

## СТАНОВИЩЕ

### EVALUATION REVIEW

by assoc. prof. Dr. Shteryo Stefanov Nozharov,

scientific secretary of Department of „Economics “-UNWE, assoc. prof. in professional field 3.8. „Economics“, scientific specialty „Political economy (*microeconomics, macroeconomics, economic policy and sustainable development*) at UNWE, Doctor in professional field 3.8. „Economics“, scientific specialty „Political economy“- UNWE

of PhD thesis for awarding the educational and scientific degree “Doctor” in higher education area  
3. Social, economic and law sciences, professional field 3.8 Economics

**Author:** Izabella Kesy

**Title:** THE ROLE OF MANAGER FOR THE EFFECTIVE GOVERNANCE OF A FAMILY BUSINESS IN POLAND

#### 1. General characteristics of the materials presented.

In accordance with Order № 133/22.03.2023 of the Rector of VUZF – prof. Boris Velchev, DSc. I have been selected as a member of the Scientific Jury in a procedure for awarding educational and scientific degree “Doctor” to a thesis, titled: „THE ROLE OF MANAGER FOR THE EFFECTIVE GOVERNANCE OF A FAMILY BUSINESS IN POLAND “in higher education field 3. Social, economic and law sciences, Professional field 3.8. Economics. Author of the thesis is: Izabella Kesy – PhD student in PhD programme „Finance and Insurance “at VUZF.

The materials, submitted by Izabella Kesy include the following documents:

A copy of the PhD thesis, abstract of the thesis, a completed card for fulfillment of the minimum requirements for educational and scientific degree “Doctor”, list of publications, list of abstracts of the publications, related to the title of the thesis, CV, a presentation.

The PhD student has: nine (9) articles, published in non-refereed peer-reviewed journals in edited collective volumes.

#### 2. Brief biographical reference of the candidate

The PhD student Izabella Kesy from 2017 to the moment is an assist. prof. at the University of Economy in Bydgoszcz, Poland (REC WSG Zgorzelec). For the period 2010 – 2013 she was an

assist. professor at Western Higher School of Commerce and International Finance John Paul II in Zielona Góra. She is also a certified teacher in mathematics and economics at Secondary school number IV in Zielona Góra. For the period 1997-2002 she has graduated master's degree in mathematics at Poznan University of Technology, Poland. She has graduated specialized courses in budgetary accounting, pedagogy, physics and computer sciences at University of Economy in Bydgoszcz, Poland.

### **3. General characteristics and evaluation of the PhD candidate thesis**

The PhD thesis covers a total of 188 pages. It consists of table of contents, introduction, three chapters, conclusion, list of figures and tables, reference list and appendices. It includes theoretical and empirical part. The theoretical section introduces the visions for family businesses, which are studied in the context of determining the specifics of this types of companies, it is also described the life cycle, the continuity, financial indicators, and the managers 'competencies for governance of the companies. In the empirical part, based on survey data, the PhD student has proposed a model of the successful manager of a family company. The results of the thesis are presented with the help of 61 figures and 14 tables, and the list of references consists of 229 sources.

### **4. Contributions and significance of the PhD thesis for the development of science and practice**

The results of the PhD thesis are a contribution to the development of the microeconomic analysis of companies.

**The main results** achieved in the PhD thesis are as follows:

1. The factors for effective governance of family businesses, based on the managerial competencies of managers, are determined.
2. It is identified that the deficit of managerial competencies of managers of micro-enterprises affects the analytical, strategic, and financial competencies.
3. It is established that the deficit of competencies of managers of small and medium-sized enterprises is related to the behavioral competencies of managers.

## 5. Evaluation of the publications in relation to the topic of the PhD thesis

The PhD student has presented a total of nine (9) articles, published in non-refereed peer-reviewed journals in edited collective volumes. They could be accepted as directly related to the topic of the PhD thesis.

## 6. Evaluation of the fulfillment of the minimum national requirements

I concern that the candidate meets the minimum national requirements according to the documents submitted and in accordance with the regulations of VUZF.

It is made an inquiry about the candidate's fulfillment of the minimum national requirements for obtaining the educational and scientific degree "Doctor" in the professional field 3.8. Economy by representatives of VUZF, who have checked the documents.

## 7. Abstract of the PhD thesis

The content and quality of the abstract is good. It is written in accordance with the relevant regulations and presents the main results, achieved in the thesis, however it is too short (18 pages).

## 8. Critical remarks and recommendations

There could be made some critical remarks and recommendations to the research:

1. The main hypothesis of the PhD thesis needs to be reformulated in order to sound as a scientific challenge, like something which is disputable amongst scientists. Is there any scientific publication, which disputes that “The competencies of a manager are important factor that determines the family business governance”.
2. The second chapter is disproportionally short in volume, compared to the other two chapters. The studied information in it must be an integral part of the introduction section.

However, the conducted research in a great extent has achieved the goals that have been set in its introduction section.

## CONCLUSION

The PhD thesis **contains** *scientifically applied results, which are original scientific contribution*, and **they cover** the requirements of the Act on development of the academic staff of Republic of Bulgaria and the regulations for its implementation. The presented materials and conclusions

in the thesis **correspond** to the specific requirements of the Regulation for admission and training of PhD students at VUZF.

The PhD thesis shows that Izabella Kesy **possesses** good theoretical knowledge and professional skills in professional field 3.8 Economics, as **she demonstrates** qualities and skills to independently conduct scientific research.

Having in mind the abovementioned, I give a **positive assessment** of the conducted research, presented by the above-reviewed thesis, abstract, list of contributions and I **suggest to the esteemed Scientific Jury to award educational and scientific degree „Doctor“** to Izabella Kesy in higher education area 3. Social, economic and law sciences, professional field 3.8 Economics.

29.4.2023

Reviewer:

**Assoc. prof. Dr. Shteryo Nozharov**