

"GEORGI BENKOVSKI" BULGARIAN AIR FORCE ACADEMY

Review

of a dissertation for obtaining the educational and scientific degree "doctor"

Author of the dissertation: Hristo Nedyalkov Nikolov

Topic of the dissertation: "Organizational and management structures in the management systems of industrial enterprises (on the example of "Alcomet" AD, Shumen)

Professional direction: 3.7. Administration and Management

Prepared the review: **Assoc. Dr. Galina Todorova Todorova**

Assoc. PhD in professional direction: 3.7. Administration and management scientific specialty "Organization and management outside the sphere of material production (security and defense)", VVVU "G. Benkovski", Department of Natural and Human Sciences, Dolna Mitropolia

Reason for presenting the review: participation in the composition of the scientific jury for the defense of the dissertation according to Order No. 635/28.06.2024 of the Rector of the SA "D. A. Tsenov" - Svishtov

I. General presentation of the dissertation work

The dissertation work "Organizational and management structures in the management systems of industrial enterprises (for the example of "Alcomet" AD, Shumen)" has a volume of 224 pages. The work consists of an introduction, an exposition in three chapters, a conclusion, a list of the sources used. The proposed illustrative material covers 30 figures and 2 tables. There are 2 appendices with a total volume of 7 pages.

The structure is well balanced. In its construction, the traditional approach was used - first the main theoretical statements regarding the problem under consideration are clarified, then in the second chapter research, analysis and main directions for the development of management systems and organizational structures of industrial enterprises are made - on the example of " Alcomet AD, and the third chapter presents the main theoretical and methodological problems for research, analysis, design and improvement of management systems and organizational structures of industrial enterprises.

There is a certain logical sequence and purposefulness in the development of the individual questions. In the dissertation, limitations of the research are defined, mainly aimed at the period 2020-2021, dictated by the fact that it is then in the company "Alcomet" AD that work is being done on optimizing the organizational and management structure.

The bibliographic reference contains a total of 113 sources - 101 in Cyrillic and 11 in Latin

An abstract of the dissertation with a volume of 48 pages is also presented.

II. Assessment of the form and content of the dissertation

The title of the paper: "Organizational-management structures in the management systems of industrial enterprises (for example, Alcomet AD, Shumen)" is formulated clearly and concretely. It is related to the defended doctoral thesis and the specified object, subject and The purpose of the study. Defined in this way, it has enabled the conduct of a survey and research on the organizational-management structures.

The relevance of the problem for organizational and management structures in the management systems of enterprises by the industry is predetermined by two main circumstances - by the rapid development of the industry both on a global scale and in Bulgaria and by the importance given to the targeted structures for increasing the productivity and financial results of the enterprises from the industry.

The chosen topic provides an opportunity to analyze and clarify an important problem for enterprises, related to the problem of "design and improvement of organizational structures" (OS).

The problems outlined in this way are too voluminous in terms of their scale and forms of manifestation.

The main goal set by the doctoral student is based on the study of the nature, structure, advantages and disadvantages of organizational-management structures in enterprise management systems, the achievements of scientific research and practical experience, to propose guidelines for actions in development of a model of organizational structure that most fully corresponds to the specifics of enterprises from the industrial sector.

To fulfill the goal, two types of tasks have been outlined - of a scientific-applied nature and of an applied nature.

The tasks of a scientific-applied nature include the research of the literature review on the topic and the analysis and interpretation of the various positions of the authors in the economic literature on the organizational-management structures in the management systems of the enterprises from the industry.

Applied tasks include testing the applicability of using theories and models for organizational-management structures in the management systems of industrial enterprises and developing a model for designing organizational structures in the industrial enterprise by a consulting team and the creation of a methodological basis for the formation of a program team of specialists to improve the organization and management of the industrial enterprise.

The object of research is the organizational - management structures in the management systems of the enterprises from the industry.

Emphasis is placed on a model for designing organizational structures in the industrial enterprise in a long-term aspect.

The main research thesis is correctly formulated and corresponds to the set goals and objectives. To conduct the research, a complex of methods and approaches was used - from quantitative and qualitative methods, the choice of which is determined by the need to obtain practically useful information, allowing reaching correct conclusions and generalizations for the scientific research. The analytical, intuitive and systematic approach is applied, as well as the methods of observation, induction and deduction, the expert method.

Empirical data was obtained by conducting surveys and using the websites and company e-mail addresses of the respondents and interviews, discussions and surveys with managers and specialists both from the company "Alcomet" AD and from other industrial enterprises.

In the first chapter, the theoretical aspects of organizational structures in management systems - science and practice in industrial enterprises are studied. The main issues of consideration are focused on the main factor, types of systems and characteristics of organizational structure in industrial enterprises.

The essence, advantages, disadvantages and applicability of organizational structures in the management systems of industrial enterprises are theoretically examined, as well as main factors and principles for analysis, design and improvement of organizational structure in industrial enterprises.

The second chapter is methodologically oriented. A study and analysis of the main directions for the development of management systems and organizational structures of industrial enterprises was made - on the example of "Alcomet" JSC. An overview of industrial production in Bulgaria begins, revealing problems, but also outlines the main directions for accelerated development and examines the main directions of activity and development prospects of "Alcomet" JSC, Shumen. An analysis of the management system and the organizational structure of "Alcomet" AD was also made.

In the third chapter, the main theoretical and methodological problems for research, analysis, design and improvement of management systems and organizational structures of industrial enterprises are presented.

The directions, directions and principles for development and improvement of management systems and organizational structures, optimization of the organizational structure are shown in detail - following the example of the company "Alcomet" AD. The interdependence between organizational structures and management processes is outlined, as well as the theoretical and methodological conditions for the development, distribution and control of management decisions.

In the conclusion, the necessary main conclusions and generalizations are made.

The attached abstract meets the requirements. It gives a good idea about the objectives, object, content and results of the research. It correctly reflects the scope of the study.

The statement of contributions adequately reflects the achievements of the author of the dissertation work.

3 publications have been published on the subject of the dissertation-

1 article and 2 reports. The publications are in editions of SA "D.A. Tsenov" town of Svishtov.

III. Scientific and scientific-applied contributions

The scientific and scientific-applied contributions of the dissertation work can be sought in the following directions:

Contributions of a scientific and applied nature:

1. The theoretical and practical approaches used for the management of industrial enterprises have been studied, and their positive and negative aspects have been brought out.

2. Definitions of both the industrial enterprise as a system and the organizational structure of the industrial enterprise are derived.

3. On the basis of a comparative analysis, the characteristics, advantages, disadvantages, objects of application and methodological problems of the types of organizational structures are derived. The factors with which the models for changing the organizational structure must be considered have been studied.

Contributions of an applied nature:

1. The main elements of a model of the management system of an industrial enterprise are derived - applicable to the construction of optimal OS. It can be defined as a basis for determining the main steps in OS analysis and design.

2. The organizational structure of "Alcomet" AD was studied, and recommendations were given for its modification and improvement.

Key management problems of industrial enterprises are identified and recommendations are made for their organizational restructuring.

3. Guidelines are given for actions in developing a model of organizational structure that most fully corresponds to the specifics of the enterprises from the industrial sector and in particular of "Alcomet" JSC.

4. Recommendations have been made for the development of a package of basic documents (sample forms) that reflect the content, levels and order of making, implementing and controlling management decisions, which are valid both for industrial enterprises and for "Alcomet" AD.

The publications correspond to the tasks defined in the dissertation and are of a very good research level.

The reviewer is not aware that the mentioned publications have been cited by other authors.

IV. Dissertation critical notes, questions and recommendations

Regarding the dissertation work, the main presentation and the argumentation of the conclusions, I have no significant remarks.

I would recommend the author to publish the results of the dissertation work in referenced and indexed in the international databases Scopus and Web of Science, in order to promote them and arouse the interest of a wide group of subjects in the researched issue.

The recommendation does not detract from the achieved results and the overall good impression of a thorough scientific work.

Conclusion

The presented dissertation difficult topic: "Organizational and management structures in the management systems of industrial enterprises (for the example of "Alcomet" JSC, Shumen)", as well as the attached documents for reflecting the activity and publications of the candidate fully meet the scientometric indicators for occupation of ONS "doctor" by ZRASRB.

Based on the scientific work presented, the scientific and applied contributions contained in it and considering their importance, I find it reasonable to propose the candidate Hristo Nedyalkov Nikolov to take the ONS

"doctor", a doctoral student in an independent form of study in the Department of "Management" from SA "D.A. Tsenov" Svishtov!

Dolna Mitropolia, 18/07/2024

Reviewer:
(Assoc. Dr. Galina Todōrova)