

## Review

by a member of the scientific jury,  
for obtaining the educational and scientific degree of doctor  
at the D. A. Tsenov Academy of Economics – Svishtov

**Reviewer:** assoc. prof. Mihail Simeonov Chipriyanov, PhD

**Author of the dissertation:** Gent Arbnor Begolii

**Dissertation topic:** Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo

### I. General characteristic of the presented dissertation thesis:

The presented dissertation thesis “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo” aims to analyze the management and specific functions of cultural institutions in the Republic of Kosovo and, on this basis, to assess which strategies for their development are adequate to the state of the performed functions and the society’s expectations of their results.

The dissertation project is 173 pages long, of which 144 form the main text, 10 with references and 19 pages of appendices. It contains an introduction, an argument consisting of three chapters, a conclusion, works cited list and 5 appendices. The works cited list includes a total of 107 literary sources, and it should be noted that a large part of them is in English, which is reasonable in view of the topic. To reinforce the argument, the author has added 15 figures and 14 tables to the main text. There is proportionality in the volume of individual chapters.

The following research methods have been used during the work on the dissertation work: descriptive method, historical method, inductive method, deductive method, statistical methods for data analysis, interview, and survey.

The subject of the research, its volume and structure, as well as the studied and used literary sources fully meet the established standards for the development of a scientific work for the acquisition of the educational and scientific degree of doctor under the doctoral program “Organization and Management outside the Sphere of Material Production (Public administration)”.

### II. Assessment of the form and content of the dissertation.

The dissertation focuses on the study of cultural institutions in the Republic of Kosovo and their functional analysis. This topic is of extreme importance and relevance, especially in the context of the events in the Western Balkans in the last few decades. The region continues to struggle with the effects of wars and political changes that have left deep traces in the social background of the society.

The specific challenges that arise as a result of these events impose an urgent need to understand the role and influence of cultural institutions in the process of transformation and stabilization of society. A cultural management approach can be essential to overcome the social and economic problems that affect the region. In addition, research on this topic can contribute to the development of more effective strategies and methods for the management of cultural institutions to be adapted to the specific needs and context of the Republic of Kosovo.

In short, the dissertation is not only a scientific study, but also a contribution to understanding and solving important social and cultural challenges that shape contemporary society in the region.

Structurally, the dissertation includes an introduction, three chapters and a conclusion, which provide the logical construction of the work.

The introductory part of the dissertation explains the importance and relevance of the research on cultural institutions in the Republic of Kosovo. The context of the Western Balkans is analyzed, emphasizing the effects of wars and political changes in the region. The aim of the study is to understand the role of cultural institutions in the process of stabilization and development of the society.

Chapter One “Management Culture and Culture Management” explores the theoretical aspects of cultural management. The concepts of culture and management, as well as different models of culture management, are analyzed. Special attention is paid to the functions of cultural institutions as key players in the cultural sector.

Chapter Two “Specific Aspects of the Functions and the Functional Analysis of Cultural Institutions” focuses on the methodology and analytical tools for performing a functional analysis of cultural institutions. The specific characteristics of cultural institutions in the Republic of Kosovo are explored, including their structure and funding.

In chapter three “Functional Analysis and Prospects for the Development of Cultural Institutions in the Republic of Kosovo”, a SWOT analysis of cultural institutions in the country is conducted in order to identify their strengths and weaknesses, as well as opportunities and threats. Both general management and specific functions of cultural institutions are analyzed, presenting possible strategies for their development.



A functional analysis of the management functions of the cultural institutions – object of the research – has been made. In the context of the functional analysis, 4 general management functions and 11 functions specific to cultural institutions have been evaluated. Surveying the opinion of respondents about the degree of implementation of management functions in their institutions, as understood by modern management science and practice, makes it possible to propose appropriate strategies for overcoming weaknesses and increasing their strengths. The conclusions of the research are summarized. Based on the results of the conducted research, 30 possible recommended development strategies have been formulated, which cultural institutions can follow after taking into account the conclusions of the SWOT analysis and the functional analysis. It is summarized that each of the recommended strategies could be implemented after being specified with certain steps, deadlines, responsible persons, work plans, etc.

In conclusion, the dissertation offers an extensive analysis of cultural institutions in the Republic of Kosovo, presenting the theoretical framework and analytical tools for their study, as well as offering specific recommendations regarding their prospects for future development.

The abovementioned gives me the reason to come to the conclusion that the content of the dissertation has confirmed the leading thesis that the functional analysis of cultural institutions can be used as one of the tools to study the conformity of the regulated functions of the cultural institutions of the Republic of Kosovo and their actual performance. Based on the results of the analysis, work processes and coordination in the activity should be improved, as well as development strategies should be formulated and selected.

No serious deviations from the content, repetitions and logical contradictions have been found. The work is written in a scientific style with a precise use of the terminology of the topic.

No violations of the rules of scientific ethics were noticed in the dissertation.

The abstract accurately and completely reflects the thesis. It is developed according to the requirements, containing all the necessary requisites. It presents the main problems in a concise form and facilitates the acquisition of a complete understanding of the scientific value and practical applicability of the achieved scientific and scientific and applied results, in the context of the author's proven research thesis.

The submitted publications reference shows that the doctoral student has sufficient publications on the subject, exceeding the minimum national requirements for educational and scientific degree of doctor.

### **III. Scientific and Scientific and Applied Contributions of the Dissertation.**

1. The author has presented an original opinion regarding the specific aspects of the management functions performed in cultural institutions and has systematized the specific functions performed by them.
2. By means of a SWOT analysis of cultural institutions in the Republic of Kosovo, the strengths and weaknesses, limitations and opportunities for their development have been established.
3. An adapted methodology for functional analysis of cultural institutions in the Republic of Kosovo is proposed, which is tailored to the specific aspects of the research object.
4. The author has conducted empirical research – functional analysis of cultural institutions in the Republic of Kosovo, and on this basis, he has proposed strategies for the development of cultural institutions in the Republic of Kosovo.

I accept the above-mentioned contributions as an original work produced by the doctoral student and believe that they will contribute to real progress and improvements in the field.

### **IV. Critical notes, questions, and recommendations on the dissertation thesis.**

As a member of the training department and as an internal reviewer, I directly observed Gent Arbnor Begolii's progress in developing the dissertation and the consistency with which the suggestions and ideas were reflected over time. I have no critical notes to the author.

### **V. Summary conclusion and opinion.**

Based on the scientific analysis of the project of the dissertation thesis on the topic "Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo", I accept that it represents a complete independent scientific study of a theoretical and applied nature on a relevant and significant problem. I believe that the dissertation contains scientific and scientific and applied contributions and fully meets the requirements for the obtaining of the educational and scientific degree doctor, specified in the Act on Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its application.

This gives me the ground to put a firm positive assessment of the dissertation thesis and I propose to the scientific jury to award Gent Arbnor Begolii an educational and scientific

degree of doctor in the professional field 3.7 Administration and Management, doctoral programme “Organization and Management Outside the Sphere of Material Production (Public Administration)”.

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Date: 17 May 2024

Reviewer: .

(assoc. prof. M. ~~Chipriyanov~~, PhD)