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REVIEW

on a dissertation to obtain educational and scientific degree "doctor" in the field 3.0. "Social, Economic and Legal Studies", 3.8. "Economy", scientific specialty - "Organization and management of production (agriculture and sub-branches)"

Author of the thesis: *Ruslan Velikov Kolarov* PhD student at the department "Management and Marketing" at Agricultural University, Plovdiv

PhD thesis: *Strategic management of enterprises from the forestry sector.*

Reviewer: Assoc. Prof. Petar Borisov Borisov - Agricultural Universityin, 3.7. "Administration and Management" scientific specialty "Organization and management of production", RD -16 - 32 / 16.01.2020 of the Rector of AU.

1. Brief presentation of the candidate.

PhD student Ruslan Velikov Kolarov has taught doctoral program in Organization and Management of production (agriculture and sub-branches) "the Department" Management and Marketing "at faculty" Economy "at the Agricultural University" in part-time training within four years. The collaboration skills with department has allowed it to deduct entitled to protection within the statutory period, without making any further extension of the period of study.

2. Timeliness of what is wrong.

The theme of the thesis is current and practical, solve specific problems in the forestry sector. Forestry sector is one of the priority sectors for funding, which provides for financial support under the CAP from 2014 to 2020. Measures under the second pillar of the CAP provide for sustainable management of forests and their resumption. Forests are a major factor, absorbing carbon dioxide and one of the main sources of income in some parts of Bulgaria. Therefore, I think that the development of a strategic framework for the management of forest enterprises need in the current and in terms of the future CAP.

The author of the dissertation was able to address the specific characteristics of the sector as an object of strategic management. To identify the key factors for successful development of forestry businesses and to outline the barriers to entry in the industry.

Thesis submitted for opinion in a volume of 190 pages, structured introduction, three chapters, conclusion, references and multiple applications. Dissertation was added to the list of abbreviations and a list with descriptions of the included tables and figures which facilitates its peer review.

3. Purpose, tasks, hypotheses and research methods.

Stated objective is to make a proposal to improve the management model of enterprises in the forestry sector, with a view to their multifunctional management.

To achieve the main objective of the thesis, doctoral research solves the following tasks:

1. To present the theoretical aspects, scientific models and research tools in the field of strategic management.
2. To develop a methodological framework for structuring and functional forest management.
3. To analyze public policy, legislation and strategic documents for the development of forestry.
4. To analyze and evaluate the business activities of enterprises in the forestry sector.

5. To identify the main problems of enterprises accompanying the development of the forestry sector.
6. To provide suggestions and guidelines to improve the management model of enterprises, multifunctional management of forest areas and their impact on local socio-economic development.

The object of study within the concept of strategic management is the state and business enterprises from the forestry sector.

Subject of research is the organization of forest management and the effect that creates for local socio-economic development.

Argue is: Improving the organization of the management of state enterprises will affect the image formation of local development.

Hypothesis 1: Improving the governance structure of enterprises will affect the development of the forestry sector.

Hypothesis 2: Decentralization and depoliticisation of the forestry sector will create conditions for improving the business environment in the sector and improve the local socio-economic status.

The subject and object of study are properly defined and enable PhD students to defend his main thesis dissertation.

The chosen methodology of dissertation research includes well-grounded and makes it possible to implement a thorough and objective analysis of enterprises from the forestry sector.

In the thesis, PhD students analyze and evaluate experience in organization and management of forests by state enterprises which dominate the majority of forests in the country. Analyzed are the main factors affecting the management of revenues from business activity in the forestry sector through the application of methods - regression and correlation analysis. The author of the thesis has managed to reveal the objective causality, determining the status of the object of study and formulate clear and precise findings and conclusions. Based on conclusions drawn, PhD student has managed to give specific suggestions for improving the strategic management of forestry businesses.

4. Presentation of results.

PhD thesis is situated on 190 pages. In this volume and the selected structure thesis is logically completed. It is structured properly and achieve the goal and objectives of the study. In each of the three chapters consecutively, clearly set out the arguments that defend erected to check basic thesis dissertation. The methodology is properly selected and justified its use. The figures used charts and tables present in details the information gathered from this survey.

5. Discussion of the results and references.

Dissertation consists of introduction, three chapters, and conclusion. The object, the object of study, the objectives of the study are well-defined. The content follows logic: definitions matter and issues related to strategic management of financial activities to enhance the competitiveness of dairies.

Achieved in the first, second and third chapter gives reason to conclude that there is a good understanding of the analyzed subject, and the ability skills to perform scientific and practical research and analysis. An systematic and methodological review of strategic management in the context of the problems of planning, organization and management of the forest sector are derived theoretical discussion and practical application problems on the subject of the study. Based on theoretical generalizations and performances define the basic concepts used in the thesis.

Analyzed a topical issue related to forest management in Bulgaria as was proposed methodology for the development of business enterprises in the forestry sectors of their business. An assessment and

analysis of the existing legal and institutional framework, the state policy and the concept of strategic management of the forestry sector. The conclusion of the thesis are outlined specific research results.

List of literature includes a list of sources used includes a total of 137 sources, subdivided into three categories: 89 in Cyrillic, 39 Latin and 9 Internet sources. The selection of literature reflects the awareness of the author research problem.

6. Contributions of the thesis.

In the thesis, the PhD student claimed the following scientific and applied contributions:

- Made a systematic and methodological review of strategic management in the context of the problems of planning, programming and functional structure of the forest sector are derived theoretical discussion and practical application problems on the subject of the study. Based on theoretical generalizations and performances are specified basic concepts used in the thesis.

- analyzing a topical issue related to forest management in Bulgaria as was proposed methodology for the development of business enterprises in the forestry sectors of their business. An assessment and analysis of the existing legal and institutional framework, the state policy and the concept of strategic management of the forestry sector.

- Developed a theoretical constructive model for the operation and management of enterprises from the forestry sector with emphasis on European regulations competence requirements and the actual process of functioning of forestry and the role of economically active persons in the process.

- Preparation is the experience in the organization of forest management, economic activities in the forest areas of state enterprises and the activities of private companies through regression and correlation analysis to prove the links and relationships between the amount of wood and realized total revenues in the sector.

- approbation is an experimental model through the establishment of Local Action Group (LAG) to improve the process of managing the forest sector and the development of cooperation between private and public enterprises to promote local socio-economic development in areas where forestry activities They are traditional livelihoods.

Contribution accept those moments in the thesis as original and relevant to the chosen subject of study.

7. Critical remarks and questions.

I have no serious criticism to the work. Thesis is neat and gives a clear picture of the good level of training of PhD students in the department.

8. Published articles and citations.

From the documents submitted for an opinion received after the author's publications that allow PhD students to meet the national requirements for obtaining scientometric the NSA "doctor", namely:

1. Kolarov, R., Opportunities for Rural Development in Northeast Planning Region, Proceedings Conference "Geographical aspects of planning and land use in the context of global change," Varshets, Bulgaria, 2016;

2. Kolarov, R., institutional structure of forest - an important factor for its strategic and sustainable management, Proceedings "Challenges of agribusiness and rural development," World Economy, Sofia, p. 283-288;

3. Kolarov, R., Policy analysis and development models of forestry in Bulgaria. International Scientific Conference on "Trends in Regional Development and Security Management" 2018, October 4-6 at the PSA - Ravda. UNWE, 202-209;

4. Kolarov, R. The importance of road infrastructure as a factor for improving the forestry enterprises Proceedings of the scientific-practical conference "Bulgaria's Economy - 30 years after the onset of change", Svishtov, 2019. (in press);

CONCLUSION:

Based on scientific and applied by doctoral student Mr. Ruslan Velikov Kolarov, different testing methods, correctly deduced experiments made summaries and conclusions considers that the dissertation meets the requirements of ZRASRB and Regulations of Agricultural University for its application that It allows me to evaluate it positively. In his dissertation discovered original, relevant and significant scientific and applied achievements that contribute to the development of the management of the forestry sector.

I think the actuality of the problem at hand, the theoretical level of the study, the methodology used for analysis, results and offerings and their practical, give me a reason to vote "Positive" and offer the respected scientific jury also voted positively to award Mr. Ruslan Velikov Kolarov educational and scientific degree "doctor" on scientific specialty "Organization and management".

Date: 11/02/2020
Plovdiv

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