



SCIENTIFIC OPINION

on dissertation for obtaining the educational and scientific degree "doctor" in: field of higher education 3.0. «Social, Business and Legal Sciences», professional field 3.8. "Economics", scientific specialty - "Organization and management of production"

Author of the dissertation: Ruslan Velikov Kolarov - Doctoral student at the Department of Management and Marketing at the Agricultural University, Plovdiv

Dissertation Topic: Strategic Management of Forestry Enterprises.

Prepared by: Assoc. Prof. Dr. Georgi Biserov Nikolov, University of National and World Economy - Sofia, 3.0. "Social, Economic and Legal Sciences", 3. 7. "Administration and Management", appointed as a member of the Scientific Jury with Order No. RD 16 - 32 / 16.01.2020 by the Rector of the AU.

1. Brief introduction of the applicant.

PhD student Ruslan Velikov Kolarov was born on 07.10.1976 in Varna. He studied under a doctoral program at the Department of Management and Marketing at the Faculty of Economics. The training is carried out in absentia. From the biographical data we can see the process of accumulation of new professional knowledge and basic skills in the field of strategic management by Ruslan Kolarov, which allows to conclude that he has gained experience from various trainings and activities, possesses the necessary qualification, is admitted to defense and after studying at one of the elite departments at the Agricultural University - Plovdiv. The documentation provided shows that the necessary requirements for the doctoral program in the Department of Management and Marketing at the Agricultural University - Plovdiv are met.

2. Relevance of the problem.

In the modern development of nation states, food security and the development of a strong forestry sector play an important role. In this regard, I believe that the topic of strategic management of the forestry sector is relevant, given that in the modern country it is of utmost importance that natural resources are properly used and of course a series of activities are undertaken to restore them. From a research point of view, such a focus brings to the fore the philosophy of the development and functioning of the forest sector and the role of enterprises in the regional economy of the country. On the other hand, the topic is also relevant because of the need for strategic management of the forestry sector in Bulgaria regarding the development of specific municipalities, where it is a leading sector. The research is based on the theoretical assumptions of strategic management and strategic management decisions.

3. Purpose, tasks, hypotheses and methods of research.

The dissertation defends the conceptual thesis that strategic management, as a decision-making process for achieving the strategic goals of production companies in the forestry sector, is

important for the regional development of individual territories. The subject of the study, within the concept of strategic management, is the state and economic activity of forestry enterprises. The subject of the study is the organization of forestry management and the effect it creates on local socio-economic development. The purpose of the dissertation is to make a proposal for improving the management model of forestry enterprises with a view to their multifunctional management.

The achievement of the goal of the dissertation research is realized by solving tasks such as analyzing strategic decision-making processes, analyzing strategic decision-making models, identifying the role of information coming from the environment and its influence on the decision-making process, decisions and the quality of the decisions made. It also analyzes and evaluates the economic activity of forestry enterprises. To identify the main problems of enterprises that support the development of the forestry sector.

Provide suggestions and guidelines for improving the model of enterprise management, the multifunctional management of forest territories and their impact on local socio-economic development. The basic approach applied in the study is abstract-logical. Analysis, synthesis, induction and deduction have been used as specific manifestations thereof. The main method used in the analytical part of the dissertation is the descriptive method. In addition, comparative and questionnaire methods are used.

The hypotheses tested test the impact of the business environment on the management decisions taken, taking into account the various factors of influence on the production company under study. Two hypotheses have been proposed for verification, among which are the verification of the impact of improving the structure of enterprise management will affect the development of the forestry sector. Decentralization and depoliticisation of the forest sector will create conditions for improving the business environment in the sector and will improve the local socio-economic status

4. Visualization and presentation of the results obtained.

The dissertation consists of 190 pages and consists of a title page, a list of abbreviations used, an introduction, three chapters, a conclusion, used literature and applications. The contents of the chapters are divided into separate parts, specific conclusions are drawn at the end of each chapter. The list of sources used includes a total of 137 sources, divided into three categories: 89 in Cyrillic, 39 in Latin and 9 online.

The figures, schematics and tables used represent in detail the information gathered from the dissertation. The work shows that PhD student Ruslan Velikov Kolarov possesses the necessary theoretical knowledge and professional skills and demonstrates qualities for conducting independent research.

5. Discussion of the results and the literature used.

In the dissertation submitted for the opinion, we can conclude that the scientific purpose and tasks have been fulfilled, the subject and object have been correctly set, the hypotheses have been outlined in detail. Achievement is relevant as a requirement for achievement in a dissertation, namely - there are scientific and applied scientific contributions, some of which are adapted and others support existing theories.

The introduction to the thesis presents the overall conceptual framework of the research. PhD student Ruslan Velikov Kolarov reasonably motivates scientific research. The object and the subject of the dissertation are correctly formulated. Regarding the object of the study, it should be noted that the relationship and dependence in its definition in the framework of strategic decisions on forestry management and forestry sector development have been properly sought.

In the first part of his doctoral thesis, the author clarifies the theoretical aspects with an emphasis on the theoretical foundations of the management of modern forestry enterprises in terms of management and planning process. The problems of planning and programming and their

importance in forming the strategic framework of forest management are considered. The elements related to the structuring and functional management of forestry are outlined.

In part two of his doctoral thesis, author Ruslan Kolarov examines the methodological toolkit for exploring the role of the environment in decision-making. The focus of analysis is on the transformation system and decision-making, the analysis of information tools, information and its role in decision-making, the influence of time on the decision-making process, and the analysis of critical factors in the decision-making process, management decisions.

An analysis of the policy and models for forestry development in Bulgaria has been made. The evaluation and analysis of the concept of strategic management in the forestry sector is presented. The analysis and evaluation of the economic activity of the enterprises in the forestry sector is made. The chapter concludes with the relevant conclusions and recommendations. The third part of the doctoral thesis is related to providing guidance and opportunities for improving the strategic management of enterprises in the forestry sector.

Listed are the emerging accompanying activities and management of forestry enterprises in Bulgaria. The range of opportunities for improving the management model of forestry enterprises in Bulgaria is outlined. Attempts have been made to use forests rationally for local economic development (such as the LAG of the High Western Rhodopes). A questionnaire was conducted, which presented a test for the validity of the working hypotheses and gave the relevant conclusions and recommendations. This part of the study contains important analyzes and findings. From the above, it becomes clear that PhD student Ruslan Kolarov is a good researcher who has the ability to build, argue and put into practice. With regard to the research apparatus used, it should be noted that the results are accurate and incontrovertible and their analysis is adequate, which contributes to the achievement of the main goal by the doctoral student Ruslan Kolarov.

6. Contributions to the thesis.

The reference to the defined contributions fully accurately reflects the achievements of PhD student Ruslan Kolarov. I fully accept the contributions mentioned in the abstract of the thesis. They are real, stemming from the complete dissertation research and the author's personal work. Contributions can be conditionally divided into two groups, in terms of their nature - theoretical and methodically applied. Both groups of contributions have a particular weight on dissertation work and publications related to it. The conditions laid down in the Regulations for Academic Activities at Agrarian University are fulfilled, Plovdiv, insofar as the dissertation contains original scientific and applied contributions, and PhD student Ruslan Velikov Kolarov possesses theoretical knowledge and ability for independent scientific research. The research is original and is the author's own work.

7. Critical notes and questions.

In the dissertation, I do not find weaknesses and misconceptions that will diminish its quality, of course there are certain technical remarks and problems in the citations, which, however, do not diminish the merits of the work. My recommendation is that more substantial parts of the dissertation should find a scientific platform for consideration and discussion because of the current nature of problems facing forestry enterprises.

8. Published articles and citations.

The abstract summarizes the main points of the content and the results achieved, described in detail in the dissertation, scientific contributions and publications on the topic.

The author Mr. Ruslan Velikov Kolarov has made the results of the research work on the topic of the dissertation public by publishing 4 materials. The problems addressed in the publications correspond to the context of the topic being researched.

No citations have been found for publications by the author.

CONCLUSION:

Consider submitting your dissertation is at the ZRASRB and the Agrarian University Rules for its application, which gives me a reason to rate POSITIVE.

Allow me to suggest reading Scientific jury also to vote positively and to remain with Ruslan Velikov Kolarov the education of the people and the scientific degree "Doctor" in the scientific specialty "Organization and time management"

Date: 02/10/2020
Sofia

Prepare the opinion:
(Assoc. Prof. Dr. Georgi Nikolov)