

OPINION

on a dissertation for awarding the educational and scientific degree "doctor" in
the doctoral program "Social Management" in
Business Academy "D. A. Tsenov" - Svishtov

The statement was prepared by: Assoc. Dr. Kornelia Todorova Tsoneva,
Department of Economics and Mathematical Modeling, Faculty of Mathematics
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education area 3. Social, economic and legal sciences, professional direction 3.8.
Economics (Organization and Management outside of Material Production and
Human Resource Management)

Topic of the dissertation: "ORGANIZATIONAL AND MANAGEMENT
STRUCTURES IN THE MANAGEMENT SYSTEMS OF ENTERPRISES
FROM THE INDUSTRY (FOR THE EXAMPLE OF "ALKOMET" JSC,
SHUMEN)"

Professional direction: 3.7. Administration and Management
Doctoral program: Social Management

Author of the dissertation: Hristo Nedyalkov Nikolov, PhD student in the
"Management" department at the "D. A. Tsenov" - Svishtov

Basis: Order No. 635/28.06.2024 of the Rector of the Academy of Economics
"D. A. Tsenov" – Svishtov

1. General presentation of the dissertation work

The dissertation that was provided to me is 231 pages long and consists of an introduction, three chapters, a conclusion, main contributions, references and appendices. The report is 216 pages long and includes 30 figures and 2 tables. The applications are 4 in number and represent 3 survey cards and 1 document flow management form.

The list of cited **literature** is in a volume of 6 pages. 113 sources are listed, of which 101 are in Cyrillic (83 in Bulgarian and 18 in Russian); 10 – in Latin and 2 statistical Internet addresses.

The subject of the research is defined as: "the organizational and management structures in the management systems of Alcomet AD, Shumen", and **the object** - "the organizational and management structures in the management systems of the industrial enterprises". I believe that this wording is **objective** and corresponds to the set goals and objectives.

The main **goal** is "based on the study of the essence, 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 developing a model of organizational a structure that most fully corresponds to the specifics of the enterprises from the industrial sector and, in particular, to the subject of research". The research tasks are solved and lead to the **achievement** of the set goal.

Assessment of the form and content of the dissertation

Organizational-management structures are always a problem that is not new to business practice, but its importance is current. This does not make an exception for the enterprises from the "Industry" sector, where

the correct organization of the flows of material, labor and financial resources is a guarantee of achieving success and prosperity. The development of the industrial company is often accompanied by problems, the solution of which is delayed due to a poorly constructed organizational and management structure, and this leads to a delay in the development of the enterprise and inadequate adoption of management decisions.

The dissertation has a properly arranged logical structure, which meets the requirements for a similar type of research in terms of its form. The exposition lacks stylistic roughness. The terms used are directly related to the analyzed issues. **A complex of approaches and methods** was used to carry out the research. The well-known research methods are applied, such as: historical method, statistical method, analysis, inductive and deductive method, etc.

The doctoral student used the usual approach - first the theoretical foundations of the problem were examined - the emphasis was placed on the main characteristics of industrial enterprises, the peculiarities of their management, an overview was made of the types of organizational structures known in the economic literature, and their advantages and disadvantages were briefly indicated.

In the second chapter, trends in the development of Bulgaria's industrial policy over the past few decades are reflected, and the author highlights some of its directions and priorities. In this part of the dissertation, he dwells on the particular case, i.e. the organizational-management structure of the industrial enterprise "Alcomet" AD, Shumen, analyzing it in detail and defining it as "hierarchical in combination with clearly expressed horizontal connections at the second and third level". Recommendations for eliminating future problems in the organization of work are also indicated. The doctoral student demonstrates an ability to combine the principles of management science with

their practical application, highlighting the dangers of excessive decentralization of grassroots units. Based on collected and processed empirical material.

In the third chapter of the development, basic provisions that must be observed during dynamic changes in the organizational structure of industrial enterprises are considered.

Each chapter ends with adequate conclusions.

The presented abstract has a volume of 48 pages and it adequately reflects the structure and content of the dissertation work. Contains the required information about the main author contributions, a list of publications on the topic of the dissertation, and a declaration of originality and credibility. From the presented reference, it is clear that the doctoral student has participated in three independent articles, which fulfills the minimum national requirements for acquiring the ONS "doctor" in accordance with PPZRASRB.

2. Scientific and practical contributions of the dissertation work

The scientific contributions indicated in the abstract correctly reflect the work of the doctoral student and his achievements in the dissertation research. Among them, the following are more important:

1. The peculiarities of the management of the industrial enterprise were examined and on this basis a definition of the concept of "system of the industrial enterprise" was derived.

2. A model for implementing the system approach is presented, revealing the main factors on which its implementation depends.

3. An assessment was made of the organizational and management structure of a leading Bulgarian manufacturer of aluminum products - "Alcomet" JSC, and recommendations were made based on the principle from the particular to the general.

must be observed when changing the organizational structures of industrial enterprises.

3. Notes and recommendations for the dissertation work

The results of the research are interesting and could be presented at more international scientific conferences, which would also allow their reflection in world-famous databases. Therefore, I have no notes, recommendations and questions.

4. Summary evaluation of the dissertation work

My opinion is **positive**.

The dissertation work of Hristo Nedyalkov Nikolov, part-time doctoral student in the "Management" department at the "D. A. Tsenov" - Svishtov on the topic "ORGANIZATIONAL-MANAGEMENT STRUCTURES IN THE MANAGEMENT SYSTEMS OF ENTERPRISES FROM THE INDUSTRY (ON THE EXAMPLE OF "ALKOMET" JSC, SHUMEN)" is an in-depth independent research on current issues both for theory and business practice problem - design and improvement of organizational and management structures. It meets the 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 doctoral program "Social Management"**.

Shumen, 15/07/2024

Member of the jury:

(Assoc. Dr. K. Todorova)