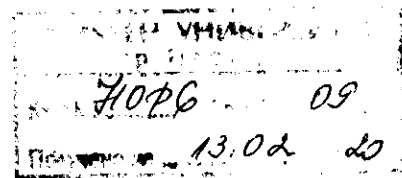# LITERATURE REVIEW

of dissertation for obtaining a doctorate degree in: higher education field: 3. Social, business and legal sciences, professional field: 3.8 Economics, scientific field: Organization and management (agriculture and sub-sectors).

Author of the dissertation: Ruslan Velikov Kolarov – extramural PhD student at the Department of Management and Marketing at the Agricultural University, Plovdiv.

Theme of the dissertation: "Strategic management of the forest sector enterprises".

Dissertation reviewer: Prof. Asen Ivanov Konarev PhD in Economics, University of Food Technology - Plovdiv, higher education field: 3. Social, business and legal sciences, professional field: 3.8 Economics, scientific field: Economics and Management (by branches), appointed for a Member of the Scientific Jury with Order No. РД-16-32 / 16.01.2020 of the Rector of the Agricultural University - Plovdiv.

1. Relevance of the problem

The relevance and importance of the topic are reasonably well-grounded in the dissertation. The problems posed by the different types of forest ownership are convincingly presented, as a result of which the existing institutional structure does not objectively create the conditions for improving forest management. In addition, institutional entities do not have the necessary capacity for effective strategic management.

The PhD student's assertion is convincing that the government should assume the key functions in formulating and implementing forest policy that ensures the strategic management of the sector. Existing problems for the realization of these functions are mentioned - strong centralization of state farms, division of basic activities, sporadic lumbering in small and medium-sized enterprises with poor equipment and qualified staff.

2. Purpose, tasks, hypotheses and research methods.

The purpose of the study is very clear and, to some extent, pragmatic. The tasks presented are specific and in good logical order.

The object and the subject of the study are well-distinguished. I accept the research thesis, although I deem it is quite modest. Both hypotheses are well-formulated, organically derived from the purpose of the whole research.

3. Visualization and presentation of the results obtained

The dissertation is well-illustrated. It contains 23 figures and 14 tables. All figures and tables are numbered and properly designated. As a result, a qualitative and meaningful overview of the research is obtained. At the end of each chapter, more important results are presented in the main conclusions. At the end of the dissertation, the most important results are presented in a meaningful conclusion.

Three groups of proposals are presented:
- a report on the distribution of the total forest area by forest species;
- a report on hours gained by type of ownership;
- a statistical analysis of relationships and dependencies studied.
The sources of the first two sets of proposals are not listed.

4. Discussion of the results and the literature used.

Structurally, the dissertation is well-shaped, with the first chapter devoted to the theory of strategic management, which is properly linked to the subject of study. Based on a thorough analysis, the views of a number of authors are synthesized, defining strategic management, including basic concepts such as "organization", "strategy" and "strategist".

Serious issues related to forestry planning have been identified. On this basis, the main planning tasks are defined, such as the size and location of forest enterprises, activities related to forest plantations, the geographical location of forests and the variability of nature and markets.

Considering in detail the state policy, forest legislation and the institutional structure of forest management, in the third paragraph of the first chapter, a reliable concept for the study and improvement of the strategic forest management was developed. Three stages in the development of Bulgaria's forestry and its economic base are highlighted, with periodic changes in the institutional structure.

At the beginning of the second chapter, the dissertation formulated the methodology for analysis and evaluation of forest management. The use of a considerable number of logically related methods in research technology, such as a set of statistical methods, methods of analysis of the external and internal environment, and the method of evaluating strategic management through the strategic maps of Robert Kaplan and David Norton, is well-justified.

In the second chapter I find a well-composed and illustrated analysis and evaluation of:

- the policy and models for development and visual analysis and evaluation of ....;
- the concept of strategic management in the forest sector;
- the business activities of forestry enterprises.

The conclusions they make are well-reasoned and sound convincing.

I assess that the specific guidelines proposed and the opportunities for improving the strategic management of forestry enterprises presented in Chapter 3 are well-justified. The PhD student convincingly proves that there is no balance between the economic interests of the business, the protection and conservation of forests for future generations and the socio-economic development of the individual regions, claiming that the problems are primarily institutional and economic.

An interesting regression analysis was made in this chapter, which proves that the relationship between total revenues and the amount of timber sold is almost functional (R = 0.938). On the other hand, there is no link between income and investment, which is very unfavorable. The forecast attempt made is unsuccessful, which should be expected under these macro conditions.

With the main goals of decentralization and depoliticisation of enterprise management in Chapter Three, the doctoral student proposes a new institutional governance structure, which I consider to be a successful attempt at change. The main new points are:

- Separation of the state-owned enterprises from Ministry of Agriculture, Food and Forestry and transferring them directly to the National Forest Agency;
- Establishment of local forest councils modeled on the model of the LAG Visoki Zapadni Rodopi /Local Action Group High Western Rhodopes/.

For the development of the dissertation 137 literary sources have been used, distributed as follows:

- in Cyrillic - 89 sources;
- in Latin - 39 sources;
- Internet addresses - 9 sources.

The PhD student has thoroughly studied the current state of the problem, as evidenced by the large number of literary sources in recent years, as well as the cited and used literature.

5. **Dissertation contributions.**
I accept the reference for the contributions of the dissertation presented in the abstract, distinguishing them as follows:

Scientific contributions
- Dissertation problems presented and specific basic concepts;
- The proposed methodology for the development of economic activity of forestry enterprises;

Scientific and applied contributions
- The development model for the functioning and management of enterprises;
- Proven relationships and dependence between key parameters in the activity of enterprises;
- The proven model for setting up local structural units in the proposed new institutional structure for managing state-owned enterprises, which in my opinion, is an independent contribution.

6. Critical notes and questions
I have no serious critical notes on the dissertation except for the misspellings. In order to determine the publicity of organizations, it should be considered that there are public enterprises with predominantly private property. All companies listed on the stock exchanges are public.

I have the following questions for my PhD student:

6.1 What is the difference between the science and the art of strategic management?

6.2 Is it not appropriate to rate the investments of state-owned enterprises in terms of revenue or other appropriate parameter?   ˙

7. Published articles and citations
There were 4 separate publications in relatively authoritative publications. No citation was provided.
The abstract reflects objectively the structure and content of the dissertation.

Conclusion
Based on the various research methods and the applied by the doctoral student, the correctly performed experiments, the summaries made and the conclusions drawn, I believe that the presented dissertation corresponds to the Act for the Development of the Academic Staff in the Republic of Bulgaria and the Regulations of the Agrarian University for its proposal, which gives me a reason to rate it POSITIVE.
I also allow to propose to the Honorable Jury to vote positively and award Ruslan Velikov Kolarov the educational-qualification degree PhD in Production Organization and Management.

06.02.2020   The review was prepared by:
The city of Plovdiv   Prof A. Konarev, PhD in Econ