



**D. A. TSENOV ACADEMY OF ECONOMICS –
SVISHTOV
DEPARTMENT OF STRATEGIC PLANNING**

OPINION

for awarding the educational and scientific degree of

Author of the opinion: prof. Margarita Bogdanova, PhD

Author of the dissertation: Gent Arbnor Begolii

**Topic: FUNCTIONAL ANALYSIS OF THE WORK OF CULTURAL
INSTITUTIONS IN THE REPUBLIC OF KOSOVO**

I. 2. General characteristic of the presented dissertation thesis

This opinion was prepared on the basis of Order No. 287/24 April 2024 for the approval of the composition of the scientific jury for the open procedure for the public defense of a dissertation on the topic “Functional Analysis of the Work of Cultural Institutions in the Republic of Kosovo”, written by Gent Arbnor Begolii, for obtaining the educational and scientific degree of doctor in the professional field 3.7. Administration and Management, in the doctoral programme “Administration and Management outside the Field of Material Production” (Public administration)”.

The opinion is in accordance with the requirements of the Act on Development of the Academic Staff in the Republic of Bulgaria – ADASRB, the Regulations for the Implementation of the ADASRB and the Regulations for the Development of the Academic Staff at the D. A. Tsenov Academy of Economics, Svishtov.

The topic is without doubt relevant due to the lack of research in the selected field, especially for countries in transition, where the role of culture is usually ignored and neglected. At the same time, it has an enormous potential for long-term impact on national identity, and in this sense interventions in it are particularly relevant for the Republic of Kosovo. In this regard, the author has formulated the aim of the dissertation: to analyze the management and specific functions of cultural institutions in the Republic of Kosovo and, on this basis, to assess which strategies for their development are adequate to the state of the performed functions and to the society’s expectations for their results.

As the object of research, the doctoral candidate has indicated the cultural institutions in the Republic of Kosovo, whereas the subject is their specific functions.

The research thesis states that the functional analysis of cultural institutions can be used as one of the tools to study 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. Based on the results of the analysis, the work processes and coordination in the activity should be improved; furthermore, proper development strategies should be formulated and selected.

The aim is decomposed in six research objectives, which are completed in the course of the work on the dissertation.

Gent Begolii's dissertation consists of 176 pages. The structure is balanced and includes an introduction, an argument consisting of three chapters, a conclusion, works cited list and four appendices. The author has used 107 literary sources, of which 52 are in English. The author has included 14 tables and 15 figures to illustrate his judgments. The literary sources are used appropriately and cited correctly.

II. Assessment on the form and content of the dissertation

In the dissertation, the author has clarified certain basic concepts related to the topic, he has made an analysis of the opinions existing in the scientific literature regarding the essence, goals, functions, and importance of cultural institutions.

The introduction contains the main attributes for a dissertation – relevance of the topic, object, subject, thesis, methodology, research aim, research objectives and limitations.

In the first chapter attention is paid to the culture of management and the management of cultural institutions. Emphasis is placed on the management and management functions performed in cultural institutions, as a basis for the author's subsequent research and functional analysis. The models for the management of culture known in the scientific literature and the connection with the "cultural cataclysms" in the countries of South-Eastern Europe are presented.

The second chapter of the dissertation describes the essence, meaning and scope of functional analysis. An adapted five-step methodology is presented, which is aimed at examining the correspondence 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. This chapter presents historical information and a brief description of the capacity of cultural institutions in the Republic of Kosovo, which are the subject of research in the dissertation.

The third chapter is devoted to the results of the conducted study – a functional analysis of the cultural institutions in the Republic of Kosovo. The specific functions performed by the institutions working in the field of culture are analyzed and the possible strategies for the development of the cultural institutions in the Republic of Kosovo are indicated.

In the conclusion, the author has summarized the results of the work on the dissertation; the conclusions and findings of the three chapters are linked.

III. Scientific and scientific and applied contributions

The dissertation is dominated by scientific and applied contributions, which is typical for most dissertations in the educational and scientific degree of doctor. I accept the reference of scientific and scientific and applied contributions, which includes:

1. An original opinion regarding the specific aspects of the management functions performed in cultural institutions and we have systematized the specific functions performed by them.

2. By means of a SWOT analysis of cultural institutions in the Republic of Kosovo, the strengths and weaknesses, limitations and opportunities for their development have been established.

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

4. The author has conducted empirical research – functional analysis of cultural institutions in the Republic of Kosovo, and on this basis, the author has proposed strategies for the development of cultural institutions in the Republic of Kosovo.

I believe that thus formulated the contributions adequately reflect the author's achievements.

IV. Critical notes and recommendations

As a member of the department where Gent Arbnor Begolii is trained, I have been observing closely his progress on developing the dissertation and the consistency with which he has followed the recommendations that we have made. I have no critical notes to the author.

I recommend that he continue his work in the field and publish the results of his research, including in Bulgaria, as the topic is relevant and deals with contemporary issues in our country as well.

V. Summary conclusion and opinion

The dissertation submitted for review is an up-to-date and significant independent scientific study with theoretical summaries and practical contributions. The author has planned and implemented a research methodology that is adequate to the described problems, and the conclusions are correctly presented. He has independently reached conclusions and generalizations that complement and enrich existing knowledge and the application of existing theory in the analysis of specific management problems. These merits fully cover the requirements of the regulatory framework in the country – ADASRB and the Regulations for the Development of the Academic Staff at the D. A. Tsenov Academy of Economics, Svishtov.

With complete conviction, I give a categorical positive assessment of the dissertation and propose to the scientific jury to award Ghent Arbnor Begolii the educational and scientific degree of doctor in professional field 3.7. Administration and management, doctoral

programme “Organization and Management outside the Sphere of Material Production
(Public Administration)”.

Date: 20 May 2024

Author of the opinion: .

(prof. Margarita Bogdanova, PhD)