



HIGH SCHOOL OF INSURANCE AND FINANCE

REVIEW

by Prof. D.Sc. Britchenko Igor

professional field 3.8 Economics

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of a dissertation for getting of the scientific degree "Doctor of Science"
in the field of higher education

3. Social, economic and legal sciences, professional field

3.8. Economics doctoral program Finance, Insurance and Social Security

Author: Dr. Marcin Kensy

Theme: "Impact of managed competencies on the effective functioning of the health services organization"

1. General description of the submitted materials

By decision of the Rector of VUZF № 110 from 21.04.2022 and a session of the scientific jury from 05.05.2022 I was appointed reviewer to provide a procedure for the defense of dissertations on "The impact of managed competencies on the effective functioning of the health services organization" for getting the scientific degree "Doctor of Science" in the field of higher education 3. Social, economic and legal sciences, professional field 3.8. Economics, PhD program "Finance and Insurance".

The author of the dissertation is Dr. Marcin Kensy is an associate professor of a major employment contract at the Higher School of Economics in Bydgoszcz (Poland).

The materials submitted by the Department and the Center for Research and Doctoral Training at VUZF include all the necessary documents for the procedure, so

that in all aspects of the assessment, which I do as a reviewer, to indicate the specific merits of the doctoral student and to make an objective conclusion.

2. Brief biographical data about the candidate.

In 2006, Dr. Marcin Kensy defended his doctoral dissertation at the Faculty of Management and Social Communications of the Jagiellonian University in Kraków. Dissertation theme "The system of education in vocational schools in accordance with the requirements for competence of entrepreneurs in the Lublin Voivodeship". The materials of the dissertation for the Doctor degree of Marcin Kensy are not repeated and have not been used in the preparation of the dissertation for the Doctor of Science degree.

Dr. Marcin Kensy is an Associate Professor at the Higher School of Economics in Bydgoszcz (Poland). Since 2014, Dr. Marcin Kensy 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 issue, which has led to the realization of this dissertation, the subject of this review.

In addition to teaching under a basic employment contract, he holds the following positions at other universities in Poland:

09.1999 - 09.2008 - Senior Lecturer in the Department of Macroeconomics and Finance at the University of Zelenogorsk (Poland);

04.2002 - 08.2008 - Human Resources and Training Manager at the transport company PON-PO in Nowy Tomysl (Poland);

10.2007 - 09.2009 - Vice-Rector for Education at the State Higher Vocational School in Valcha. Senior Lecturer at the State Higher Vocational School in Valcza (Poland);

04.2007 - 09.2013 - Lecturer at the Higher School of Management in Lignitsa, Faculty of Management (Poland);

10.2008 - 02.2014 - Lecturer at the Higher School of Business in Pila, Faculty of Administration and Management (Poland);

10.2013 – 09.2015 – Lecturer at the Kuyavian-Pomeranian University in Bydgoszcz, Faculty of Law, Management and Economics (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 since 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 Enterprise Development Agency;

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);

from 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).

Member of collegial university agencies:

10.2005 - 09.2008 - Member of the Senate of the University of Zelenogurje as a representative of independent workers from the Faculty of Economics and Management (Poland);

09.2008 - 08.2012 - Member of the Board of the Faculty of Management of the Higher School of Management in Lignitsa (Poland);

11.2007 - 09.2009 - Member of the Senate of the State Higher Vocational School in Valcza (Poland);

04.2016 - present - Member of the Extended College of the Higher School of Economics in Bydgoszcz (Poland);

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

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

Awards to Dr. Marcin Kensy:

2010 - the best lecturer at the Higher School of Business

2011 - the best lecturer at the Higher School of Business

2017 - diploma of the organizer of 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. Relevance of the theme and expediency of the set goals and objectives

Dr. Marcin Kensy has dedicated his research to the problem of effective management of enterprises and health organizations in Poland. The relevance of the theme is beyond doubt, as improving the well-being of citizens is directly related to the effective management of health enterprises. In addition, this aspect is important not only in a pandemic but also for the efficient functioning of the economy as a whole.

This work is particularly positive, relevant and useful in connection with the need to improve the work efficiency of the managers of enterprises and organizations of the health system in Poland in the context of a pandemic, as well as in the context of other recent social and humanitarian challenges.

4. Subject awareness

The author has undoubtedly studied the problem under investigation in depth. It is evidenced by his numerous publications. The total number of scientific publications is 89, including: Individual monographs - 3; Collective monographs - 31; Scientific

articles published in scientific journals, referenced and indexed in world-famous databases - 23 (scientific publications are indexed in Web of Science - 4, SCOPUS - 2); Scientific articles and reports published in non-peer-reviewed journals with scientific review - 28; Studies published in non-peer-reviewed journals with scientific review or published in edited collective volumes - 4. All publications of the author are directly related to the studied problem.

In addition, Dr. Marcin Kensy is a member of the editorial board of the scientific journal VUZF Review. It should be noted that Dr. Kensy has been researching this scientific problem for approximately 15 years and since 2010 has published scientific papers on this subject. His works have been cited since 2015.

In his dissertation the author uses 319 sources, including: scientific literature - 277, statistical sources - 13, regulations and legal acts - 22, Internet resources - 6 and his own author's summaries and works.

The author's many years of experience in research and teaching at the Higher School of Economics in Bydgoszcz (Poland) is indisputable. The experience of his personal participation as a specialist and managerial staff in enterprises of the respective type of activity is also indisputable.

5. Research methods used

The author uses methods inherent in the theme and field of research - a systematic approach, enriched with a functional and structural approach, as well as expert methods. Empirical methods were also used: scientific observations, research methods and assessments (opinions), theoretical methods: analysis and summary of literature and normative documents, available materials, including literature related to research tasks and existing assumptions and draft concepts, as well as summaries, comparisons, analytical and statistical data. They provide an opportunity to make an in-depth theoretical analysis, as well as on the basis of questionnaires and analysis of data from them to make practical conclusions that are contributory.

6. Characteristics and evaluation of the dissertation

Structurally, the dissertation contains an introduction, six chapters, a conclusion, a bibliography, a list of tables and figures. An abstract is also attached, which summarizes the actual conclusions and results of the study. The dissertation is written in Russian and the abstract is in Russian and Bulgarian.

After the introduction sets out the main parts of the study in the separate chapters, the following problems are emphasized:

In the **first chapter**, entitled "Analysis of the theory in the field of competence management", the author presented a theoretical analysis of compensation management. The author examines the theoretical aspects of human perception in the organization, the theoretical aspects of the management of competencies and competencies in management, the importance of time intervals and analysis in the management of competencies. The author pays special attention to the theoretical analysis of competencies in healthcare. The author has thoroughly analyzed the literature on this theme.

In the **second chapter**, entitled "Competence Management in Healthcare Organizations", Dr. Marcin Kensy reveals the theoretical aspects of competency management in healthcare organizations, addressing current issues such as the role and place of healthcare organizations and enterprises in the healthcare system, the structure of employment in hospitals and the health care management system, the professional competencies of health workers, the typology of the medical specialist in the health care system and his managerial competencies, as well as methods for improving professional competencies. The second chapter is a logical continuation of the first chapter.

The **third chapter**, entitled "Methodology of empirical research", is devoted to the genesis of the research problem, the concept and description of the research process, the methods for selecting quantitative and qualitative research methods. The use of pilot research in the research process is considered separately. The third chapter is a continuation and addition to the second chapter. The third chapter makes a logical

transition from the qualitative aspects of scientific research to the quantitative methods of research.

In the **fourth chapter**, entitled "Research through quantitative methods in the field of the potential managerial competencies of employees in healthcare organizations", the author presents and analyzes such current aspects of research as the state and management knowledge improvement of healthcare professionals, the level of internal communication, preferred behavior in a managerial position, assessment of managers in terms of knowledge required for a managerial position, interpersonal skills of management staff. In this chapter the author actively uses quantitative statistical and mathematical research methods, which logically and convincingly continue the theoretical descriptions in the previous chapters.

In the **fifth chapter**, entitled "Study using qualitative methods in the field of desired competencies in management positions", Dr. Marcin Kensy describes interviews conducted with managers at various levels of enterprises and organizations in the Polish health system. The author examines the interpersonal skills of the health system leaders and gives the author's interpretation of the study results.

In the **sixth chapter**, entitled "Competence-organizational model in the management vertical", the author describes the lack of competencies of employees in the field of management functions, the desired competencies for managers from different organizational levels, organizational innovations at management levels and limitations in the field of proposed competency-organizational changes. In fact, the author proposed an organizational model for the management of enterprises and organizations in the Polish health system, taking into account the requirements for the competencies of managers at different levels of government. The sixth chapter is the logical continuation and conclusion of all previous chapters.

The dissertation ends with the relevant conclusions.

7. Evaluation of the abstract and reference for the contributions to the dissertation

The abstract is very detailed and accurately reflects the achievements in the dissertation. The abstract contains the following parts: justification of the relevance of research and the choice of theme, purpose, subject, object, hypotheses, limitations, structure and field of research, the author's contribution to the development of scientific knowledge and conclusions of dissertation research, and a summary of the dissertation. The abstract is prepared in Bulgarian, the dissertation is in Russian.

The author's contribution is divided into two parts - the author has formulated contributions that have a strong theoretical nature and secondly - practical and applied contributions. The author has presented two main scientific-theoretical and two scientific-practical conclusions from the dissertation in the abstract. All conclusions are scientifically substantiated and logically proven in the dissertation. Conclusions have scientific and practical value. Thus, the abstract fully reflects the essence of the dissertation and meets the requirements for it.

8. Evaluation of dissertation publications

The candidate has presented a list of publications on the topic of the dissertation. They are both personal and co-authored. All are published in peer-reviewed publications. Monographic research and studies predominate, which is proof of the sufficiently solid popularization of the ideas that the candidate defends in his dissertation.

The total number of scientific publications is 89, including: Individual monographs - 3; Collective monographs - 31; Scientific articles published in scientific journals, referenced and indexed in world-famous databases - 23 (scientific publications are indexed in Web of Science - 4, SCOPUS - 2); Scientific articles and reports published in non-peer-reviewed journals with scientific review - 28; Studies published in non-peer-reviewed journals with scientific review or published in edited collective volumes - 4. All publications of the author are directly related to the studied problem.

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9. Assessment of compliance with the minimum national requirements

It is evident from the reference for fulfillment of the minimum national requirements for awarding the scientific degree "Doctor of Economics", which the applicant has applied, that there is an over-fulfillment of these requirements.

10. Personal participation of the candidate for "Doctor of Science"

There is all the evidence that this dissertation is the work of the candidate himself, the result of his research and work on a topic that is largely within the scope of his teaching and on the other hand - his research and analysis.

11. Weaknesses and questions

The author has not explored such a topical issue as the connection of enterprises and organizations of the health service with the social assistance service and other state structures of Poland, called to take care of quality and standard of living.

At the same time, it should be noted that due to the rarity of research in this field of knowledge, in fact, any direction of research in the field chosen by the author will be very relevant.

14. Recommendations for future use of dissertation contributions and results

I recommend paying more attention to current aspects of the relationship between the management of enterprises and organizations of the health services and public services for social assistance to the population in future research.

CONCLUSION

The review of the dissertation on the theme: "Impact of managed competencies on the effective functioning of **the health services organization**", developed by Dr. Marcin Kensy gives reason to conclude that this study meets the minimum requirements of the Academic Development Act composition in the Republic of Bulgaria. The theme of the dissertation provides an opportunity to reveal fundamental issues of economic and management theory, as well as to outline models for practical benefits of the theory application in practice.

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 (DASRB) and the Regulations for the implementation of DASRB. The presented materials and dissertation results fully comply with the specific requirements of the Regulations for admission and training of doctoral students at the Higher School of Insurance and Finance.

The dissertation shows that the candidate for the degree of "Doctor of Science" Dr. Marcin Kensy has in-depth theoretical knowledge and professional skills in the professional field 3.8. Economics, demonstrating qualities and skills for independent research.

In view of the above, I confidently give my **positive assessment** of the research presented by the above-reviewed dissertation, abstract, results and contributions, and **invite the esteemed scientific jury to award the degree of "Doctor of Science"** to Dr. Marcin Kensy in field of higher education 3. Social, economic and legal sciences; professional field 3.8. Economics; doctoral program "Finance and Insurance".

06.05.2022 Reviewer:

(Prof., D.Sc. Igor Britchenko)