

STANDPOINT

by Prof. Dr. **Mariana Mateeva Petrova**
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of dissertation for awarding 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, Insurance and Social Security“

Author: Marchin Kęsy, PhD

Topic: INFLUENCE OF MANAGEMENT COMPETENCES ON THE EFFECTIVE FUNCTIONING OF THE HEALTH ORGANIZATION

1. General description of the presented materials

By order № 110 of 21.04.2022 of the Rector of the Higher School of Insurance and Finance Prof. DSc Boris Velchev I was appointed as a member of the scientific jury for providing a procedure for defense of a dissertation on the topic of **INFLUENCE OF MANAGEMENT COMPETENCES ON THE EFFECTIVE FUNCTIONING OF THE HEALTH ORGANIZATION** for obtaining the educational and 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, Insurance and Social Security". The author of the dissertation is **Marchin Kęsy**.

The materials submitted by **Dr. Marchin Kęsy** include documents according to the presented inventory: reference for the scientific and scientific-applied contributions in the dissertation; reference for fulfillment of the minimum national requirements for acquisition of degree "Doctor of Sciences" in professional field 3.8. Economics; dissertation work; autoreferate. The doctoral student has attached a list of 18 publications on the topic of the dissertation, 3 are in print, includes a list of citations.

2. Relevance of the topic and expediency of the set goals and objectives

The formulated topic is dedicated to a relevant and significant for modern conditions economic problem: the theoretical and practical aspects of the functioning of the the effective functioning of the healthcare organization, the optimal use of the medical and administrative staff and their competencies in the management of the healthcare organization.

The dissertation identifies and fills a gap in competency and organizational decisions, adapted to the specifics of the health system at the legal, educational, competence and organizational level. An aspect that complements the process is the definition of methods for improving competencies

and building a process for improving competencies needed to fulfill the role of manager in health organizations.

The research thesis models the logic of the dissertation research and the applied analytical tools. The dissertation is structured in a non-standard way, formed in sections and subsections, but in accordance with the set goal, hypotheses and the subject of the research and reflects the author's approach to the researched topic.

3. Knowledge of the problem

Marchin Kęsy, PhD shows a thorough and objective formulation and evaluation of the problems explored in the dissertation. 319 literary and internet sources of specialized scientific literature in different languages, normative documents were used and analyzed.

4. Research methodology

For the realization of the set goal and for the solution of the research tasks theoretical and empirical methods of research, , analysis of thematic literature and available documentation, triangulation of research methods, triangulation of data sources.

The research methodology, developed in order to diagnose the field of research, includes conducting empirical activities in two research periods 2011-2012 and 2019 using different and complementary research methods.

The evaluation survey covered 3760 people, conducted among medical staff, of which 1882 people qualified for the survey in 2011 and 1750 people qualified for the survey in 2019 (950 and 850 questionnaires were collected, respectively); additional quantitative study, including representatives of health professionals - a total of 328 people, of whom 162 completed the questionnaire; qualitative survey, 70 people holding managerial positions in hospitals, were selected, 50 from which were interviewed in 2012, and another 20 in 2019.

5. Characteristics and evaluation of the dissertation

The dissertation consists of an introduction, presentation formed in 6 thematic sections, conclusions, literature, list of included figures, tables. The development is in a total volume of 274 pages, 62 tables and 23 figures are presented, 319 are the used literary and internet sources.

The subject of the dissertation covers the theoretical and practical aspects of competence management.

The goal of the dissertation is to develop a model of competence and professional profile for the position of manager of a health organization for all levels of management.

The set goal is important for the economic system, and solving the tasks ensures its achievement.

The main research hypothesis is: The result of optimally selected management competencies is increasing the efficiency of the organization of health care.

Based on the accepted goals, correlated with the main hypothesis of the work, the author formulates three detailed hypotheses related to the objectives of the study, and the author's reasoning consists in testing the accepted scientific hypotheses.

The first two sections are theoretical, the third section contains a description of the research methodology used in the work. The fourth and fifth sections contain the data and information from the study, and the sixth section contains the conclusions of the study with the developed competent and organizational model for a medical institution in the field of changing the competencies of management positions at all organizational levels. The last three sections are empirical.

The dissertation offers solutions in the field of competencies related to the analysis; it indicates which and to what extent specific competencies are desirable for managerial positions of I and II level of the organization and gives a definition of the characteristics of the competencies for the highest management level in a medical institution. Based on this, a profile of competence has been built for managers from I and II levels of the organization (subsection 6.2) in a medical institution, dedicated to two areas - medical and administrative.

The dissertation proposes a change in the structure of competencies at all levels, taking into account the organizational needs in hospitals and the management competencies of medical staff. Organizational considerations refer to the adaptation of the structure of the hospital organization to the changes proposed in the field of management competence management. As a result, an organizational structure has been proposed, which is a combination of two models: the structure of departments and the structure of projects (subsection 6.4.). Organizational innovation is closely related to the structure of self-competence of hospital managers and through career development through managerial development for medical staff and qualified managers.

6. Contributions and significance of development for science and practice

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 following researches included in the dissertation, divided into three groups, are mentioned as the main contribution to the discipline of management sciences:

- **extensive and in-depth study of management competencies in hospitals in Poland;**
- **competency innovations in the hospital environment:** professional profile of the position of manager at 3 levels: first level, middle level, top management; model of the structure of

competencies of managers in health care at all levels of the organization, the starting point is the universal model of R. L. Katz, which in the course of the study, taking into account the specifics of the environment, is modified for the needs of hospitals.

- **organizational innovations in the hospital environment:** adaptation of the organizational structure of hospitals to the optimal use of managerial competencies of medical staff; the first and second organizational levels are based on a mixed model for the selection of management staff, the third organizational level, concerning top management, requires candidates for positions to be highly professional and focused only on management and administrative activities.

The proposed solutions are complex in nature and affect not only the management competencies of medical staff, but also adapt the organizational structure of hospitals to the proposed changes.

7. Evaluation of dissertation publications

The results of the research on the topic of the dissertation are correctly presented to the scientific community with 35 scientific publications, independently and in co-authorship, 7 of them are publications in collective monographs, which I can accept as short publications with the nature of an article, but not as chapters in a monograph, and for some there is no complete bibliographic description and number of pages, and those listed under numbers 5, 6, 7, 8 publications are scientific editions of a monograph.

Publications 31 and 33 have study characteristics. There are also 4 publications (WoS, 1 of which is in a conference proceedings).

Of the 16 articles mentioned (the list is not specified), some publications are in conference proceedings (17, 19, 23).

It is a pleasant impression that the candidate has published 2 of his peer-reviewed publications in a scientific journal of VUZF.

They are an indicator of the deep scientific interests of the doctoral student, as well as that the scientific contributions to the dissertation are the personal work of the doctoral student.

8. Assessment of compliance with the minimum national requirements

Attached is a Certificate for fulfillment by the doctoral student of the minimum national requirements for acquiring the educational and scientific degree "Doctor of Science" in the professional field 3.8. Economics. The total number of points corresponds to the required number.

9. Assessment of the applicant's personal contribution

The presented dissertation on the topic „INFLUENCE OF MANAGEMENT COMPETENCES ON THE EFFECTIVE FUNCTIONING OF THE HEALTH ORGANIZATION“ is a conscientious scientific and applied research.

I have no doubt about the personal contribution of the doctoral student, expressed in in-depth research, creative thinking and further development of the theory and the problem solved in the work, namely studying and developing the theoretical and practical aspects of the functioning of the organization of health care, the optimal use of medical and administrative staff and their competencies in the management of the health organization.

10. Autoreferate

The autoreferate consisting of 32 pages has been prepared in accordance with the requirements of LDAS and RILDAS. It is structurally correct and properly reflects the logic and consistency and contributions of the dissertation. It demonstrates the skills of **Dr. Marchin Kęsy** to synthesize and summarize in order to present her most important ideas and conclusions.

11. Critical comments and recommendations

Questions: Are current surveys planned after the last one in 2019, are comparative ones planned with the previous periods? Would the conclusions of the work change due to the impact of the Covid-19 pandemic?

Remarks and recommendations:

To explicitly define the basic terms used, especially due to the fact that it is written and presented in a language foreign to the doctoral student and the scientific jury.

Distinguish the objectives of the tools and the contributions from the research results.

To redefine the contributions in view of the generally accepted criteria for contributions in the three areas: scientific, methodological and applied.

Most of the sources used are quite old, from the last century, and there are almost no sources (excluding regulations) after 2010. In some places there is some duplication of texts.

Although the work is now being defended in 2022, it does not reflect the impact of the Covid-19 pandemic on economic efficiency.

I recommend updating the research and presenting the results in specialized international publications with IF / IR, which will allow higher visibility of scientific results and will create conditions for more intensive citation.

12. Personal impressions

I do not know the doctoral student personally. We do not have joint publications and developments.

My impressions come from the dissertation, author's autoreferate and dissertation publications. They show a serious and erudite researcher, a bona fide scientist with an extensive theoretical background and proven ability for independent research.

CONCLUSION

The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements (s) of LDASRB and RILDASRB. The presented materials and dissertation results correspond to 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 **Marchin Kęsy, PhD** has in-depth theoretical knowledge and professional skills in Professional field 3. 8. Economics, demonstrating qualities and skills for independent research.

Due to the above, I give my positive assessment of the research presented by the above-reviewed dissertation, autoreferate, results and contributions, and I invite the scientific jury to award the educational and scientific degree "Doctor of Science" to **Marchin Kęsy, PhD** in the field of higher education 3. Social, economic and legal sciences; Professional field 3. 8. Economics; PhD program "Finance, Insurance and Social Security".

15.05.2022 г.

Member of Jury: 

Prof. Dr. Mariana Petrova