



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

**DEPARTMENT OF "STRATEGIC PLANNING"**

**O P I N I O N**

by Prof. Lalka Borisova, PhD

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Professional direction 3.7. Administration and management, Scientific specialty: "Economics and management (by branches)"

Member of the scientific jury in the competition for awarding the educational and scientific degree "Doctor", announced by the SA "D. A. Tsenov"

**Subject :** Dissertation work for awarding the educational and scientific degree "doctor", scientific field 3. Social, economic and legal sciences, PN 3.7. Administration and management, in the doctoral program "Organization and management outside the sphere of material production" (Public administration)

**Author of the dissertation: Ghent Arbnor Begoli**

**Dissertation topic:**

**"Functional analysis of the work of cultural institutions in the Republic of Kosovo"**

**Grounds for submitting the Opinion:** Participation in the composition of the scientific jury for the defense of the dissertation work, according to Order No. 287/24.04.2024 of the Rector of the SA "D. A. Tsenov" - Svishtov.

## 1. Information for the dissertation student

**Gent Begoli** studied under the doctoral program "Organization and management outside the sphere of material production (Public administration)", according to Order No. 242/28.03.2019 of the Rector of the SA. The training was carried out in a *correspondence* form at the Department of "Strategic Planning".

The development of creative biography of the doctoral student eloquently shows concentration of the research activity in a well-structured direction in the field of culture, cultural institutions and their management. In the dissertation, the author points out that strengthening the administration and management of culture at the central and local levels is essential for cultural reforms. Emphasizes the perception of high standards in culture as a prerequisite for an adequate change in the approach to its management.

## 2. General characteristics of the presented dissertation work

The doctoral dissertation has a volume of 173 pages, of which 144 pages are the main text, a description of the literary sources (107), 4 appendices, 15 figures and 14 tables. The dissertation research is structured in an introduction, three chapters, a conclusion, a list of references and appendices.

**The title** is clearly formulated and is closely related to the doctoral thesis, the subject, the purpose, the tasks and the structure of the research. The purpose and tasks of the research are correctly formulated, and **the object** - the cultural institutions in the Republic of Kosovo and **the subject** - their specific functions., have been successfully chosen. **The thesis** is based on the statement 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 implementation. 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.*

**The topic** of the dissertation is on a problem that is current and significant from a managerial and economic point of view, and the exposition in it meets the necessary methodological and methodical requirements related to the writing of such a work. The literature used is cited correctly, and the empirical material is presented with relevant

explanations about the nature and reliability of the relevant research methods and the sources of information used.

In the course of development e applied system of **methods** for the implementation of the set research tasks and for the reliability of the conclusions drawn . Specified are also limitations of the study .

**I believe** that the doctoral thesis (argued and purposeful statement that presents or defines an idea or a problem on a certain topic) is in harmony with the set goal and tasks and is defended in the dissertation research.

**The first chapter (Management culture and culture management)** presents the theoretical framework of the study: author's definitions of culture and management; different management models and the functions of cultural institutions and their role in satisfying the spiritual needs of the population are presented. The role of the perception of high standards in culture is highlighted as a prerequisite for an adequate change in the approach to its management.

The author emphasizes the role of management and systematizes the goals that stand before them for the development of culture. Gives the definitions of famous authors about the nature of management as a social process, science, art and profession. It also systematizes the principles of management and their content. **In my opinion**, a "vision for the future" could also be mentioned here - a basic principle that stands before the rulers. Three levels of management are highlighted and questions to be answered.

**In the second paragraph**, the author examines models for cultural management, systematizes in a table and analyzes crisis problems in the countries of South-Eastern Europe in the 1990s, makes recommendations for solving them. Consequently, summarizes factors that lead to instability of the cultural environment, points out the consequences of the "cultural cataclysms" in Southeast Europe and the need to evaluate the consequences - violated values and cultural norms; the lack of systematic support for the development of civil society within the framework of national cultural policies in all countries of South-Eastern Europe. The differences in the definitions of leading authors for the functions that make up the management cycle are traced. The author makes a critical analysis and, for the needs of the dissertation research, he takes analyzing and planning as fundamental, followed by administration, monitoring and control, which **I consider a scientific contribution**.



The PhD student builds on the theme by also highlighting 12 specific functions of culture and highlighting the role of values on people's behavior

In this chapter, the doctoral student does not simply cite the definitions and developments of leading authors on the topic, but draws his own conclusions and critical conclusions, lays the foundation of the author's research on the topic of functional analysis of cultural institutions in the Republic of Kosovo, paying particular attention to management functions.

A summary of the content of the First Chapter is made, between the individual paragraphs there is a logical connection and an upgrade.

**The second chapter (On features of the functions and functional analysis of cultural institutions)** presents the features of the functions and functional analysis of cultural institutions. In a theoretical plan, the essence, meaning, volume and scope of functional analysis are indicated, as an important element of management in the organization.

The methodology is aimed at studying the compliance of the functions that are regulated for implementation in the organizational structures of the cultural institutions of the Republic of Kosovo and their actual implementation. The aim is to establish the presence of non-performance of functions or duplication of functions in the units, as well as the implementation of new functions that have arisen as a result of changing conditions. The doctoral student has presented the stages of functional analysis according to various authors, and the performance of functions is accepted as an important condition for achieving efficiency.

For the purposes of the dissertation, the author proposes an adapted methodology for conducting a functional analysis of cultural institutions in the Republic of Kosovo, which includes five main ones stages which I consider it **a scientific contribution**. Introduced most important in terms of size and public recognition cultural institutions and the financing of culture in the Republic of Kosovo for the period 2020-2023.

As a result of the conducted studies and analyses the author does justified summaries and summary of contents according to the second chapter.

In **Chapter Three ( Functional analysis and perspectives for the development of cultural institutions in the Republic of Kosovo )**, the doctoral student emphasizes the empirical study and as indicated in the first stage of the adapted methodology for conducting a functional by preparing a SWOT analysis. 17 cultural institutions with the greatest public

recognition and staff participate in the empirical study. The answers to the questions are analyzed and presented graphically, the most important results are summarized.

The dissertation work contains an extensive analysis of the strengths and weaknesses of the cultural institutions in Kosovo, as well as the external opportunities and threats through a SWOT analysis, formulated on the basis of the answers to the first part of the questions set out in the questionnaire, as well as on the basis of the results of field studies and conducted interviews with their representatives, which **I accept as a scientific contribution.**

The content is built up with an empirical survey among the respondents and an analysis of the general management functions of the cultural institutions in the research object.

From the obtained results, the author concludes that the "Administration" function is best represented, followed by the "Planning" function.

The specific functions of cultural institutions in the Republic of Kosovo are also analyzed.

The doctoral student pays attention to the importance of strategies for the development of cultural institutions , to overcome weaknesses and increase their strengths. According to him, the specificity of the functions performed by institutions in the field of culture requires that the strategies for their development also be consistent with this specificity, as they are systematized by importance and priority application. Summarizing conclusions and conclusions are made.

On the basis of these conclusions, the doctoral student systematizes strategies from the ones listed which are recommended to be developed by cultural institutions with the proviso that the recommendations are for all the studied organizations, but in the specific choice they must comply with the specific results of the functional analysis, referring to each one of them, which I take as credit to the author.

### **3. Evaluation of the obtained scientific and scientific-applied results**

I accept the contribution points in the dissertation research.

The scientific and scientific-applied results in the dissertation enrich the methodological approaches and reveal new facts in the field of the specifics of the management functions performed in cultural institutions, the strengths and weaknesses performed in them, the limitations and opportunities for development are systematized

An adapted methodology for the functional analysis of cultural institutions in the Republic of Kosovo is proposed, which is tailored to the specifics of the research object.

Empirical research was conducted - a functional analysis of cultural institutions in the Republic of Kosovo, and on this basis, strategies for the development of cultural institutions in the Republic of Kosovo were proposed.

The overall contribution of the dissertation research in this aspect presents new opportunities for the field of research on the functions in the management of cultural institutions.

The indicated scientific and scientific-applied achievements in the dissertation are the personal work of the doctoral student. The statement of contributions correctly represents the scientific achievements of the dissertation.

#### **4. Evaluation of dissertation publications**

The doctoral student has more than the necessary publications on the dissertation - independent and co-authored.

#### **5. Assessment of the Autoabstract**

I must note that the doctoral student correctly presents the content of the dissertation in the proposed Abstract. The statement of contributions correctly represents the scientific achievements of the dissertation.

#### **6. Critical notes, recommendations and questions**

As a member of the jury for the competition for the educational and scientific degree "doctor", I have no notes on the presented dissertation and the research activity of the doctoral student. A good knowledge of the theory and practice of the activity, the role and importance of cultural institutions and the values formed by them are a good basis for upgrading research in this direction. I am impressed by the good knowledge of the problem and the wide palette of evidence on the subject. The PhD student is a built scientist and researcher.

#### **7. Conclusion**

In conclusion, it can be said that the dissertation is a complete, in-depth and conscientious scientific research in a current and significant scientific field, it contains significant scientific contributions in the field of functional analysis of the work of cultural institutions. The doctoral student knows the basic literature on the topic well enough, can clearly formulate research problems, analyze, systematize and critically interpret classical and new theories and concepts, construct a research apparatus, conduct empirical research, draw reasoned conclusions and justify proposals for improvement of existing practice.

This gives me grounds for a positive conclusion that the dissertation **corresponds** to the requirements of ЗРАСРБ, therefore with **full conviction I offer** to the esteemed jury to vote on the award of **Gent Begoli** educational and scientific degree "*doctor*".

Sofia, 07.05.2024

Prepared the opinion :

(Prof. Dr. Lalka Borisova)