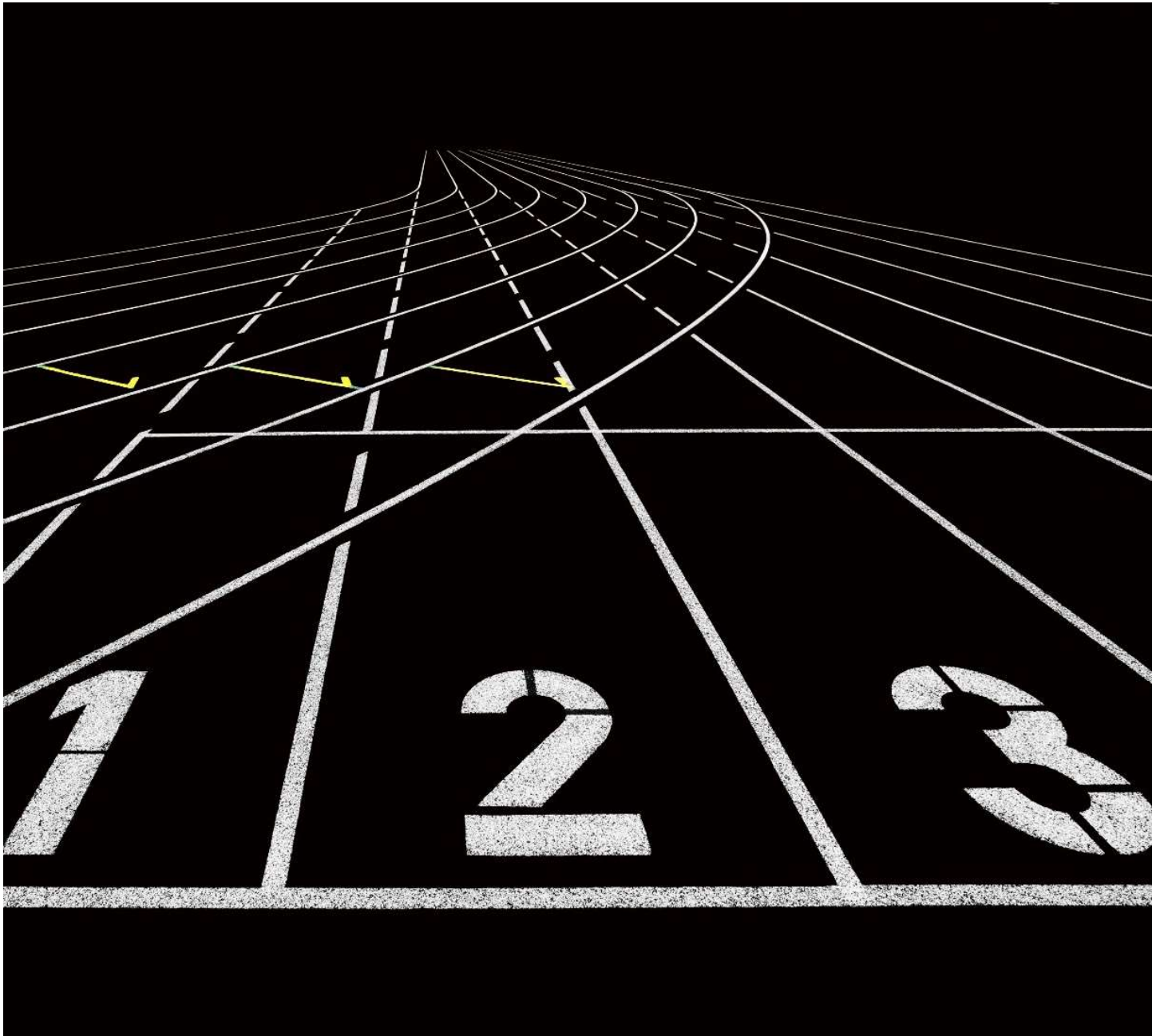


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**ZBYSŁAW DOBROWOLSKI**  
UNIVERSITY PROFESSOR

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## GENERAL OVERVIEW

Habilitation doctor in management science; PhD, doctor of economics in economics: economics and organisation of an enterprise. University professor - Faculty of Law and Economic Sciences of the University of Zielona Góra; Earlier in the period (October 2012-November 2024) - Faculty of Management and Social Communication of the Jagiellonian University in Kraków. Reviewer of numerous scientific papers, including international ones. Participates in the work of international and national scientific associations. Co-author of global audit standards and guidelines. Author of dozens of scientific papers. The United Nations published his scientific work, and the International Organisation of Supreme Audit Institutions used his scientific research.

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# PROFESSIONAL EXPERIENCE

I hold a postdoctoral degree in management science and a doctor of economics in economics: economics and organisation of an enterprise.

I specialise in, among others, management control, audit, functioning conditions of public organisations, corporate governance, risk management, and sustainable development. In my research, I use quantitative and qualitative research methods. I am the author and co-author of dozens of scientific studies, including the author of a study published by the United Nations. I supervise doctoral dissertations, am a reviewer of habilitation proceedings, and am a reviewer of hundreds of studies, including those prepared for renowned international publishers monographs and journals indexed in the Web of Science and Scopus databases. I cooperate with the scientific community from many countries, including Spain, Denmark, Namibia, Norway, the Czech Republic, Slovakia and Romania.

I was a member of the Advisory Scientific Committee at the Financial Ombudsman in Warsaw. I am a member of the scientific council of many scientific journals. I also served as editor-in-chief of the International Journal on Governmental Financial Management (USA). I participate in the work of international and national scientific associations, including the Academy of Management (USA), the American Association for the Advancement of Science (USA), the International Research Society for Public Management, the European Group for Organizational Studies, the International Society for Professional Innovation Management, the European Citizen Science Association, the European Cooperation in Science and Technology.

I am a member of the Advisory Team for the "Pearls of Science" program at the Minister of Science and Higher Education.

I was distinguished for my research, organisational, and teaching activities at Jagiellonian University from 2016 to 2020. I received numerous Awards from the Rector of Jagiellonian University and a state decoration for my scientific achievements. I am a professor at the University of Zielona Góra.



**During UJ activities**

## LECTURING AND HELPING OTHERS

I supervise three completed doctoral dissertations and review three habilitation proceedings in management sciences. I am also a supervisor and reviewer of dozens of bachelor's and master's theses and a member of many examination committees for theses and doctoral committees.

## EXPERT ACTIVITY

I was an expert in numerous programs financed by the OECD, INTOSAI, and the European Union. I participated in the OSCE conference in Dublin and was a panellist at the OSCE conference in Prague. I was also a member of the Audit Steering Committee of the European Organization for Nuclear Research (CERN) in Switzerland.

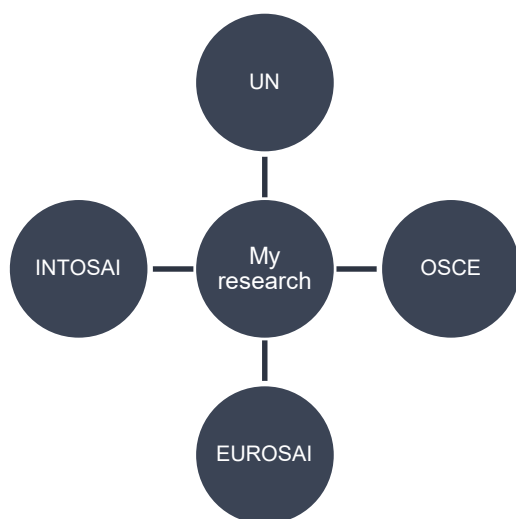


I am a co-author of INTOSAI standards and guidelines:

- ISSAI 130 Code of Ethics
- INTOSAI GUID 5270 Guideline for the Audit of Corruption Prevention
- INTOSAI GUID 5260 Governance for Public Assets

These standards and guidelines are binding on INTOSAI members, i.e., over 190 organisations from around the world (INTOSAI is an autonomous, independent, apolitical organisation with global reach and the status of a consultative organisation at the UN Economic and Social Council), as well as other organisations that want to adapt their audit activities to INTOSAI requirements.

Silke Steiner, Director of the International General Secretariat of INTOSAI, confirmed the use of my research in a letter addressed to the Dean of the Faculty of Management and Social Communication of the Jagiellonian University in Krakow on December 1, 2021.



**UN:** Department of Economic and Social Affairs, in the study entitled "Sustainable Development Goal 16: Focus on Public Institutions. World Public Sector Report 2019", presented a corruption model of my co-authorship, presented, among others, in my part of the research in the co-authored monograph (Creating Public Trust. An Organisational Perspective. Peter Lang, Frankfurt am Main, Berlin, Bern, Bruxelles, New York, Oxford, Vienna, 2014),

**UN:** placed another of my works on the list of world studies on the phenomenon of corruption (UN-INTOSAI study entitled "A UN-INTOSAI Joint Project: Collection of Important Literature on Strengthening Capacities of Supreme Audit Institutions on the Fight against Corruption"),

**EUROSAI:** or the European Organisation of Supreme Audit Institutions in the study published in Portugal in 2017 entitled "Eurosai Audit Sur L'éthique Edans Les Organisations Du Secteur Public" presented my concept of management control,

**OSCE** (Organization for Security and Co-operation in Europe) presented my research results on counteracting money laundering during the OSCE conference in Prague. It was the only such study - by a representative of Poland presented during this conference (study entitled "Multi-stakeholder cooperation in AML/CFT, The activity of the Polish Supreme Audit Office as an example of interagency cooperation in the fight against corruption, money laundering and other types of wrongdoing, 20th OSCE Economic and Environmental Forum. Concluding Meeting. Prague, 12-14 September 2012"),

**INTOSAI:** The International Organization of Supreme Audit Institutions used the results of my research, which was published in a co-authored monograph by Peter Lang GmbH in 2014, entitled "Creating Public Trust: An Organizational Perspective."

At the invitation of the Auditor and Comptroller General of the USA, I participated as an expert in the American program for supreme state audit institutions from EU candidate countries.

At the invitation of the INTOSAI DI management, I participated as an expert in 2004 as the only Polish representative in the program for supreme state audit institutions from Eastern European and Asian countries.

At the invitation of the management of the Hungarian supreme state audit institution, I participated twice as an INTOSAI expert in international seminars for employees of supreme state audit institutions from Europe, Africa and Asia.

As an expert, I participated in the program "Support and Bridging Activities for the SAI," financed by the OECD and concerned with increasing the efficiency of the Albanian supreme state audit institution.

In the years 2002-2017, I participated as an expert in several international cooperation programs addressed to representatives of public organisations, including supreme state audit institutions, including: from Georgia, Azerbaijan, Armenia, Turkmenistan, Kazakhstan, Kyrgyzstan, Russia, Afghanistan, Lithuania, Latvia, Hungary, Estonia, Poland, Czech Republic, Slovakia, Croatia, North Macedonia, Albania, Bulgaria, Romania, Cyprus, Montenegro, Serbia, Moldova, Ukraine, Bosnia and Herzegovina, Indonesia, United Arab Emirates, Kenya, South Korea, Nigeria, China.

I created a methodology for counteracting organisational pathologies as part of a project financed by the European Union to improve the functioning of audit institutions in Albania (EU project Strengthening of external auditing capacities, AL 13 IB F1 01).

I participated in meetings with representatives of the supreme state audit bodies from the Visegrad Group and Slovenia, whose task was to improve the methodology of state audits.

I obtained the INTOSAI DI Training Specialist diploma.

I was the director of one of the regional offices of the Supreme Audit Office. I supervised the implementation of several hundred audits and the preparation of 15 reports on audit results submitted to, among others, the Marshal of the Parliament, Parliament Committees, the President of Poland, the Prime Minister, and ministers responsible for the public sphere covered by the research.

In 1993, I participated in one of the first internships organised for representatives of the Polish Supreme Audit Office in Great Britain at the British National Office in London.

In 1998, I participated in a program implemented as part of the Georgetown University (USA) initiative - the International Fellowship Program, U.S. General Accounting Office, Washington D.C., Boston (USA),

I am a member of the Institute of Internal Auditors and the Chairman of the Audit Committee in a joint-stock company.

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# SCIENTIFIC ACTIVITY

Considering the subjective, objective and aspectual criteria of the research field, my published research results (over 100) are entirely within the field of social sciences in management and quality sciences and focus on ensuring effective management in public organisations. Many scientific works result from research conducted by me and international research teams. I present selected publications below:

- Dobrowolski, Z. (2004). *Kontrola wydatków publicznych w systemie demokracji amerykańskiej*. Wydawnictwo Sejmowe, Warszawa. ISBN 83-7059-673-8
- Dobrowolski, Z. (2017). *Combating Corruption and Other Organizational Pathologies*. Peter Lang GmbH. Frankfurt Am Main, Bern, Bruxelles, New York, Oxford, Warszawa, Wien. ISBN 978-3-631-67351-5
- Sułkowski, Ł., Dobrowolski, Z. (2021). The role of supreme audit institutions in energy accountability in EU countries. *Energy Policy*, 156, id. 112413.
- Dobrowolski, Z. (2021). *Audyty: funkcje, formułowanie ustaleń, ryzyka*. Wolters Kluwer Polska, Warszawa. ISBN 978-83-8223-475-6
- Dobrowolski, Z. (2022). *Kontrola zarządcza. Metody, techniki, koncepcje*. Wolters Kluwer Polska, Warszawa. ISBN 978-83-8286-283-6
- Dobrowolski, Z. (2024). *Metody i techniki rozwiązywania problemów zarządzania. Zarządzanie w sferze publicznej*. Wydawnictwo Naukowe PWN, Warszawa. ISBN 978-83-01-23496-6



**Total Impact Factor**

Over 39

**H Index**

17

**H Index Scopus**

11



**Citations**

Over 1000



**Scopus FWCI**

1,32

