

REVIEW

by Assoc. Prof. Radostina Dimitrova, PhD
Higher school of finance and insurance

Of dissertation for the granting of scientific degree „Doctor of sciences”

In area of higher education 3. Social, economic and judicial sciences

Professional field 3.8. Economics

Author: Grazyna Kacicka

Topic: “Theoretical and methodological foundations for developing a system of anti-crisis management in the business sector under market economy conditions”

1. General description of the submitted materials

By order No. 131 of 11.04.2025 of the Rector of the Higher School of Insurance and Finance, Prof. Dr. Boris Velchev, I am appointed as a member of the scientific jury to ensure a procedure for the defense of a dissertation on the topic "Theoretical and methodological foundations for developing a system of anti-crisis management in the business sector under market economy conditions" for the acquisition of the scientific degree "Doctor of Sciences" in the Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Direction 3.8. Economics.

The materials submitted by Dr. Grazyna Kacicka include documents according to the presented list:

1. Dissertation work
2. Abstract in Bulgarian and Russian
3. Certificate of fulfillment of the minimum requirements for acquiring the degree of Doctor of Science
4. Declaration of authorship
5. List of citations of scientific publications
6. List of scientific publications of Dr. Grazyna Kacicka, their relevance to her dissertation and accompanying summaries
7. The full text of the scientific publications of Dr. Grazyna Kacicka
8. Autobiographical note

2. Short biographical data of the applicant

Grazyna Kacicka is a Polish researcher and lecturer with proven experience in the field of political science, governance and crisis management. In 2017, she obtained her PhD in Political Science from the Ivan Franko National University of Lviv, Ukraine, after completing postgraduate studies at the same university. Her academic interests focus on crisis management, economic security, anti-crisis strategies and transformations in the modern economy. She is the author of numerous peer-reviewed scientific publications in international journals, in which she analyzes risk management mechanisms, economic destabilization and sustainable development of the public and private sectors. Her many years of practical and academic experience, as well as her intensive scientific production, establish her as a suitable candidate for the award of the PhD degree.

3. Characteristics and evaluation of the dissertation

The dissertation work of Grazyna Kacicka presents an in-depth study on the formation of an anti-crisis management system in the entrepreneurial sector in the conditions of a market economy. The study is structured in five chapters, which trace the development of theoretical and methodological foundations, analyze the problems of crisis management, offer model solutions and outline modern approaches and trends in this area.

The content analysis of each chapter shows a clear transition from conceptual-theoretical analysis to the application of specific models and approaches for the assessment, organization and optimization of anti-crisis management. The first chapter formulates the main theoretical positions, examines crisis phenomena in their dual nature — as a threat and an opportunity — and outlines the need for a systematic, flexible and integrative approach to management in conditions of instability. The following chapters complement the theoretical framework with an analysis of the economic activity of enterprises, offer a methodology for the formation of anti-crisis systems, and introduce mechanisms for monitoring, control and innovation in management. The emphasis on digitalization, algorithmic models and the use of innovative strategies testifies to the desire to create adaptive and proactive systems capable of responding to dynamic changes in the economic environment.

The assessment of the reliability of the empirical material and the scientific validity of the contributions is high. The author uses a wide range of approaches: from theoretical-empirical and comparative methods to economic-mathematical modeling and expert assessments. This creates a multi-layered and methodologically balanced basis for validating the conclusions. The material used includes an analysis of global and national processes, international experience and substantiated hypotheses, thus ensuring the adequacy of the proposed solutions to the real challenges facing the entrepreneurial sector.

4. Contributions and significance of the development for science and practice

The scientific and applied achievements of the dissertation stand out for their innovation and systematicity. New definitions and classifications have been derived, models with applicability at the micro and macro levels have been created, including the concept of a paradigmatic innovative model of anti-crisis management and the “Cause-Result-Measure” model. The study enriches crisisology with additional methodological directions and offers practical tools for assessing the sustainability of enterprises, which makes it relevant not only in a scientific, but also in a political-economic and business context.

The main achievements are expressed in the systematization of the principles of anti-crisis management, the adaptation of concepts of digital transformation into management practices, the development of effective control mechanisms and the improvement of the organizational-economic mechanism for risk management. The author not only distinguishes traditional from innovative approaches, but also offers criteria and models for their functional effectiveness. This turns the work into a large-scale study with high theoretical value and applied validity, which contributes to the building of a sustainable entrepreneurial sector capable of functioning effectively in conditions of crisis and transformation.

5. Review of the publications supporting the dissertation

The publications of Dr. Grazyna Kacicka, related to her dissertation work, represent a high scientific achievement with a clearly expressed interdisciplinary character, uniting economic theory, management practices and crisisology. The thematic core of her works is focused on the mechanisms of anti-crisis management, adaptability of organizations in conditions of macroeconomic instability and ensuring economic security in periods of destabilization and military conflicts.

Scientific contribution and practical applicability:

The publications demonstrate a systematic approach to crisis management in both the private and public sectors. Kaczycka's works have clearly formulated hypotheses, analytical models and recommendations for application in a real organizational environment. Specifically:

1. The developed model of an organizational-economic mechanism for risk management (City Development, 2024) is directly applicable in corporate strategic planning and can be adapted in different sectors.

2. The study on the economic security of enterprises during a military invasion (City Development, 2024) has social significance, offering specific scenarios for business behavior under extreme threats, including in wartime conditions - a topic of particular importance in the current geopolitical context.

3. Publications on innovation and digitalization in anti-crisis management (Kyiv Economic Scientific Journal, 2023–2024; International Interdisciplinary Journal “Expert”, 2023) are relevant and related to promoting sustainability through technological means and methods, such as artificial intelligence and Big Data.

4. Theoretical developments on state anti-crisis policy (State and regions, 2024) contribute to shaping management models applicable in the development of public policies and strategic documents at the state level.

The results of the dissertation work find practical application, as they are published in peer-reviewed international journals, including open access, which increases their visibility and the possibility of use by other researchers and politicians. They can be used in the structuring of educational programs, most likely at the Higher School of Social and Economic Sciences in Przeworsk, where the candidate teaches. The publications can be reflected in conferences and projects related to topics such as sustainable development, tourism, innovation and safety in crisis, through the conclusions in transdisciplinary research and practical platforms.

The list of scientific publications includes 17 scientific articles, 1 part of a monograph and 1 conference report. Of these, 10 are independent, 9 with one co-author.

6. Assessment of compliance with minimum national requirements

Based on the attached reference, a positive opinion can be made on the fulfillment of the minimum national requirements for the defense of a dissertation for the award of the scientific degree "Doctor of Sciences" to Grazyna Kacicka in professional field 3.8 "Economics". The candidate fully meets and exceeds the minimum national requirements for all applicable indicator groups necessary for admission to the defense of a dissertation for the award of the scientific degree "Doctor of Sciences" in professional field 3.8 "Economics".

7. Abstract

The abstract of the dissertation work of Grazyna Kacicka is structured, comprehensive and meets the academic requirements for a summary of research intended for the acquisition of the scientific degree of "Doctor of Sciences". The content of the document is consistently presented, clearly tracing all the main elements of the scientific work: relevance of the topic, goals, objectives, object and subject, hypotheses, methodology, scientific novelty, contributions and practical significance.

The document contains precisely formulated goals and objectives of the research, which correspond to the scope of the dissertation and testify to strategic thinking and the ability to take a systematic scientific approach. The abstract presents a convincing argumentation regarding the need to develop

adaptive anti-crisis mechanisms in the entrepreneurial sector, placing the work in the context of contemporary socio-economic challenges. The scientific novelty is specified through clearly formulated results, in which the personal contribution of the dissertation candidate is clearly distinguished from the existing knowledge in the field. New models and approaches are carefully described, including algorithmic and conceptual frameworks, as well as paradigmatic approaches to crisis management. In terms of quality, the language and style of the presentation are academically sound, the terminology is used accurately, and the volume and structure of the abstract correspond to good practices in the field of economic sciences. The presentation of the publication activity and the approbation of the results in authoritative international scientific forums further confirm the validity and practical applicability of the study.

The abstract has been prepared in accordance with the requirements of the current regulatory documents and regulations for the development of dissertations for the scientific degree of "Doctor of Sciences". It adequately reflects the main results, scientific contributions and conclusions of the dissertation work. There is a clear correspondence between the presentation in the abstract and the content of the dissertation work itself, which allows the reader to gain an accurate idea of the significance and contribution of the study. Based on the above, the abstract can be accepted.

8. Critical remarks and recommendations

Despite the high scientific and methodological level of the dissertation work of Dr. Grazyna Kacicka, after a careful review of the content, some critical remarks and recommendations can be formulated, which aim to further improve the presented study.

First of all, considering a wide range of theories and authors can make it difficult to focus on the original contribution of the researcher. I would recommend a clearer distinction between the literature review and the author's own analytical developments in order to highlight the author's personal interpretation and conceptual thinking more clearly.

Also, the study claims to be applicable to the "entrepreneurial sector", but there is no clear differentiation - e.g. whether the object of the analysis is small and medium-sized enterprises, specific industries or different organizational forms. This generalization limits the usefulness of the proposed approaches and makes it difficult to assess their applicability.

Second, while a number of innovative models and definitions have been proposed, they are not always supported by empirical examples or real-life cases that illustrate their applicability in specific economic environments. This makes it difficult to assess the operational value of some of the proposed methodologies.

Third, some of the terms and concepts used, such as “paradigmatic approach”, “integrative model” or “crisis methodology”, are formulated without a sufficiently clear theoretical justification or without reference to recognized authors and schools. In these cases, it is appropriate for the author to propose a more precise definitional framework and to distinguish existing scientific knowledge.

Regarding the abstract, although it is well structured, it lacks a clearer quantitative assessment of the results, which would give greater persuasiveness to the presented conclusions. Better visualization of key dependencies is recommended, which would facilitate the perception of the logic of the proposed solutions. There is no reflection on the methodological and empirical limitations of the work. The recognition of limitations is a symbol of the maturity of the research and its absence creates the impression of excessive theorization.

In conclusion, the critical remarks do not question the scientific value of the dissertation, but point out areas for improvement – mainly in the direction of empirical support, precision of the conceptual apparatus and clearer visualization and operationalization of the proposed solutions. These aspects should be taken into account in a possible future publication in the form of a monograph or a practical manual.

CONCLUSION

The dissertation **contains scientific, scientifically-applied results**, which represent an **original contribution to science** and **meet the requirements** of the Law on the Development of the Academic Staff in the Republic of Bulgaria (ZRASRB) and the Regulations for the Implementation of ZRASRB. The presented materials and dissertation results correspond to the specific requirements of the Regulations for admission and training of doctoral students in the Higher School of Insurance and Finance. The dissertation shows that Grazyna Kacicka has in-depth theoretical knowledge and skills in professional field 3.8. Economics, **demonstrating** qualities and competencies for independent conduct of scientific research.

Due to the above, I give my **positive assessment** of the research conducted, presented by the above-reviewed dissertation work, abstract, achieved results and contributions, and **I propose to the honorable scientific jury to award the scientific degree “Doctor of sciences”** to Grazyna Kacicka in field of higher education 3. Social, economic and legal sciences; professional direction 3.8. Economics.

12.05.2025

Reviewer: (s)

Assoc. prof. Radostina Dimitrova, PhD