

## REVIEW PREPARED BY:

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## GENERAL INFORMATION

The PhD Dissertation prepared by Hashem Saad Ali is entitled „Method of Assessing the Technical and Economic Levels of Development within the Model of Protection against Failure (MPF). Case study: Decision Making in Libyan Oil Sector 2014\_2019” and prof. Małgorzata Rutkowska is its supervisor.

**Remark:** the title is too long.

## TOPIC

The topic seems to be interesting, since Libya, as a country colonized and controlled by diverse European countries, was developed to satisfy the needs of the colonizers, not the needs of its inhabitants. Therefore, Libya must now undergo a complete transformation in order to be properly managed. The modification of the management style may contribute to a significant increase of profitability in particular companies.

## GENERAL OPINION

The current version of the text is not suitable for review:

- 1) The text is very chaotic (it represents some notes, but not a thoughtful text with a logical structure)
- 2) The English language should be thoroughly revised by a native speaker
- 3) The text is not understandable (sentences are too long, they are not grammatically correct)
- 4) Some expressions are used in a strange sense (e.g. critical path)
- 5) The presented facts are false (e.g. the oldest University in Europe is not Sorbonne)
- 6) Goals, hypotheses and theses are not clearly formulated
- 7) The presentation of computations should be improved
- 8) The literature review of recent papers (from the last decade) is very poor.
- 9) In the last part of the dissertation the author should state which hypotheses have been accepted (and where) and which goals have been achieved (and where)

In connection with the situation aforementioned I am not able to read and assess the whole dissertation. The text needs to be seriously reorganized and reformulated. Then, it will be ready to be submitted for review.

Below, some suggestions and comments are given, but they are not related to the whole text, because the current version of the dissertation is not suitable for reading.

## STRUCTURE

The work contains 154 pages and 4 chapters.

**Remark:** It is hard to follow the table of contents. The numbering of sections and subsections is not logic:

a) there are twice „II. Application part”, The information about what is a theoretical part, application part, practical part or results should be given after the main title of the chapter (in brackets). Or, alternatively, sections I, II, III should be written only once in the table of contents:

b) „I.”, „II.” Etc. are used for theoretical and application part, but later in the table of contents „I.”, „II.” Etc are used for more detailed parts („Management Science and FAM management” etc.)

c) after „I. Management Science and FAM Management (52),..... 58 II. Multidimensional Measuring, and Multi-criteria Assessing –Management, analysis and decisions choosing .....58” there is again point „I. Management Science & Management With FAM : Fail Assessment Method– Method of Cluster”

d) If there is only point Ia (without points Ib, Ic and so on), point Ia seems to be useless

e) if there is only point 3.2.1 (without 3.2.2 and so on), point 3.2.1 seems to be useless.

f) after „IV.Results and conclusion” there is suddenly point „5. The end”. Where is ”chapter five” ?

g) if there is only 5.1 (without 5.2 and so on) point 5.1 is useless

h) points 5.1.2 and 5.1.3 should be pushed to the left

i) parts „ 6. List of Figures, Tables & Attachments: ..... 135 7. Attachments..... 139 Utility of the System DSD: operational functions : ..... 139 7. Classification and evaluation of oil fields (see chapter 4-4.62)... „, should be presented without numbering

## PREFACE

**Remark:**

- a) Page 5 – The Sorbonne in Paris is not the oldest University in Europe and was not founded in 1200 (see >>> Bologna in 1088)
- b) The font size and type are not unified (this remark applies to the entire work)
- c) The sentence „The **inspiration** for the research problem contained in this work comes down to the search for the most simple and effective methods of supporting decisions in the selection of the technical and economic levels of development in Libyan enterprises enables to obtain different indicators of development levels by assessing the state of the current level with the possibility of choosing different variants, i.e. the possibility of choosing different ways of implementing production tasks (productivity and work) based on the preferences of the consumers and to be controlled in the current conditions of the free market economy in Libya (Khlafalla 1994, Hashem Saad 2019, Hashem Fathelrahman 2019, Hashem Saad, Hamza 2021, Rutkowska, Hashem 2021)” is too long and absolutely incomprehensible (the syntax needs to be improved)
- d) Many expressions are strange, like: the degree of "level of development"

- e) English requires improvement (the whole dissertation should be revised by a native speaker, almost each sentence contains mistakes and wrong expressions), e.g. page 6 „At this stage a logical question at this point arises is a reasonable of application the assessment and management systems themselves are able to bring economic effects without support in the form of system changes?” (the style is so strange, that it is really hard to understand the goal of the research)
- f) The I person (singular) should be avoided in scientific works (e.g. page 6: „In this work, I undertake ...”; page 45: „I will continue my research about the role”)
- g) „a method of assessing the effectiveness of the company's functioning that could raise the level of Technical and Economic levels in the petrochemical industry companies in Libya” (page 6) – what does it mean „raise the level of levels” ???
- h) Sentences are chaotic, e.g., page 7: „what type of enterprise was decided on before the cash was accumulated?” (what does it mean ???)
- i) Page 6: „the decision-maker should deducts the effect of the company’s operation” >>> deduct
- j) Page 7: „decisions makers” >>> decision makers
- k) The references are formulated in a strange and not unified way, e.g. page 7: (Pilawski B., Omar.56 Nowak 49), page. 7: (Pilawski B., Omar 1992). Sometimes the first letter of the first name is given, sometimes not. Sometimes the year is given, sometimes the number of the reference is added.
- l) Page 8: „needs to be manged differently” >>> managed
- m) Page 8: „**by-fail** – usually after the Fail, and from here the author of this work assumes that to make decisions in a business or an organization to be done by an efficient manager to avoid the Failure!” the sentence is gramatically incorrect and incomprehensible
- n) Page 8: „the question arises what actually how “ORGANIZATION STAGES” should be understood” (gramatically incorect)
- o) I see the same sentence twice: page 6 – „Of course, on one condition: the decision-maker should be the director. He should have the power to manage according to his own assessment without consulting politicians, revolutionaries or trade unions”; page 8 – „Of course, on one condition: the decision-maker should be the director. He should have the power to manage according to his own assessment without consulting politicians, revolutionaries or trade unions.”
- p) The goals of the research are given in different places. They should be ordered and gathered in one place.
- q) Page 8: „Inspiration for the above defined research problem investigated in this work is seeking maximum simple and effective methods of research support and detection which dominate the process of assessing the development of the oil sector development strategy conditioned by various dependencies, phenomena, events and states, in order to make and choose decisions regarding the adjustment of economic opportunities to the internal and external situation of Libya” – this sentence is also formulated in a wrong way (too long, issues are not ordered)
- r) Page 9, the author writes that some hypotheses have been formulated on the previous pages „Based on the formulated work and hypothesis formulated here, the following thesis can be put forward:”, but there are no hypotheses on pages 6-8!
- s) Page 9: „basing on a chosen criteria” >>> criterion
- t) Page 9: the thesis is completely understandable and too long „It is theoretically correct and practically useful to develop a method of measuring, assessing and managing the Technical and Economic levels into petrochemical enterprises in the field of productivity and performances basing on a chosen criteria allowing to accept the Technical and Economic levels in which the decision maker choses the highest grades and indicators for both the products and performance of

work, in the current time to achieve a sustainable Technical and Economic level of the *Developing Product* basing on the plan of productivity, performance and export tasks in a chose period as a new conception of innovation to avoid the Failure (*ex post ,time now ,ex ante*)”.

- u) Page 10: 4. „M1-M7 the critical Path of the outcome (demand of the market.” – where is this critical path? Normally a critical path is the longest lasting sequence of nodes and arcs, but M1-M7 do not represent a sequence of nodes and arcs. How is the critical path defined in the dissertation?
- v) Page 10 – the explanation of figure 1 is not satisfactory (poins 1-4 are unclear)
- w) Some passages are marked in grey (e.g. pages 12, 13) – what for ?

## ACKNOWLEDGEMENTS

### Remarks:

- a) Primary data sources should not be presented in this part
- b) Page 17 – tables have a different layout
- c) The text is chaotic

## MAIN PARTS

### Remarks:

- a) Page 17: „Regardless of whether this concept is defined as a concept in the field of economics, sociology, law, or all sciences at the same time, this concept belongs to the disciplines characterized by the process of inducing by the factors which determine the of features which characterized the “level of development in TN” – understandable
- b) Page 17: „The concept of **MBF**, i.e. **Management By Fail** to measure and assess the deviations (not acceptable values).” - where is the predicate in this sentence?
- c) Page 20 and 26. The following stages are mentioned twice. What for?:
  - „**Stage 1** Is the starting point (organizing function with planning function) setting clearly defined goals?
  - Stage 2** Whether the availability of the resources in the current conditions are necessary to meet the set goals of the management?
  - Stage 3** Is the preparation of chosen those resources in TN conditions, satisfy the previous stage?
  - Stage 4** Is the implementation of the developed plan of actions is easy to apply in practice to avoid the “Fail”?
  - Stage 5** Is there is a “*Controlling Tool*” of the obtained results and drawing conclusions for the future?”
- d) Page 26, wrong punctuation: „Libya is located in the African part of the Arab world, occupies a significant area of the continent, about 1.775.000 km<sup>2</sup>, which gives it the fourth place among the largest African countries after Sudan Algeria and Zaire.” (lack of commas between countries)
- e) Figure 1.3, figure 1.5 – pleace correct the size of the country.
- f) 35, the title of chart 1.2 should be given below chart 1.2 on page 34.
- g) Page 35 and 36, this text is formulated twice: „History repeats itself. The political changes that took place on 1 September 1969 contributed to the economic development of Libya and made it a country for influence which both the

West and the former Soviet camp sought. Currently, Libya's economic cooperation with many countries around the world is in line with the economic interests of all parties.”

- h) Page 42, what is the number of the figure? 1.5? 14? Or 1?
- i) Page 45, the text should be justified everywhere
- j) Page 45, „The subject of the continuation this study will be a further study of choosing (three companies of extraction the oil (see chapter 4) concerning the identification and analyzing the impact of internal and external factors on the financial condition of these companies as well as the principles and tools of management with CONTROLLING STAGES in the three chosen companies to be compared with others indicators of development of the 20 companies investigated in this research.” (too long)
- k) Page 46, goals presented in this part are not the same as goals formulated in the preface
- l) Page 47, we see a list of 10 points, but which one are statements, which one are hypotheses, which one are postulates? When we formulate a hypothesis we must verify it and after a detailed analysis we may reject it or accept. But which point (from 1 to 10) is treated as a hypothesis in the dissertation?
- m) The presentation of computations should be improved, e.g. Page 101, „Once / week.  $4/30 \cdot 100 = 14\%$ ” >>>13.33%
- n) Page 101, „Once / stomach.  $3/30 \cdot 100 = 10\%$ ”, what does „stomach” mean?
- o) Page 99, this presentation is not mathematically correct: „ $W = 1-20 / 20 \times 100 = 0\%$  (destimulator)” Does „x100” is only related to „20”? The same is for point 2, 3, 4. Additionally it should be written: 100% (not 100)
- p) Page 115, the source is not given below the table. The same remark for figures 4.18, 4.19 etc.
- q) Page 130, fig. 4.27, the explanation under the figure is not clear (what about values higher than 0.75). The comments do not match the numbers in the figure.
- r) Page 149, „1. Neutral development position : 1.1. The same positive position rank of past in time Now, 1.2. The same negative *position* rank of past time in time Now 3. Forward level (with positive advance than in the past) 4. Backward level (reverse with negative advance)” – where is point 2?
- s) Page 152, the year is missing: Molendowski F., *Zastosowanie metody Bellingera do wyboru technologii*, Rozprawa doktorska. Politechnika Wrocławska.
- t) Page 151, the year should be modified: Hellwig Z., *Zastosowanie metody taksonomicznej do typologicznego podziału krajów ze względu na poziom ich rozwoju oraz zasoby i strukturę wykwalifikowanych kadr*, Przegląd Statystyczny, 19668, t. XV.
- u) The bibliography contains quite „old” references. There are only about 6 references from the last 12 years ... There is no current literature review in the dissertation.

## CONCLUSIONS

I strongly recommend that the text be revised by the author, the supervisor and a native speaker. I am really sorry, but the current version cannot be treated as a properly prepared scientific work. The quality is too poor.

The text does not satisfy the rules formulated in „ art. 13 ust. 1 ustawy z dnia 14 marca 2003 r. o stopniach naukowych i tytule naukowym oraz o stopniach i tytule w zakresie sztuki (t.j. Dz.U. 2017 r. poz. 1789 ze zm.) w zw. z art. 179 ust. 1 i 2 ustawy z dnia 3 lipca 2018 r. - Przepisy wprowadzające ustawę – Prawo o szkolnictwie wyższym i nauce (Dz. U. z 2018 r. poz. 1669 ze zm.)”

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