

## **STATEMENT**

**From Assoc. Prof. Raya Nikolova Kanazireva, PhD  
Sofia University "St. Kliment Ohridski"**

on dissertation for the award of the scientific degree "Doctor of Sciences"  
in the field of higher education 3. Social, Economic and Legal Sciences  
Professional field 3.8. Economics

**Author: Grazyna Kacicka**

**Topic: Theoretical and Methodological Foundations of the Formation of the Anti-crisis Management System in the Entrepreneurial Sector in Conditions of Market Economy.**

### **1. General description of the materials presented**

By Order No. 131 dated 11.04.2025 of the Rector of the Higher School of Insurance and Finance Prof. Boris Velchev, DSc, I have been appointed as a member of the scientific jury to conduct a procedure for the defense of a dissertation on the topic "Theoretical and Methodological Foundations of the Formation of the Anti-crisis Management System in the Entrepreneurial Sector in Conditions of Market Economy" for obtaining scientific degree "Doctor of Sciences" in the field of higher education 3. Social, economic and legal sciences, Professional field 3.8. Economics. The author of the dissertation is Grazyna Kacicka, PhD – doctoral student in independent training at the doctoral program "Finance, Insurance and Social Security" at VUZF.

The materials submitted by Grazyna Kacicka include documents according to the submitted inventory: Dissertation, Disertation Summary in Bulgarian and Russian, Declaration of originality, Reference for the fulfillment of the minimum national requirements for obtaining the DSc in professional field 3.8. Economics, list of all publications and the publications for the procedure, copies of nineteen publications on the topic of the dissertation, list of citations, abstracts of the nineteen publications submitted for the procedure, Curriculum vitae.

### **2. Brief biographical data about the candidate**

The candidate holds a Master's degree in Management from the Lublin University of Technology, Poland and a PhD from the Lviv National University "Ivan Franko", Ukraine.

### **3. Characteristics and evaluation of the dissertation work**

The dissertation consists of an introduction, five chapters, a conclusion and a list of bibliographic sources. The dissertation is 425 pages long and includes 25 tables, 6 figures and a list of 371 sources used.

The aim of the dissertation study is the development of theoretical formulations, methodological approaches and methodological recommendations for the formation and

development of the conceptual foundations of the system of anti-crisis management of entrepreneurial structures in the conditions of transition to innovation economy, in order to prevent risks and minimize the impact of crisis factors that have a negative impact on the sustainability and operational efficiency of enterprises.

The object of the study is the system of anti-crisis management in the entrepreneurial sector. The subject of the study are the conceptual, theoretical-methodological and methodological-practical bases for the formation of a system of anti-crisis management in the entrepreneurial sector in the conditions of market economy.

The research methods include a review of the scientific literature, an analysis of the theoretical framework on the topic by applying induction, deduction and synthesis of the results from the existing scientific literature and presenting examples from practice to form conclusions and recommendations for theory and practice.

Chapter One presents the theoretical foundations of crisis formation and crisis management processes in the economic environment. Chapter two focuses on the theoretical review of the problems of regulation of the economic activity of enterprises in crisis conditions and development of the system of anti-crisis management in the entrepreneurial sector. Chapter three presents the methodological aspects of the formation of the system of anti-crisis management in the entrepreneurial sector. In the fourth chapter, the effectiveness and organization of the control system for the realization of anti-crisis management in the entrepreneurial sector is evaluated based on the results of the theoretical review in the first and second chapters. In the fifth chapter, modern trends and new approaches to the organization of the anti-crisis management system in the entrepreneurial sector are presented as examples from practice, which can be qualified as mini-cases.

#### **4. Contributions and Significance of the Development for Science and Practice**

According to the reference on scientific contributions (Dissertation Summary, pp. 7-12), the nature of the contributions can be classified into two groups:

(1) Theoretical - methodological:

- A conceptual system of models for anti-crisis management of entrepreneurial structures is developed based on the analysis of the existing theoretical framework.
- A definition of the category “crisis phenomena in the economy” is synthesized as a result of the analysis of the scientific literature.
- Based on the analysis of the scientific literature in the field, the factors contributing to the emergence of crises in the entrepreneurial sector are classified.
- A conceptual model for the use and implementation of methods and tools for the analysis of key factors causing crises in the entrepreneurial sector, based on the Cause-Result-Measure cycle, has been developed.

(2) Practical - applied contributions:

- Practical recommendations for entrepreneurial structures to implement anti-crisis strategies have been developed, including methods for assessing resilience, monitoring and risk management mechanisms, and approaches to digitalization of management processes.
- Improvements to the existing methodologies for regulating and stimulating entrepreneurial activity in crisis conditions are proposed.

Thus grouped, the contributions are the result of the author's personal efforts.

## **5. Evaluation of the publications on the thesis**

The candidate has submitted nineteen publications related to the dissertation topic, which are articles and reports published in non-refereed peer-reviewed journals or published in edited collective volumes. The publications can be classified as follows:

- By type: articles in scientific journals - 16 items; articles in proceedings of scientific conferences - 1 item, articles in a chapter of a monograph - 1 item.
- By language in which they were written: in Polish - 7 items; in Ukrainian - 6 items; in English - 4 items; in Russian - 2 items.
- By number of co-authors: independent - 10 items; with one co-author - 9 items.

## **6. Assessment of fulfilment of the minimum national requirements**

According to the submitted reference for the fulfilment of the minimum national requirements for the acquisition of the scientific degree “Doctor of Sciences” in the professional field 3.8. Economics - the minimum national requirements are fulfilled.

## **7. Dissertation Summary**

The dissertation summary reflects in a correct and systematic way the overall text of the dissertation as well as the main results achieved in the dissertation work.

## **8. Critical remarks and recommendations**

I have the following critical remark: On page 6 and page 11 of the Dissertation Summary, the applied research methods and personal contributions are listed, among which is listed that “economic-mathematical modelling” is conducted – while it is not among the methods and contributions actually used in the presented dissertation.

Recommendation: it would be useful to conduct proprietary empirical research to assess the impact of crisis factors by applying statistical analysis and/or constructing mathematical models with variables from the factors classified in the theoretical analysis. This would test the

hypotheses put forward by the thesis. Such a study would provide additional scientific and applied contributions to the dissertation topic.

## CONCLUSION

The dissertation contains scientific, scientific and applied results that represent an original contribution to science and meet all the requirements of the Law for the Development of Academic Staff in the Republic of Bulgaria (LDAS) and the Regulations for the Implementation of the LDAS. The submitted materials and dissertation results fully comply with the specific requirements of the Regulations on the Conditions and Procedure for the Acquisition of the Degree of Doctor of Science at the Higher School of Insurance and Finance.

The dissertation shows that the candidate Grazyna Kacicka possesses in-depth theoretical knowledge and professional skills in Professional field 3. 8. Economics, demonstrating qualities and skills for independent scientific research.

Due to the aforementioned, I confidently give my positive assessment of the research presented by the above-reviewed dissertation, dissertation summary, results and contributions, and I propose the Honourable Scientific Jury to award the degree of Doctor of Science to Grazyna Kacicka in the Field of Higher Education 3. Social, economic and legal sciences; Professional field 3. 8. Economics.

12.05.2025

Reviewer:



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Assoc. Prof. Raya Kanazireva, PhD