

"D. A. TSENOV" ACADEMY OF ECONOMICS –
SVISHTOV

Review

upon acquisition of the educational and scientific degree "Doctor" in the
doctoral program "Social Management"

Prepared by: Prof. Aneta Deneva PhD,

Prof. PhD in the field of higher education: 3. Social, economic and legal
sciences

Professional direction: 3.8. Economics

Scientific specialty: "Economics and Management (Industry)"

Department of "Industrial Business and Entrepreneurship",

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Author of the dissertation: Hristo Nedyalkov Nikolov - PhD student at the
"Management" department at the D. A. Tsenov Academy of Economics -
Svishtov, doctoral program "Social Management"

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

Professional direction: 3.7. Administration and Management

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 D. A. Tsenov Academy of Economics -
Svishtov.

I. Information about the PhD student

Hristo Nedyalkov Nikolov is a doctoral student at the "Management"
department at the "D. A. Tsenov", doctoral program "Social Management", as of
September 2016. He graduated in 2005 with a bachelor's degree in "Economics"
at the University of Shumen "St. Saint Konstantin Preslavski". During the period

September 2003 - July 2005, he studied political management at Friedrich Ebert University - Germany. Hristo Nikolov has a master's degree in "State and Municipal Finances" of D. A. Tsenov Academy of Economics - Svishtov. The professional career of the PhD student consists of numerous organizational and managerial positions - Manager of "Titan BKS" OOD, Shumen - September 2007 - July 2016; Financial Director "Euroimpex" OOD - 2016 - 2020; Manager "HT Industries" EOOD - 2020 - 2022; Manager of "HT Industries" OOD - 2022 - 2024. In the period 2005 - 2007, he was the Regional Coordinator of the State Agency of Youth and Sports. Doctoral student Hristo Nedyalkov Nikolov is also a municipal councilor in Shumen Municipality - 2007-2011. He speaks English and Russian. The diverse practical experience of the doctoral student is a prerequisite for his high expertise in the field of management.

II. General presentation of the dissertation work

- ❖ **Volume:** The dissertation consists of 231 pages and includes: introduction - 3 pages, three chapters, conclusions, conclusion and appendices. The report is 216 pages long and includes 30 figures and 2 tables.
- ❖ **Structure:** In the proposed development, three logically connected and relatively well-balanced chapters are distinguished in terms of volume. The introductory and concluding parts are designed according to the requirements and fully fulfill their main role. There are formulated conclusions to each of the chapters.
- ❖ **References:** The list of references is 6 pages long. It lists a total of 113 sources, of which - 101 in Cyrillic and 10 in Latin, and 2 statistical Internet addresses.
- ❖ **There are four applications** and they are made up of 3 survey cards and a form for document flow management. They are 6 pages long.

III. Assessment of the form and content of the dissertation

The problems chosen for research are relevant for business practice. Regardless of the fact that the topic of organizational-management structures is relatively well developed from a scientific point of view, it is necessary to search for and substantiate new approaches to management and application of modern management. Practice clearly proves that the problems regarding the design and improvement of organizational structures, on the one hand, and the complexity of the developed and applied models of these structures, on the other hand, are still insufficiently known and considered.

The organizational and management structures in the management systems of "Alcomet" AD are indicated as the **subject** of the research – the city of Shumen, and as an **object** - the organizational and management structures in the management systems of industrial enterprises. The purpose of the development is "on the basis of a 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 develop and propose a model of an organizational structure that to most fully correspond to the specifics of the enterprises of the industry and, in particular, of the subject of research". I think it needs some refinement. As for the tasks, they are divided into two main groups: scientific-applied and applied. The defined goal has been successfully achieved through the completed tasks. The main research thesis defended in the development submitted for review is the following: **"the qualities, the way of functioning and the efficiency of the system of the industrial enterprise depend on its organizational structure."**

The exposure is smooth. The introduced terms are directly related to the analyzed issues. **A complex of approaches and methods** was used to carry out the research. The well-known research approaches - systemic, systemic-structural and situational - are applied, as well as the methods: retrospective analysis, inductive and deductive method, statistical method, etc.

The introduction contains the main mandatory attributes, through which the author's idea is presented and the ways of its implementation are specified.

In the *first chapter*, the organizational structures in management systems in industrial enterprises are examined. They are presented in two aspects – theoretical and practical. The point of departure is the view that the improvement of organizational structures in management systems is caused by the changes that have occurred in society, the need to apply modern approaches to management, adequate to the new socio-economic conditions for development and the growth of the role and acceleration of the development of management science. The main types of systems and their characteristics are presented. The emphasis is on organizational structures, advantages, disadvantages, principles of construction and degree of applicability in industrial enterprises.

In the *second chapter*, an analysis was carried out and the main directions for the development of management systems and organizational structures of industrial enterprises were discussed - on the example of "Alcomet" JSC. For this purpose, the most essential characteristics of the industrial policy conducted in our country after 1989 have been examined and the main problems and directions for accelerated development have been identified. The main areas of activity of

"Alcomet" JSC, Shumen for the period 2020 - 2021 are presented, and an analysis of the management system applied in it, as well as of the established organizational structure, is carried out. A general assessment of the organizational structure in the investigated enterprise is formulated, based on its typical hierarchical characteristics. This has made it possible to distinguish the main directions for development and improvement of management systems and organizational structures - following the example of the company "Alcomet" AD.

The third chapter presents the key theoretical and methodological issues for research, analysis, design and improvement of management systems and organizational structures of industrial enterprises. The main directions and principles for the development of the management system and organizational restructuring of "Alcomet" JSC are presented. On this basis, the main directions for research and improvement of the organizational structures of industrial enterprises have been formulated

The conclusion gives completeness to the development and highlights the achieved results.

The dissertation is distinguished by a concise and smooth statement, good knowledge and correct application of the scientific apparatus, ability to analyze and synthesize.

Literary sources are cited correctly, following the established reference style.

The 48-page abstract adequately reflects the structure and content of the dissertation work. In its form and content, it fully corresponds to the requirements for its development.

IV. Scientific and scientific-applied contributions

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

1. On the basis of systematization and analytical review of the existing concepts of the essence and features of organizational-management structures, an author's concept of the organizational structure of the industrial enterprise is formulated and the characteristics, advantages and disadvantages, as well as methodological problems of the types of organizational structures are derived.
2. Based on an analysis of conceptual views and research in the field of management of industrial enterprises, the main elements of a model of the management system of these enterprises are outlined.

3. The conducted empirical study of the organizational structure of "Alcomet" AD has allowed the identification of key management problems of industrial enterprises and the formulation of recommendations for their organizational restructuring.
4. Proposals are given regarding the development of a package of basic documents reflecting the content, levels and order of making, implementing and controlling management decisions, valid for enterprises from the industrial sector.

V. Critical notes, questions and recommendations on the dissertation work

The development presented for review contains a number of *merits*:

1. A sufficient amount of literature was studied on the investigated issues, which was used as a basis for performing an analytical analysis of the main theoretical statements and approaches to the study of organizational structures.
2. An independent empirical study of the organizational structures was carried out, through which part of the main problems in the design and construction of these structures in the enterprises of the industrial sector were revealed and systematized.
3. The factors with which the models for changing the organizational structure must be considered have been studied, and a model of a management system for industrial enterprises with separate elements of a heterogeneous nature has been proposed.
4. The need to develop a package of basic documents (sample forms) that reflect the content, levels and order of making, implementing and controlling management decisions is substantiated.

The main *criticisms and recommendations* boil down to:

1. It is necessary to specify the names of the individual parts of the dissertation in order to achieve more complete compliance with their content.
2. When examining the methodology, the emphasis is on the techniques and methods of analysis used, and in practice the overall presentation of the research methodology is missing.
3. Industrial production is represented rather fragmentarily. Some of the information is out of date. Its sources are missing. In addition, there is no mention anywhere of the role of Industry 4.0 and 5.0, which is too essential and visible at the current stage.

The comments and recommendations made do not affect the conceptual foundations and do not diminish the research merits of the presented development.

VI. Assessment of dissertation publications

The attached publications on the dissertation are 3, of which 1 is an article in a publication available in the National Reference List, and 2 are reports presented at scientific-practical national and international conferences in the period 2021-2022. They fully deal with problems directly related with the dissertation or are the results of theoretical-practical research in the field of the dissertation. According to the national and intra-university scient metric indicators, the doctoral student fully meets the requirements for publications. The total score is 30 with a minimum of 30 required.

Question for the PhD student:

What are the main limitations in building the organizational structures of enterprises from the industrial sector?

VII. Conclusion

My review is **positive**.

The dissertation work of **Hristo Nedyalkov Nikolov**, PhD student at the "Management" department of the D. A. Tsenov Academy of Economics - Svishtov, PhD program "Social Management" on the topic "Organizational and management structures in the management systems of industrial enterprises (for the example of "Alcomet" JSC, Shumen)" represents an in-depth independent research on current as for the theory, as well as for the business practice problem - the organizational-management structures.

It meets the current requirements and criteria for awarding the educational and scientific degree "doctor".

This gives me grounds for a categorical positive assessment and with full conviction I recommend to the honorable **Scientific Jury to award doctoral student Hristo Nedyalkov Nikolov the educational and scientific degree "doctor" in the PhD program "Social Management"**.

Svishtov, 20. 07. 2024.

Reviewer:

(Prof. Aneta Deneva, PhD)