

## OPINION

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

**Prepared the opinion:** Associate Professor Romyana Angelova, PhD,  
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**Topic of the dissertation:** "ORGANIZATIONAL AND MANAGEMENT  
STRUCTURES IN THE MANAGEMENT SYSTEMS OF INDUSTRIAL  
ENTERPRISES (ON THE EXAMPLE OF "ALKOMET" AD, SHUMEN)"

**Professional direction:** 3.7. Administration and Management

**Doctoral program:** Social Management

**Author of the dissertation:** Hristo Nedyalkov Nikolov, part-time doctoral  
student in the Department of "Management" at the Academy of Economics "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 presented dissertation has a volume of 231 pages and consists of an  
introduction, three chapters, a conclusion, main contributions, literature and  
appendices. The exposition is 216 pages long and 30 are included in it

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 6 pages long. It lists 113 sources, 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 the "organizational-management structures in the management systems of "Alcomet" AD, Shumen", and **the object** - "the organizational-management structures in the management systems of the enterprises from the industry". I believe that this wording is correct 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 specified research tasks have been solved and lead to the **achievement** of the set goal.

#### **Assessment of the form and content of the dissertation**

Organizational-management structures are a problem that is not new to business practice, but its significance is current, since the effectiveness of the management process largely depends on them. This applies in full force to the enterprises of the "Industry" sector, where the correct organization of the significant flows of material, labor, financial and informational resources is a guarantee of success. In the development of the industrial company, problems are often observed, the solution of which is delayed due to an inadequately built

organizational-management structure, and this leads to deviation or untimely realization of the set goals.

The dissertation has a well-constructed logical structure, which in its form meets the requirements for a similar type of research. **The exposure is smooth.** The terms used are directly related to the analyzed issues. A **complex of approaches and methods** was used to carry out the research. Known research methods such as: analysis, inductive and deductive method, statistical method, etc. are applied.

The doctoral student used the traditional 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". In the same chapter, recommendations are also given to avoid future problems in the organization of work. Here, the doctoral student demonstrates an ability to combine the principles of management science with their practical application, pointing out the dangers of excessive decentralization of grassroots units. On the basis of the collected and processed empirical material, the third part of the development examines the main points that must be observe when changing the organizational structure of industrial enterprises.

Conclusions are formulated after each chapter.

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 on 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" according to 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" AD, and on the principle from the private to the general, recommendations were made that should be observed when changing the organizational structures of industrial enterprises.

## ***3. Notes and recommendations for the dissertation work***

Critical notes - 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.

Question: In your dissertation, you repeatedly point out the importance of the organizational-management structure for achieving sustainability in the management of the enterprise for a longer period of time. Do you consider it appropriate to include in the organizational-management structures of industrial

enterprises an independent functional unit that is responsible for meeting the requirements of Directive (EU) 2022/2464 for corporate sustainability reporting regarding the implementation of environmental protection standards, social and governance standards?

#### ***4. Summary evaluation of the dissertation work***


My opinion is **positive**.

The dissertation of Hristo Nedyalkov Nikolov, part-time doctoral student in the Department of Management at D.A. Tsenov - Svishtov on the topic "ORGANIZATIONAL AND MANAGEMENT STRUCTURES IN THE MANAGEMENT SYSTEMS OF INDUSTRIAL ENTERPRISES (FOR THE EXAMPLE OF ALKOMET AD, SHUMEN)" is an in-depth independent study of an actual problem for both theory and business practice - design and improvement of organizational and 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 the honorable **Scientific Jury to award doctoral student Hristo Nedyalkov Nikolov, the educational and scientific degree "doctor" in the doctoral program "Social Management"**.

Stara Zagora, 16/07/2024.

Jury member:

  
Assoc. Prof. Dr. Romyana Angelova (PhD)