

REVIEW

**By James Borislavov Jolovski, Associate Professor, Doctor of Economics
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**regarding the dissertation for the award of the scientific degree "Doctor of Sciences"
to Dr. Grazyna Kacicka on the topic " "Theoretical and Methodological Foundations for the
Formation of an Anti-Crisis Management System in the Entrepreneurial Sector under
Market Economy Conditions" "**

With Order No. 131 of 11.04.2025 of the Rector of the Higher School of Insurance and Finance, Prof. Dr. Law Boris Velchev certain for member on scientific jury for insurance on procedure for protection on dissertation labor on topic "Theoretical and Methodological Foundations for the Formation of an Anti-Crisis Management System in the Entrepreneurial Sector under Market Economy Conditions" for acquisition on scientific Doctorate degree on sciences " in the District on higher education 3. Social , economic and legal Sciences , Professional Direction 3.8. Economics .

Author on the dissertation work is Dr. Grazyna Kacicka – doctoral student in a free independent form of study at the doctoral program " Finance , Insurance and Social Insurance " at VUZF. At the first meeting of the scientific jury held on 16.04. I was assigned to prepare a review.

1. General description of the materials presented

The dissertation project submitted for review for the acquisition of the degree of Doctor of Science consists of an introduction, five chapters and a conclusion. The total volume is 453 pages, with the main text essentially being 400 pages. The presented abstract is 54 pages long. Logical connections have been established between the individual structural elements.

The package of materials is well organized, which greatly facilitates their review. It is comprehensive and includes:

- dissertation in Russian,

- abstract in Bulgarian and Russian,
- a report on the implementation of minimum national requirements.
- a list of all publications and the publications for the competition,
- nineteen publications,
- summaries of the submitted publications for the competition,
- declaration of originality,
- list of citations,
- autobiography.

2. Short presentation on the candidate

Grazyna Kacicka obtained her PhD from the Ivan Franko National University of Lviv , Ukraine in 2017. Since the same year, she has also been working as a lecturer at the Higher School of Social and Economic , Przeworsk , Poland. She holds a Master's degree in Management from the Lublin University of Technology, Poland.

1. Relevance of the topic and appropriateness of the tasks set

The introduction of the work begins with an argumentation of the relevance and significance of the research. The topic is undoubtedly relevant, and the candidate skillfully manages to argue this. There is an increase in uncertainty, and hence - in the frequency of various crises. This determines the need to develop, implement and improve a model for managing organizations in crisis conditions.

In general, the typical structure for scientific works of a similar nature in Bulgaria is followed. The object and subject of the study are correctly defined. Goals and tasks are set, the implementation of which would successfully confirm the thesis and hypotheses of the author, creating contributions of a scientific and applied nature. Despite the significant volume of the work, in my opinion the tasks (8 in number) are too many and should be slightly reduced by grouping the interconnected ones. I positively note that their number has already been reduced from 13 after a

preliminary discussion of the work in the Department of Finance and Insurance and the recommendations made by the members of the Department.

4. Degree of recognition on the problem

Judging from the attached CV and the list of publications and citations, I have no doubts about the author's knowledge of the issue. In addition, the work refers to 371 sources, which argues for an exceptionally good level of information provision.

5. Methodology on the study

The research tools used in the study are comprehensively listed by the author in the Introduction. They are suitable for fulfilling the goals and objectives of the study. The methods applied include:

- Theoretical-empirical and analytical methods for studying theoretical approaches to crisis management.
- Economic and mathematical modeling for assessing the impact of crisis factors.
- Induction and deduction, synthesis and analysis.
- Comparative analysis of international experience in implementing anti-crisis strategies.
- Expert assessment methods for identifying key factors for enterprise sustainability.

6. Characteristics and evaluation of the dissertation work

The first chapter is entitled "Theoretical foundations of the processes of crisis formation and anti-crisis management in the economic environment". It examines the socio-economic nature of crises and their influence on the emergence of destabilization processes in the economy. Its lack of understanding hinders effective anti-crisis management. Crises are examined through different prisms, on the one hand - as the presence of risk, and on the other - as an opportunity. The main characteristics of crisis management are summarized

Chapter Two is entitled "Problems of regulating the economic activity of enterprises in times of crisis and development of the anti-crisis management system in the entrepreneurial sector". It focuses on the entrepreneurial sector, examining its functioning, significance and role in economic growth. A classification of factors that cause crises in the entrepreneurial sector has been developed.

Chapter Three "Methodological Aspects of the Formation of an Anti-Crisis Management System in the Entrepreneurial Sector" argues that the main challenge of management in times of crisis is minimizing the risk of reducing the economic sustainability of entrepreneurial structures. A model has been developed for the systematization of the principles and methodological approaches to minimizing this risk in the conditions of contemporary crisis phenomena. An important contribution is the provision of recommendations that will help the effectiveness and sustainability of risk management systems.

The fourth The chapter "Effectiveness assessment and organization of the system for controlling the implementation of anti-crisis management in the entrepreneurial sector" is dedicated to how measures performance on anti-crisis management and how is organize the control on the application in the field on entrepreneurship . It examines is specific methodology , which allows yes is evaluate how much effectively works the system for anti-crisis management . It is described and clear algorithm that follows the steps and the links between them at the analysis on crisis management situations . Except this is built model that determines the main ones principles , responsibilities , functions and theoretical frames on the system for control in this process.

The fifth chapter " Modern trends and new approaches to the organization on the system for anti-crisis management in entrepreneurship sector " examines the need from introduction on innovation in management by time on crises in entrepreneurship activity . A comparison is presented between traditional , rather passive approaches , and modern strategies that offer bigger flexibility and efficiency at dealing with economic challenges . The emphasis is placed on classification on the new ones technology and management practices in this area . As a result on the analysis are brought out basic guidelines for improvement on organizational and economic model on anti-crisis management .

7. Contributions and significance on the development for science and practice

Various contributions have been formulated in several categories. In the initial form of the paper, there were a total of 29 of them. After the recommendations were made, in the final version of the paper they were summarized, with priority given to those of them with the highest scientific and applied value. It should be emphasized that in order to substantiate a significant part of the contributions, it is necessary to further substantiate the approbation of the proposed model, including through empirical data - a survey, expert assessment, in-depth interviews, historical data on its application, etc.

8. Evaluation of dissertation publications

The publications presented correspond to the topic of the dissertation. They are current, sufficiently numerous, diverse in their type and have already received numerous citations. The publications do not repeat those submitted in connection with the defense of the doctoral degree.

9. Assessment of compliance with minimum national requirements

According to the attached report on the fulfillment of the minimum national criteria, it is established that the candidate significantly exceeds the requirements for acquiring the scientific degree "Doctor of Science" in Professional Field 3.8. "Economics" with 175 points (fulfillment of 525 points with a minimum threshold of 350 points).

10. Personally participation on the author

I have no doubt about the personal participation of the author in the development of the work. As can be seen from the attached biography, list of publications and citations, Dr. Katsitska has the necessary knowledge, skills and qualities to develop an independent work with significant contributions to theory and practice. I have not established plagiarism in accordance with the statutory procedure. The StrikePlagiarism plagiarism system reports a minimal percentage.

11. Autoresume

Featured are abstracts in Russian and Bulgarian with a volume of 54 pages. In my opinion, the abstract comprehensively presents the key conclusions and achievements of the work. I believe that it meets the format and content established in our country for a publication of this nature.

12. Critical notes and recommendations

I have no significant additional critical remarks and recommendations beyond those mentioned so far. My critical remarks were very highly reflected after the internal discussion of the work in the Department of Finance and Insurance.

Some individual views of the author, shared in her scientific production, do not fully correspond to my personal understandings. However, they are sufficiently substantiated in the relevant publications. For this reason, I could not accept that this circumstance has any bearing on the merits of the candidate's research activity.

13. Personal impressions

I do not know the candidate personally and I do not have any in-depth personal impressions of the candidate. As has already been stated in the text so far, the extremely conscientious coverage of notes received during the discussion of the paper in the Department of Finance and Insurance at VUZF made a positive impression.

CONCLUSION

The dissertation work contains scientific, scientifically applied and applied results that 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 (LDASRB) and the Regulations for its implementation. The presented materials and dissertation results comply with the specific requirements of the Rules for the Conditions and Procedure for Acquiring the Scientific Degree “Doctor of Sciences” at the Higher School of Insurance and Finance. The dissertation work shows

that the candidate Dr. Grazyna Kacicka possesses in-depth theoretical knowledge and professional skills by Professional direction 3. 8. Economics, by demonstrating qualities and skills for independent conduct of scientific research .

Due to the above, I give my positive assessment of the research conducted, presented from the reviewed above dissertation work, abstract, achievements results and contributions , and I propose on the esteemed scientific jury to award the scientific degree "Doctor of sciences" by Dr. Grazyna Kacicka in the Field of Higher Education 3. Social, Economic and Legal Sciences; Professional Field 3. 8. Economics.

Reviewer:

/Assoc. Prof. Dr. James Jolovski/