

**TO THE MEMBERS OF THE SCIENTIFIC JURY
BY PROCEDURE FOR THE ACQUISITION OF
EDUCATIONAL AND SCIENTIFIC DEGREE "DOCTOR"
IN DOCTORAL PROGRAM "SOCIAL MANAGEMENT"**

OPINION

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Author of the dissertation work: HRISTO NEDIALKOV NIKOLOV, independent form of doctoral studies, field of higher education: 3. Social, economic and legal sciences, professional direction: 3.7. Administration and Management, Doctoral Program: "Social Management"

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

This opinion has been prepared in accordance with the requirements of the existing Law on the Development of the Academic Staff, the Rules for its Application and the Rules for the Development of the Academic Staff in the "D. A. Tsenov" Academy of Economics - Svishtov.

I. General presentation of the dissertation work.

The dissertation is 233 pages long, contains 30 figures and 2 tables. 113 literary sources were used. Compositionally, it consists of an introduction, three chapters, a conclusion, references, appendices. There is a balanced and logical classical structure.

The chosen topic is distinguished by relevance, significance and dissertability.

The relevance of the research is determined by the constantly growing role and importance of the theoretical and practical aspects of management systems in industrial enterprises. The upgrading and expansion of scientific research in the field in order to increase productivity and financial results in the company determine its importance.

The object of research is the organizational-management structures in the management systems of industrial enterprises.

The subject of research is focused on the organizational and management structures in the management systems of "Alcomet" JSC, Shumen.

The main goal of the dissertation work is to develop and propose a model of organizational structure based on the study of the nature, structure, advantages and disadvantages of organizational-management structures in enterprise management systems, the achievements of scientific research and practical experience, which most fully corresponds to the specifics of the enterprises of the industry and, in particular, of the subject of research.

For the implementation of the main goal, the following tasks have been formulated:

- Scientific-applied tasks:
 1. To review the scientific literature on the organizational structures in enterprise management systems and in particular industrial enterprises.
 2. To analyze and interpret the positions of the authors about the organizational-management structures in the management systems of the enterprises from the industry.
 3. To determine the main factors and principles for analysis, design and implementation of new organizational structures.
- Applied tasks:
 1. To assess the applicability of using theories and models for organizational-management structures in the management systems of industrial enterprises.
 2. To develop a comprehensive task for the design of organizational structures in the industrial enterprise by a consulting team.
 3. To create a methodological basis for the formation of a program team of specialists to improve the organization and management of the industrial enterprise.

The main research thesis that the author defends in the dissertation is related to the main goal and tasks of the research. In this connection, an attempt is made to prove that the qualities, the way of functioning and the efficiency of the system of the industrial enterprise depend on its organizational structure.

For research methods in the dissertation, the following were chosen: the historical method, the comparative method, the inductive and deductive method, the method of analysis and synthesis, the descriptive method, the method of observation, questionnaire surveys and other methods combined with appropriate graphic and statistical tools. In the analysis of the state and the challenges facing the management systems in our country, publicly available data on the investigated issues, the results of a planned study, as well as information from interviews and informal conversations with representatives of the sector in our country were used.

In the development of this dissertation, some limitations have been adopted in the scope of the study, which in no way shift the focus of the study.

The used scientific literature is correctly cited. Current Bulgarian and foreign specialized publications have been thoroughly studied and analyzed.

II. Assessment of the form and content of the dissertation.

The research logic and structure of the dissertation work are well constructed. The dissertation is based on studies of scientific developments of Bulgarian and foreign researchers in the related field.

In the structuring, the doctoral student first of all (in the first chapter) considered the improvement of management systems and organizational structures as the main factor for effective management. The management systems and business systems are presented by types, main characteristics and approaches to applying science in practice. Focus is placed on the main approaches and methods for enterprise management, while the structures and system-structural models of management systems are described and interpreted. Organizational structures in management systems are analyzed - essence, advantages, disadvantages and applicability in industrial enterprises, and the main factors and principles for analysis, design and improvement of organizational structures in industrial enterprises are considered.

The second chapter has a markedly analytical and research character - it studies the industrial production in Bulgaria with a focus on the problematic situation and main directions for accelerated development. The main areas of activity and development prospects of "Alcomet" JSC, the city of Shumen, were examined, and an analysis was made of the management system and organizational structure of "Alcomet" JSC. Special attention is paid to the assessment of problem situations that accompany the change of organizational structures.

Chapter three is devoted to the study of the main directions for the development and improvement of management systems and organizational structures on the example of the company "Alcomet" JSC (general methodological setting). Basic principles for the development of the management system and organizational restructuring of "Alcomet" JSC have been analyzed with an emphasis on the mutual dependence between organizational structures and management processes, while at the same time the main theoretical and methodological conditions for the development, distribution and control of management decisions have been studied.

Formulated recommendations in the closing point give completeness to the development, and summarizing conclusions and statements presenting the author's views at the end of each chapter further emphasize its qualities. At the conclusion of the development, the doctoral student systematizes the main summaries, conclusions and achieved results, which can be considered scientific contributions - the essence of any research of a similar type. This, in turn, gives grounds for confirmation of the research thesis put forward at the beginning of the development.

Following the above research logic, the abstract is developed in accordance with the main points of the dissertation work, highlighting the contributions of the author. It reflects in a synthesized form the content, the main results and conclusions reached in the research

process. It contains all the necessary elements for composing an abstract for a dissertation work, including justifying the topicality of the topic, outlining the object, subject, purpose, tasks, research thesis and research methodology, presentation of the structure and content of the work, as well as directions for future research on the topic of the dissertation, report on contributions, report on compliance with national requirements, a list of the doctoral student's publications, a declaration of originality of the dissertation work.

As publications on the topic of the dissertation, 3 issues are presented - proof that key aspects of the research have been made available to the scientific community, including and through participation in scientific forums, as well as that the national requirements for a minimum number of points are covered according to the Regulations for the Application of the Law on the Development of the Academic Staff in the Republic of Bulgaria.

III. Scientific and scientific-applied contributions of the dissertation work.

The dissertation builds on existing and presents new scientific ideas with scientific and practical-applied significance for the organizational-management structures in the management systems of industrial enterprises. A careful reading of the dissertation gives reason to single out the following as scientific and scientific-applied contributions:

1. Based on an in-depth review of the scientific literature on the related issues, the author offers a complex systematization of the theoretical aspects in the field of management systems and his own view of the importance of organizational-management structures in the overall management process in industrial enterprises. By building on the existing ones, it offers the author's definitions of the concepts of "industrial enterprise" and "organizational structure in the industrial enterprise", and the author's model of an industrial enterprise management system with separate elements.

2. Through a theoretical-practical analysis, the author examines the problems, strategic priorities and directions for the development of industrial policy in Bulgaria after 1989, as well as the place and role of organizational structures in management systems in industrial enterprises, methodologically assesses applicable management models and approaches, and distinguishes the specifics of the process of building organizational-management structures in management systems based on key indicators.

3. An analysis and evaluation of the management system and the organizational structure of "Alcomet" JSC was carried out through a field study, while at the same time the main directions for their development and improvement were formulated. The author tests and evaluates the effectiveness of various models for changing the organizational structure, according to the company's development strategy, expected changes in the product nomenclature, markets, new technologies, international economic policy, as well as the peculiarities of the internal and external environment. Formulates recommendations and proposals for optimizing the organizational and management structures in the management systems of industrial enterprises following the example of "Alcomet" JSC, taking into account the new economic realities.

4. Based on a survey conducted, the author points out the main problems of management systems and organizational structures in industrial enterprises and presents his own view (general methodological approach) on the design and restructuring of management systems, as well as on the interdependence between the organizational structure and management processes. Assesses the impact of key factors for change and improvement of the organizational structures in the management systems of industrial enterprises.

IV. Critical notes, questions and recommendations on the dissertation work.

Regarding the dissertation work, including the main exposition and the author's argumentation, I have no significant critical remarks and recommendations.

Dissertation Questions:

1. Comment on the main risks to organizational-management structures in industrial enterprise management systems.

V. Summary Conclusion and Opinion.

The dissertation submitted for opinion has the characteristics of a complete, thorough and complete scientific study on a significant economic problem. I believe that the goals and tasks of the dissertation, set in the introduction, have been achieved in the course of the research. The scientific and scientific-applied contributions formulated in the conclusion and the results of the conducted practical research can be defined as real achievements of the doctoral student.

For the purposes of making a decision by the Scientific Jury for the award of the DNS "doctor" in the doctoral program "Social Management", I give a positive assessment of the dissertation work on the topic "ORGANIZATIONAL-MANAGEMENT STRUCTURES IN THE MANAGEMENT SYSTEMS OF ENTERPRISES FROM INDUSTRY (FOR THE EXAMPLE OF " ALKOMET JSC, SHUMEN TOWN)" and I propose to the members of the Scientific Jury to award the educational and scientific degree "Doctor" to HRISTO NEDIALKOV NIKOLOV.

Date: 16.07.2024

Prof. T. Dimitrova, PhD