

## OPINION

**by prof. Vanya Kuzdova Banabakova, DSc**

in the higher education field 3. Social, Economic, and Legal Sciences,  
professional field 3.7. Administration and Management,  
doctoral programme "Organization and Management outside the Field of  
Material Production",  
Vasil Levski National Military University,  
Veiliko Tarnovo

of a dissertation written by

**Gent Arbnor Begolii**

**On the Topic: Functional Analysis of the Work of Cultural Institutions in  
the Republic of Kosovo**

presented for obtaining the educational and scientific degree of Doctor  
in the professional field 3.7. Administration and Management,  
doctoral programme "Organization and Management outside the Field of  
Material Production (Public Administration)

**Grounds for writing the opinion:** Order of the Rector of the D. A. Tsenov Academy of  
Economics – Svishtov No. 287/24 April 2024 for appointing the scientific jury and Record  
No. 1 from 26 April 2024 of the first meeting of the scientific jury

## **1. General characteristic of the presented dissertation thesis**

The dissertation on the topic “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo” is aimed at researching the meaning, state, functions, trends, and opportunities for the development of cultural institutions in the Republic of Kosovo.

The dissertation is developed in a total volume of 176 pages, of which 144 pages comprise the main text, and includes an introduction, three chapters, a conclusion, a works cited list and four appendices. The dissertation includes 14 tables and 15 figures. The 107 literary sources are in Bulgarian, Russian, English, and other languages.

The presented dissertation corresponds to Art. 27, Para. 2 of the Regulations for the Implementation of the Act on the Development of the Academic Staff in the Republic of Bulgaria.

## **2. Assessment of the Form and Content of the Dissertation**

The presented dissertation examines a scientific issue relevant for the world and specifically for the Republic of Kosovo, related to the importance of cultural institutions for socio-psychological and economic development.

The relevance of the topic of the dissertation and the thesis itself is determined by a number of prerequisites and conditions such as: since the end of the 20<sup>th</sup> century, the Western Balkans have been defined as a crisis region in Europe; after 2000, a number of political changes took place in the region, which allowed individual countries to stabilize to a certain extent, but there are still many unresolved problems such as visa restrictions, unofficial borders, foreign protectorates and others; parallel to this, the armed conflicts in the region and the resulting destruction of infrastructure and other negative effects have led the population to a state of hatred, prejudice and high levels of irrational social behavior; as a possible way to overcome these negative consequences appears the development of culture and art in order to have a beneficial influence on the socio-political and economic system; the management of cultural institutions offering products and services of cultural and educational nature in the region should be developed on the basis of the experience of the more advanced countries in Europe, but taking into account national traditions, socio-political, religious, ethnic and other characteristics in order to preserve cultural identity, etc.

The scientific and scientific and applied significance of the dissertation is determined by the fact that there is a lack of scientific research in the field of performing a functional analysis of the cultural institutions in the Republic of Kosovo and, respectively, an approved methodology for such an analysis as a basis for drawing up adequate strategies for their development.

These prerequisites and conditions impose the need for scientific research aimed at the analysis of cultural institutions in the Republic of Kosovo in order to identify their functionality.

This determines the relevance and significance for the theory and practice of the topic of the dissertation and the thesis itself.

In the introduction, the author has stated the relevance of the topic, the object and subject of the research, its purpose; six research objectives are precisely and clearly defined.

The dissertation was developed on the basis of the **research thesis** that the functional analysis of cultural institutions can be used as one of the tools for researching the conformity 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, as based on the results of the analysis to improve work processes and coordination in the activity, as well as to formulate and select development strategies.

In developing the dissertation and in order to achieve the aim, solve the research objectives and prove the research thesis, the author has used scientific research approaches and methods such as: induction, deduction, comparative and critical analysis, expert assessments, methods of collecting secondary information and primary information – survey methods (survey and interview) and observation methods, statistical methods for information processing and analysis, etc.

The theoretical and methodological basis of the dissertation research are works by leading scientists in the field of management and management analysis.

In the introduction of the dissertation, the author has defined three restrictive conditions under which the research was conducted.

In the first chapter of the dissertation, the author makes a comparative and critical analysis of the theoretical statements related to the interrelationship and interdependence of the concepts of management culture and cultural management. The role of the state is outlined, which should promote, stimulate, and support the development of cultural ties in society, with the aim of integrating culture into social and economic development. The applicable models of cultural management and the main functions of cultural institutions are presented.

In the second chapter, the author of the dissertation examines the essence, meaning and characteristics of functional analysis and proposes an adapted methodology for conducting such an analysis (on the basis of applied methodologies for functional analysis in other fields in the public sector) in cultural institutions in the Republic of Kosovo. An overview of the cultural institutions in the Republic of Kosovo has been made, highlighting their characteristics, importance, specific aspects, methods, and funding opportunities.

The third chapter is of a scientific and applied nature. In it, the author has developed a SWOT-analysis of cultural institutions in the Republic of Kosovo based on research, through a survey in 17 cultural institutions from the Republic of Kosovo – which are basic and significant for the country, and from each institution three respondents were surveyed using the Delphi method. The conducted survey was developed in such a way that its results also serve for the

development of a functional analysis according to the methodology proposed by the author in the second chapter, as 4 general management functions and 11 specific functions of cultural institutions in the Republic of Kosovo were investigated. On the basis of the analyses made, 30 possible strategies for the development of cultural institutions in the Republic of Kosovo have been developed and criteria for choosing the most adequate strategies have been proposed.

As a result of the research, in-depth summaries and conclusions are made at the end of the three chapters, and recommendations for improvement and development are given at the end of the third chapter.

In the conclusion of the dissertation, the achieved scientific and scientific and applied results of the research are summarized.

The content of the dissertation fully corresponds to its topic. The set aims and scientific research objectives have been fully achieved. The first chapter solves the first and second research objectives, the second chapter solves the third research objective, and the third chapter solves the fourth, fifth and sixth objectives.

The research thesis is proven on the basis of conducted empirical studies and statistical analyses.

The dissertation is developed in a coherent and logical manner. The individual chapters are well balanced. The author has a very good command of the terminology of the issue under consideration, he has conducted empirical studies and used statistical methods for processing information and analysis. Innovative scientific proposals of an applied nature are given for the successful development of cultural institutions in the Republic of Kosovo and for enhancing their importance in the socio-economic aspect.

The dissertation contains significant scientific and scientific and applied results that represent an original contribution to science. The dissertation shows that its author has in-depth theoretical knowledge of the scientific field and abilities for independent scientific research. The author offers significant scientific and applied solutions to an important practical problem of socio-cultural and economic significance.

I believe that the submitted dissertation fully meets the requirements of Art. 27, para. 1 of the Regulations for the Implementation of the Act on the Development of the Academic Staff in the Republic of Bulgaria.

The volume of the dissertation is optimal, from the point of view of wholeness and completeness of the scientific research and from the point of view of the requirements of a dissertation work for obtaining the educational and scientific degree of Doctor.

The developed dissertation is the personal work of the author. No plagiarism was detected in the dissertation and the abstract, and I have no doubts about it.

The abstract is developed in a volume of 45 pages. It correctly reflects the content of the dissertation on the topic “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo” and includes the mandatory scientific and scientific and applied contributions and a list of scientific publications on the topic.

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

The presented dissertation contains **scientific and scientific and applied contributions**. I accept the scientific and scientific and applied contributions formulated by the author.

The most significant **scientific contributions** can be outlined as follows:

- A comparative and critical analysis was made and individual elements of the available knowledge in the field of management culture and cultural management were further developed.
- The features of the management functions performed in cultural institutions are defined and the specific functions performed by them are systematized.

The most significant **scientific and applied contributions** can be outlined as follows:

- The strengths and weaknesses, limitations, and opportunities for the development of cultural institutions in the Republic of Kosovo are shown on the basis of the developed SWOT-analysis.
- An adapted methodology, tailored to the specific aspects of the research object, has been proposed for the functional analysis of cultural institutions in the Republic of Kosovo.
- Possible strategies for the development of cultural institutions in the Republic of Kosovo have been developed on the basis of an empirical study of cultural institutions in the Republic of Kosovo and the developed SWOT analysis and functional analysis.

I accept the contributions thus formulated as significant for the science and the practice.

The scientific and scientific and applied contributions in the dissertation can be attributed to the following groups:

- further development and enrichment of an actual scientific problem related to the need for the development of cultural institutions in the Republic of Kosovo and confirmation of their role in the socio-economic aspect;
- proving with new means the essential new aspects of already existing scientific problems, theories and methodological approaches;
- contributions to implementation – methodologies, algorithms, and models.

On the topic of the dissertation, the author has presented 6 scientific publications, of which 5 scientific papers and 1 scientific article. Of the

publications presented, 1 is co-authored and the others are individual. The scientific papers are in English and have been published in scientific publications abroad, whereas the scientific article is in a scientific journal in Bulgaria. From the submitted publications, the doctoral student has accumulated 55 points with a minimum number of required 30 points.

The doctoral student participated in various scientific international conferences during the period 2018 – 2022, held in Greece, Montenegro, and Bulgaria. He also participated in the Doctoral Scientific Session held at the D. A. Tsenov Academy of Economics, Svishtov in 2021, etc.

With the presented scientific publications, Ghent Arbnor Begolii meets the minimum national requirements for obtaining the educational and scientific degree of Doctor in the field of higher education 3. Social, Economic, and Legal Sciences, professional field 3.7. Administration and Management, according to Art. 2b, para. 2 and para. 3 of the Act on the Development of the Academic Staff in the Republic of Bulgaria.

The dissertation on the topic “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo” is a fully completed scientific work and contains in-depth studies of the problems posed.

#### **4. Questions of the Dissertation, Critical Notes, and Recommendations**

##### **Question:**

1. In what time period was the empirical study done, by survey?

As a note, I can point out the lack of balance between the set research objectives – for the second chapter only one objective is defined, while for the third chapter three objectives are set. This note in no way diminishes the value and significance of the dissertation.

I would recommend and suggest that the author of the dissertation Gent Arbnor Begolii continue his research and publish a monograph in which he could present the scientific and applied and scientific results of his research to a wider audience.

#### **5. Summary assessment of the dissertation and conclusion**

Gent Arbnor Begolii’s dissertation and the author’s abstract to it fully meet the requirements of the Act on the Development of the Academic Staff of the Republic of Bulgaria, the Regulations for its Implementation, the minimum national requirements for obtaining the educational and scientific degree of Doctor in the professional field 3.7. Administration and Management and the requirements of the D. A. Tsenov Academy of Economics, Svishtov.

I give a positive assessment to the dissertation of Gent Arbnor Begolii on the topic “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo”, and propose to the respected members of the scientific jury that Gent Arbnor Begolii be awarded the educational and scientific degree of Doctor in the

field of higher education 3. Social, Economic and Legal Sciences, professional field 3.7. Administration and Management and doctoral programme “Organization and Management outside the Sphere of Material Production (Public Administration)”.

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Author of the opinion: .....

(prof. Vanya Banabakova, DSc)

20 May 2024  
Veliko Tarnovo