

REVIEW

Regarding: evaluation of a dissertation work for awarding the educational and scientific degree "Doctor" in the doctoral program "Economics and Management (Industry)" at the Academy of Economics "D. A. Tsenov"- Svishtov

Reviewer: **Assoc. Prof. Sergey Todorov Naydenov, PhD**, Department of Industrial Business and Entrepreneurship, Academy of Economics "D. A. Tsenov"- Svishtov, scientific specialty 05.02.18 Economics and Management (Industry).

Author of the dissertation: REDON BAKI KOLECI , PhD, student in part-time at the Department of Industrial Business and Entrepreneurship, Doctoral Program Economics and Management (Industry).

Dissertation topic: "OPPORTUNITIES FOR THE DEVELOPMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES THROUGH MANAGEMENT OF NEW PRODUCT DEVELOPMENT COSTS"

Reason for writing the review: pursuant to an order No. 663/05.07.2024 of the Rector of the Academy of Economics "D. A. Tsenov"- Svishtov for the opening of a procedure for public defense of a dissertation work and confirmation of the composition of the scientific jury, as well as Decision of the scientific jury at the first meeting, held on 07/05/2024.

1. General presentation of the dissertation:

The dissertation examines the successful management of new product development costs in small and medium-sized enterprises in the Republic of Kosovo. Effective cost management in the development of new products in small and medium-sized enterprises is important and has many direct consequences affecting the efficiency of enterprises.

The motivation for the development of this dissertation is related to the need to analyze cost management as one of the main conditions for increasing the efficiency of economic entities, with a special emphasis on small and medium-sized enterprises as the main driver of economic activity and economic growth and development. Specifically, the objective is to define and analyze the relationship between successful cost management in new product

development and the performance of small and medium-sized enterprises in the Republic of Kosovo.

The topic of the dissertation is modern, theoretically supported, and its essential aspects find application in the modern business environment. The problem of cost management in the development of new products in small and medium-sized enterprises is interesting and relevant globally and regionally, and is increasingly becoming a reality in the Republic of Kosovo.

The object of research is cost management in the development of new products in small and medium-sized enterprises in the Republic of Kosovo. The subject of research is the relationship between cost management in the development of new products in small and medium-sized enterprises and their competitiveness. Efforts are aimed at raising awareness of the importance of small and medium-sized enterprises in the introduction of new products, the successful management of costs in their introduction and the need for a more detailed scientific approach to it. The main objective of the study is to establish the presence of a positive relationship between cost management in the development of new products in small and medium-sized enterprises in the Republic of Kosovo and their competitiveness.

The dissertation is 196 pages long. Structurally, it consists of a title page, table of contents, list of tables (57 in number), list of figures (7 in number), list of abbreviations, introduction (9 pages), three main chapters (151 pages), conclusion (2 pages), a list of the literature used (a total of 219 literary sources, of which 68 in Cyrillic and 151 in Latin) and an appendix (the questionnaire of the study). A Declaration of Originality and Authenticity is also attached.

The structure of the dissertation is balanced and logically consistent. A variety of research methods and approaches were used. The research thesis, purpose and tasks respond directly to the research and find their verification in the results obtained. The restrictions introduced are well-founded and allow for a thorough scientific investigation.

In the introductory part of the dissertation, the relevance and significance of the research are substantiated. The object, subject, purpose, tasks, research thesis and hypotheses are defined. The methodological toolkit, the sources of information provision and the restrictive conditions of the research are presented.

In **Chapter 1**, the professional reader is introduced to the essence of entrepreneurship, the process of entrepreneurship, types of entrepreneurship and their impact on the competitiveness and competitive advantages of SMEs.

The doctoral student, through a critical reading of well-known scientific works, characterizes entrepreneurship as an engine of economic development, defines the entrepreneur as the main figure in the entrepreneurial process. It fully characterizes entrepreneurship, the role of investments in the development of this process and the forms of SME financing. It also considers entrepreneurship as a risk-taking process by the enterprise. It refers to the thesis that entrepreneurship should be approached in such a way that we effectively and efficiently use the resources of the enterprise to achieve the creation of wealth and pleasure. Summarizing the different views, under entrepreneurship, the doctoral student understands it as a permanent process of redirecting financial, physical and human resources from the places of social reproduction, where they are insufficiently used, to places where they will give greater effects. In this sense, entrepreneurship can be defined as the process of discovering opportunities and taking risks in accordance with the available resources in the enterprise. Arguably, he defends his worldview, that entrepreneurship is always connected with some novelty, with movement, change, progress, which creates different standards and assumptions for moving economies in general. Shares his view that entrepreneurial enterprise can create social value such as: personal relationships, reducing poverty, improving job satisfaction, creating better jobs. It also supports cultural value, which helps to develop cultural and creative capital. He dwells in detail on the types of entrepreneurship, skilfully citing the appropriate literary sources for his arguments.

In **Chapter 2**, the PhD student presents the importance of determining costs in order for the company to provide the greatest possible reduction, which would lead to an increase in its profits. In order to achieve this goal, i.e. to increase profits, the enterprise makes a plan for all its expenses, i.e. manufacturing overhead, direct cost planning, labor and manufacturing overhead, and cost of sales plan. The difference between planned and actual costs is the basis on which the enterprise makes a plan in which direction it should move in the future. How to reduce the incurred costs to the planned or how the actual costs can be reduced in the future, these conundrums are answered by the various methods by which enterprises can optimize their costs. The modern approach to subsistence, as the author puts it, requires continuous and constant analysis of costs in order to achieve optimal quality, ie. to achieve good quality at the lowest cost or better quality. Depending on the criterion used, the doctoral student presents the costs of the enterprise in the different classification groups. It also introduces the professional reader to cost-benefit calculations. It also represents the economic efficiency of the enterprise's

activity and the factors influencing the results. It justifies its thesis that achieving optimal quality would mean good quality at the lowest cost or better quality without excessive cost. Get acquainted with the types of innovation and the importance of developing new products for the growth of the enterprise with examples from practice. Concludes the chapter with conclusions based on the conclusions drawn.

Chapter 3 analyzes the results of the research. The sample consists of 124 successful private sector SMEs. In order to clearly define the characteristics of the organizations of this study, the graphical representation of the sample is given in several categories: human-related issues, organizational issues, graphical representation of the research responses to the idea of developing new products, the entrepreneur's commitment to the realization of the idea of developing new products, determining and allocating appropriate resources, developing new products, information contained in the business plan about competition, financial and non-financial support for the development of SMEs, the importance of new product development and its impact on SMEs. The chapter ends with conclusions pointing to the positive moves of the enterprise in the business environment.

In conclusion, the PhD student summarizes that small and medium-sized enterprises are an important and vital part of the economy in a country. If they want to remain competitive and play a more important role both domestically and internationally, they must continuously modernize, expand, increase their number of employees, increase the range of products and services, markets and thus achieving greater profit. However, one of the most serious problems faced by small and medium-sized enterprises is the method of financing and access to financing, which, despite the measures taken, is still a limited and cumbersome process. Due to the pronounced presence of risk in small and medium-sized enterprises, investors and banks often refrain from financing start-ups and small businesses. For these reasons, the successful management of available funds (own and borrowed) of SMEs is of crucial importance in the process of ensuring effectiveness, efficiency and profitability in the activities of these business entities. Under no circumstances should the link between cost management in small and medium-sized enterprises in new product development be overlooked, the PhD student argues. One of the key factors affecting the performance of small and medium-sized enterprises is how to manage costs in the enterprise.

Costs are a central economic category that is directly related to company profits, i.e. the success of the companies' activities. In the process of

their planning, it is necessary to define goals and, through control, to ensure their realization.

The used and cited literature (219 literary sources (68 in Cyrillic and 151 in Latin) and 7 Internet sources) is directly related to the issues being developed. It is cited correctly, following the rules of scientific ethics.

The survey card with the questions asked to the respondents related to the dissertation research is presented as an appendix.

II. Assessment of the form and content of the dissertation

1. Assessment of the relevance of the scientific problem developed in the dissertation

The topicality of the subject of this dissertation is connected with the rapid development of entrepreneurship and the desire to use its competitive potential for the development of small and medium-sized enterprises, taking into account the role of entrepreneurs in the creation of new products through their creativity and ingenuity, taking risks in the introduction of the new product, their ability to manage the costs of creating and launching innovative products and services on the market.

2. Considerations regarding the volume of the dissertation work, the tools used, the degree of development of the researched issues and the use of economic language

The doctoral dissertation is structured in three parts: in the first part, the problems related to entrepreneurship, entrepreneurs, types of entrepreneurship, characteristics of entrepreneurship, innovations and their importance for small and medium-sized enterprises, forms of SME financing and the impact of these processes on competitiveness are theoretically developed. In the second part, the separate types of costs are developed, the calculation of costs is presented, the relationship between costs - quality, costs - new products is developed, and the types of innovations are presented.

In the third part, the hypothetical framework of the study is laid out, the data are presented and analyzed, the hypotheses are tested. My conclusion is that the doctoral student within this volume has managed to develop his scientific position and defend his thesis.

Given the complexity of the researched issues, the doctoral student uses methods such as: analysis and synthesis of information, including analysis of basic data and information sources, documentary analysis, content analysis (content analysis), abstraction and concretization, induction, deduction, logical

method, formalization , secondary data analysis, observation, interviewing, consulting, comparison, expert assessments, test method (with structured questionnaire), modeling, graphical and tabular presentation of information, statistical analysis, etc. The methodological toolkit used is mainly aimed at the combined use of the set of scientific research approaches, on the basis of which the methodology of the theoretical and empirical study and research was developed.

Given the degree of development of the researched issues, I affirmatively state that the doctoral student has become familiar with many scientific developments, which he ethically uses in forming his position, in setting his hypotheses and in emphasizing his conclusions. His dissertation further develops the scientific issues in this area.

Despite the language of expression foreign to the doctoral student, the perfection of the use of economic terminology has been achieved, which will provide the professional reader with an intelligibility of the scientific work.

3. Opinion as to how far the abstract accurately and completely reflects the work

Within 50 pages in a synthesized form, Redon Koleci has managed to present his dissertation work correctly and truthfully, adding the documents required by the regulations, such as: Reference for the main contributing points in the dissertation work; List of publications on the topic of the dissertation work (13 scientific articles /of which 7 independent and 6 co-authored/ and 4 independent scientific reports); Reference on the fulfillment of the minimum national requirements, in connection with the procedure for acquiring the ONS "doctor" (with the required 30 points, according to the indicators of group "D", 140 points have been realized, which is a certificate of serious scientific creativity); List of participations in national and international scientific conferences and forums - Redon Koleci has participated in 15 scientific conferences and 6 scientific seminars, Declaration of originality and credibility, from which it is clear that the results and contributions in the dissertation work are original and not borrowed.

III. Scientific and scientific-applied contributions of the dissertation work

The main contributions of the PhD student can be expressed in the following:

1. The theory in the field of entrepreneurship has been enriched, as a fertile field for the initiation of various business initiatives, and the SME sector is

the appropriate environment for their realization. The challenges caused by changes in the environment and often unpredictable economic trends provoke intensification of processes and activities, and maximum use of the entrepreneur's personal potential.

2. Problems faced by SMEs are outlined, regardless of the many advantages and positives they possess, which necessitates the implementation of targeted and multifaceted support from various governmental and non-governmental institutions, including even the development and implementation of stimulating policies, strategies and tools.

3. Emphasis is placed on costs not only as a special economic category directly related to the profit of the enterprise, but also subject to management, requiring tracking, systematization and decomposition of the variety of costs in a way that allows the disclosure of bottlenecks in production, following good practices to reduce and optimize expenditure values.

4. The developed and tested methodology, the structured methodology have allowed the doctoral student, by analyzing and evaluating the results of his empirical research, to highlight the profile direction of the innovation direction in the chain of entrepreneurship - small and medium enterprises - costs for the development of new products - cost management - competitiveness of SMEs.

IV. Dissertation critical notes, questions and recommendations

Doctoral student Redon Koleci has coped with his research task. But notes can be given to aid his future analysis and research.

✓ When the doctoral student analyzes the relationship between the development of a new product and the amount of costs, it is necessary to include the influence of the factors and features of the technological process, so he will enrich and defend his thesis convincingly.

✓ The innovative presentation of the specific and individual hypotheses require their presentation in a figure, for better comprehensibility and traceability in the dissertation work.

Questions:

1. Discover the characteristics and opportunities for the development of women's entrepreneurship in the Republic of Kosovo.
2. Which of the stages of development and implementation of a new product do you consider to require the most costs?

V. Summary Conclusion and Opinion

The presented dissertation work of PhD student Redon Baki Koleci on the topic "OPPORTUNITIES FOR THE DEVELOPMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES THROUGH MANAGEMENT OF COSTS FOR THE DEVELOPMENT OF NEW PRODUCTS" is an independent study that requires its author to have extensive economic knowledge. The main goal has been achieved, the scientific hypotheses have been tested and the research thesis has been proven. Bearing in mind all this and the outlined merits of a contributing nature, I believe that the presented dissertation meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. This gives me sufficient grounds to declare my positive vote for the awarding of the educational and scientific degree "doctor" to Redon Baki Koleci in professional direction 3.8. Economics, Doctoral Program "Economics and Management (Industry)".

28.07.2024

city of Svishtov

Reviewer:

(Assoc. prof. Sergey Naydenov, PhD)