for independent research. He knows very well the researched issues, both in theoretical and practical aspect. The multifaceted examination of the problems reveals his in-depth knowledge in this field of science and knowledge.

The presented dissertation has emphasized theoretical and applied significance, based on the author's research in the considered field. The well-built monolithic structure of the content has allowed to develop the theoretical, methodological and practical-applied interpretations in a logically connected sequence and comprehensibility of the otherwise relatively more complex matter and terminology of the considered issues.

The dissertation is characterized by depth, complexity, high level of knowledge of the subject, scientific logic in the presentation of research results, with correct adaptation of existing methodologies and methodological solutions, with adequate empirical argumentation of the thesis and proposed solutions. This makes it relatively easy to apply and use.

## **2. Short biographical data of the applicant**

Dr. Marcin Kensi is an Associate Professor at the Higher School of Economics in Bydgoszcz (Poland). Since 2014, Dr. Marcin Kensi has been the holder of disciplines that deal with the problems of managerial competencies in management in the Republic of Poland. He combines his teaching work with research in the field of this topical topic, which has led to the realization of the present dissertation, the subject of this review. In addition to teaching under a basic employment contract, he holds other positions at other universities in Poland:

10.2013 - 06.2015 - Chief Project Specialist of the Regional Territorial Observatory in Lubusz in the Department of Regional Development of the Marshal's Office of Lubusz Voivodeship (Poland);

10.2015 - present - Associate Professor at the Higher School of Economics in Bydgoszcz, Dean of the Faculty of Applied Sciences in Pila since 05.2017, Head of the Regional Education Center



HSE in Zgorzelec since 02.2016, Coordinator of the Collegium for replacement departments and management from 10.2016 (Poland);

10.2015-04.2016 - Head of the project team for assessment of the competencies of the employees of the Office of the Municipality of Zgorzelec (Poland);

from 04.2016 - Eurostars Expert Area expert in Brussels;

from 01.2017 - expert in POIR, POPW and POWER, implemented by the Polish Agency for Enterprise Development;

01.2017-03.2018 - Deputy Chairman of the HSE Strategic Group in Bydgoszcz for 2018-2022 (Poland);

from 02.2017 - Advisor to the company on the project: "Strategy for a specific development", contract number UDA POWR 02.02.00-00-0047 / 16 (Poland);

from 07.2019 - member of the expert group "Assistance to employers and Kuyav". Employers' Association (Poland);

since 2011 - full member of the Association of Health Managers, Nizhneselski branch in Wroclaw (Poland);

from 11.2020 - Polish Economic Society, branch in Zielona Góra (Poland).

04.2016 - until now - member of the Extended College of the Higher School of Economics in Bydgoszcz (Poland);

11.2016 - until now - Chairman of the Senate Subcommittee on Quality of Education (Poland);

09.2016 - present - Member of the Doctoral Program Council (Poland).

Dr. Marcin Kensi Awards:

2010 - the best lecturer at the Higher School of Business

2011 - the best lecturer at the Higher School of Business

2017 - Diploma of the research supervisor for the best master's thesis in the competition for the best diploma thesis of students from the Higher School of Economics in Bydgoszcz;



2019 - Award of the Rector of the Higher School of Economics in Bydgoszcz for scientific achievements for the 2018/2019 academic year.

2020 - the best lecturer at the Faculty of Applied Sciences in Pila, Higher School of Economics in Bydgoszcz.

### **3. Evaluation of the obtained scientific and scientific-applied results**

The acquaintance with the dissertation allows to assess that the goal of the research has been achieved, and the tasks arising from it have received adequate solutions. The key thesis of the presented work has been proven. of management, as well as a professional profile in a managerial position in a health organization.

The main task of the described model is the adaptation of the organization to the rapidly changing environment. The main competencies of the manager in these conditions are the ability to respond to signals from the external environment, the speed of decision-making, innovation and the ability to manage change.

This element of competence has a direct impact on the effective functioning of the individual organizational units of the hospital and the entire health organization. Currently, the management functions in hospitals are performed mainly by representatives of the medical professions. As part of their careers, both physicians and nurses have set qualification requirements that must be met in order to occupy leadership positions at various levels of the hospital's organizational system.

At the same time, the legal requirements related to raising the qualification within the medical profession (for doctors the so-called educational credits) do not meet the qualification requirements and lead to insufficiently trained doctors and nurses to perform managerial functions. The author proposes to create organizational conditions for building a clear system for the growth of managerial positions. The author sets this goal in his research work, determining what criteria managers must meet in order to be useful to the organization or organizational unit they manage. This leads him to the conclusion that the competencies of management staff must be considered in terms of the effectiveness of management staff, which in turn affects the efficiency and effectiveness of management



the impact of available labor resources. Based on this thesis, the author builds the main goal and the main hypothesis of the work.

#### **4. Evaluation of scientific and scientific-applied contributions**

The dissertation contains scientific - applied results with the nature of contributions. I accept the scientific contributions provided by the author and I agree with their wording. Other scientific contributions can be made, given the in-depth statistical analyzes and the scope of research in the field of research.

#### **5. Evaluation of the abstract**

The abstract reflects the content of the dissertation, containing the necessary information and highlights of the study. It correctly and comprehensively presents the dissertation, the contributions and the main conclusions in the text.

#### **6. Critical remarks, recommendations and questions**

After my detailed acquaintance with the presented dissertation, I did not find any significant omissions, inaccuracies or contradictions. Maybe some statements on the researched issues do not coincide with my views, but these are personal interpretations and interpretations of the candidate and they can be protected by him. Therefore, I believe that they do not affect my overall positive assessment and do not diminish the scientific achievements of the candidate. Therefore, my remarks are rather indicative and advisory for his future research, namely:

- ☐ in some places I find the great desire of the candidate to present us as rich content as possible, which leads to scattering in not always appropriate details;
- ☐ Some diagrams, tables and graphs, although very carefully and reasonably designed, could be exploited in depth.

**7. Conclusion**

The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria (ZRASRB) and the Regulations for the implementation of ZRASRB. The presented materials and dissertation results fully comply with the specific requirements of the Regulations.

The candidate is well acquainted not only with the scientific literature and achievements in this field, but also with the practice itself. The results of the study are presented logically, understandably and clearly. I believe that the conclusions of the analysis in the dissertation should be considered and taken into account by researchers in Bulgaria.

Due to the above, I confidently give my positive assessment of the research presented by the above peer-reviewed dissertation, abstract, publications, achievements and contributions, and I invite the esteemed scientific jury to award the degree of 'Doctor of Science' to Marcin Kensi in of higher education 3. Social, economic and legal sciences; Professional field 3. 8. Economics.

Signature:  .....

Sofia

Assoc. Prof. Dr. Radostin Grigoriev Vazov

18,05,2022