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**Evaluation of the doctoral dissertation of Mr. Hashem Saad Ali, M.Sc.
Dissertation title: The Method of Assessing the Technical and Economic Levels of
Development with Management Protection against Failure (MPF). Case study: A
Sustainable Decision Making in Libya's Oil Companies to operate with profitability -
2014-2019.**

1. INTRODUCTION

The doctoral thesis of Mr. Hashem Saad Ali, M.Sc., presents the original approach of the simultaneous model "S", based on the concept of "management by deviation studies - MBF" In the presented to defend work, Author tried successfully to analyze a significant problem and attempted to construct a method of assessing the effectiveness of the company's functioning that could raise the level of Technical and Economic development in the petrochemical industry companies in Libya. The application value towards the practical implication of this work is essentially important. The author's ultimate goal to design such an evaluation method that could significantly contribute to the improvement of the Managerial and Operational Functions within the concept of Protection against Failures to assess the current "level of development to increase the competitiveness to achieve the settled goals. The S simultaneous model is an innovative form of research aimed at applying new principles and methods to measure, evaluate and manage the level of development, both in natural sciences and in social sciences.

Although serious failures can be averted by following best practices for safety and risk management, including a thorough analysis of any such events that do occur, small process failures are problem since they are inevitable. To consider them bad is not just a misunderstanding of how complex systems work; it is counterproductive. Avoiding consequential failures means rapidly identifying and correcting small failures. Most accidents result from a series of small failures that went unnoticed and unfortunately lined up in just the wrong way. It is important to add here, that Management Protection against Failure is treated as a coupling tool (o support the process of decision in TN for organization function with controlling. This is important because the studied industry was managed by the end of the 90s of the last century in a prescriptive way, without the use of market competition mechanisms. The research question here is whether the assessment and management systems themselves are able to bring economic effects without some support in the form of systemic changes? And at this point, he emphasize that this is not a one-time evaluation, but a systemic evaluation.

Dissertation analysis assessment of the functioning of Libyan enterprises in the present day, where there are many indications that the economic policy of the state and the current socio-political circumstances combat the influence and intervention in the activities of Libyan companies. The decision-maker should be the executive. He should have the ability to manage according to his own best knowledge without consulting any politicians, revolutionaries or trade unions. Hence, the proposed method of assessing the Technical and economic levels with MPF basing on concept of (Management By Fail - MBF) and Management By Controlling MBC are a tools to operate with profitability for detecting the deteriorating state of development of the form (equilibrium), which is to facilitate decision-making by the director.

In order to achieve the stated requirements of the dissertation, the author specifies main a research questions, covering the full research cycle: from searching for an adequate theoretical model of the problem and its solution to empirically verify the developed assessment system in this work. Together with interviews conducted by the author, the author properly formulated the 10 hypotheses, statements and postulates:

2. THE STRUCTURE OF THE THESIS

The thesis is organized as follows. The first theoretical part provides the reader with general understanding the importance of oil production as the main source of income for Libya, and to propose to the authorities of managing this company, a modern system to assess and manage the Development Level of oil companies.

The second part presents the rules of evaluation in evolving problems of protection against deviations with the use of the MPF concept as a basis for making managerial decisions using the MBF and MBC concepts, and especially in the conditions of changes in the functioning of companies in the sphere of organizing production and work, as well as in the phase of controlling the obtained results

The third part describes The MBF method which is aimed at recognizing the "image" of the company based on the current level of development of the company's organization, which includes three components. Furthermore it shows the MBC conception in t a secondary tool which later occurs as a supplement to assess the level of development from the point of view of various economic and financial relations within the CONTROLLING to assess finally the development level of the company

In my opinion, It is worthy to underline that new, coming to understand what innovators have always known: that failure is a prerequisite to invention. A business can't develop a

breakthrough product or process if it's not willing to encourage risk taking and learn from subsequent mistakes.

3. APLIED LITERATURE

Literature review provide a critical appraisal of previous studies related to the current research area rather than a simple summary of prior works. The Author citate relevant literature both in Polish, German, and English language, various sources, most related the thesis. It is mainly from the scientific journals and other professional documents. The Author pointing out the shortcomings of previous works. The PhD student has demonstrated proficiency in literature analysis, originality in posing and solving research problems, and the ability to construct a clear and well-argued scientific argument.

4. CONCLUSION

I confirm that the aim of the PHD problem was achieved -to present the concept of a new style of management in business, i.e. management through negative deviation research - MBF, which focuses on the cases of deviations in the organization, management and evaluation of the functionality of companies belonging to the National Oil Concern of Libya in 2014-2019. I conclude with a clear statement that the doctoral dissertation presented by Hashem Saad Ali, M.Sc. written at Wyższa Szkoła Bankowa meets all the formal criteria given in the current legislations and the other criteria for doctoral theses. My opinion is positive, regarding to enable the doctoral student to defense at scientific commission.



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