

Review of post doctoral dissertation written by Stefan Nowak PhD.

Dissertation topic: “Pilgrim City Development Index in Community Management”

Reviewer: doc. PhDr. Radovan Bačík, PhD. MBA, Faculty of Management,
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Review was made on the basis of the appointment of the Scientific Council of the
Faculty of Management at the University of Presov on 21/09/2015

1. Assessment of formal requirements

The material presented habilitation in all positions meets and exceeds the criteria
habilitation at the Faculty of Management, University of Presov.

2. Formal Evaluation

The structure of work contains four chapters those contents are related with spiked
research theses. The names of chapters and sections correspond to content. Selection of
literature is consistent with the theme and indicates the detailed and objective look at the
research problem. The current literature sources in number of 224 which the author based on,
indicate a wide recognition of subject. The selection of both sources in the author's native
language and in English indicates the wide recognition of the subject. The work concerns the
management in local government units in order to develop tourism and pilgrimage tourism in
particular. The structure of the work points to a significant creative contribution to the field,
widely beyond the research literature. It is an results of pragmatic considerations supported
by fundamental concepts, theories and methodological investigations.

Empirical part of the work constitutes a valuable study on the management of centers
where there is a religious tourism. The author examined various aspects of the functioning of
cities where there are religious centers (usually by Marian shrines). Based on the study He has
proposed a model Pilgrim City Development Index (PCDI). The presented results of research

and the author's model of PCDI using adopted methodology allows for assumed hypotheses confirmation.

In general, the author Stefan Nowak PhD. has demonstrated a good knowledge and skills to apply scientific methods and use of references.

3. Content-related Evaluation

Tourism is today very strongly growing sector of the economy. Proper management in tourism can make that a region is growing significantly, bring high returns. In the case of pilgrimage tourism, it is linked to places of religious worship. Rising customer demands are forcing in this area use facilities and modern solutions, build infrastructure at different levels. This requires a continuous monitoring of changing conditions. To a large extent it is the role of local government units, whose task is to ensure the development of pilgrimage tourism in the area. The market of tourist services is strongly associated with the possibilities of acquisition of customers. The constant search for new opportunities and examining trends enables further customization of local development strategies for dynamically changing environment.

Management in local government units has interdisciplinary character and is a complex process. This is due that both the specific nature of local government structures themselves, as well as a statutory obligations That is assign different levels of local government tasks in the field of fulfilling collective needs of inhabitants. The success of each local government unit is determined by efficient management. Local authorities may have an impact on both the revenue and operating costs through the introduction of tourism development strategy of particular local government units. The development of cities and regions based on existing centers of religious worship requires the cooperation of local authorities, the private sector, as well as ecclesiastical authorities. The result of effective and long-term cooperation is centers such as Lourdes and Fatima, where existing infrastructure provides support of pilgrim- tourists. Support of a large number of pilgrims at appropriate level generates jobs in the tourism sector and other sectors of the economy, bringing benefits to the citizens and the revenues for the local government.

The growing importance of proper management in local government units in order to develop pilgrimage tourism makes the need for solutions which give support to local authorities in decision making. For this reason, an attempt to create such a tool based on extensive studies of urban pilgrimage, is particularly valuable. The dissertation studied selected centers of pilgrimage. Cities that were selected for analysis are important centers of religious worship. The analysis covered 6 centers: Lourdes, Fatima, Czestochowa, Santiago de Compostela, Levoca and Lichen. Local authorities of analyzed towns try to develop local tourism for better service of arriving pilgrim tourists. The adopted development strategies aimed at improving service infrastructure, which is to lead to increased material benefits for both locals as well as for local governments.

The author begins his dissertation from presentation of the management concept of tourism development in the context of city functioning. He presents the city management in the context of tourism development with a wide analysis of existing definitions in this area

and guidance of World Tourism Organization. He also points to organizations involved in supporting the development of tourism in Poland, and also introduces the situation in other countries. He also indicates the main barriers to the development of tourism.

In second chapter, author described the idea of tourism management in religious cities. He presents the main features of religious tourism. In this chapter we also find a description of the major shrines in the world, along with information on the annual number of visitors to their pilgrims place. The author analyzes the nature of religious tourism, inter alia by examining trends in the development of religious tourism. Analyzing the marketing of religious tourism, he proposes expanded 4P model – which consists of product, place, price and promotion plus people which gives 5P.

In third chapters the author properly identifies factors of development of pilgrim centers. The author describes the cooperation programs between cities which are places of Mary worship. Brings also the role of tourism pilgrimage organizations in community management, based on real data. The author also examines the roles and capabilities of local governments in support of private sector investors, which is very important in supporting the development of tourism. Transport infrastructure, as a significant factor in the development of pilgrimage cities is discussed at the end of the third chapter.

In the fourth chapter, the author presents Pilgrim City Development Index (PCDI) which is evaluation method of specific areas of pilgrim cities development. Cities that were selected for analysis are important centres of religious worship and analysis covered 6 centres: Lourdes, Fatima, Czestochowa, Santiago de Compostela, Levoca and Lichen. All the analyzed pilgrimage centers in the dissertation first are approximate. Then, the author presents the numerical data characteristics of pilgrims and evaluation of the image of studied cities. PCDI method, proposed by the author in this chapter, can be a helpful tool in making management decisions in the cities of pilgrimage. Proper selection of the analyzed areas and determination of the assumed strategic goals are obvious necessity.

The work is completed with a summary Which contains a synthetic selection of results. Reviewed work has shown that the author has an appropriate level of independent work. He demonstrated that he has detailed knowledge of original sources (some of them are written by Slovakian authors), he has large knowledge of the field, and understands the main theoretical and methodological issues. The main achievement of the work is original model PCDI, which is a concrete tool for indicating necessary directions of development of pilgrimage cities, especially when they do not derive significant benefits from pilgrimage tourism. One of the analyzed cities is Levoca which is located in Slovakia. Finally, he analyzes provides clearly linked to the aim of the thesis and discusses their results.

4. Questions and comments:

1. The study analyzed the city of pilgrimage. What criteria guided by selecting precisely those centers Lourdes, Fatima, Czestochowa, Santiago de Compostela, Levoca and Lichen?

2. Model PCDI is undoubtedly the most important achievement of this work. Are there restrictions apply a model for cities of pilgrimage and whether it can be used also to analyze the development of tourist centers not associated with pilgrim tourism?

5. Summary

Considering, the components of the thesis written by Stefan Nowak PhD, Faculty of Management in Sport and Tourism, The Jerzy Kukuczka Academy of Physical Education in Katowice, "Pilgrim City Development Index in Community Management" I find it demonstrates proper content-related level. Moreover, author's achievements both in scientific, practical and pedagogical domains constitutes a basis for the statement that I recommend him thesis for the habilitation procedure and after its successful defence I recommend him to be awarded the title of Associate Professor in the study branch 3.3.15 Management.

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