

№ 07
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REVIEWS

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", specialty - "Organization and management of production (agriculture and sub-sectors)"

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

Dissertation topic: Strategic management of forestry enterprises.

Reviewer: Assoc. Prof. Kamen Dimitrov Petrov, Ph.D. - University of National and World Economy 3.7. Administration and Management, scientific specialty National Economy (Goeconomics and Regional Development) according to order RD-16 - 32 / 16.01.2020 of the Rector of the AU.

1. BRIEF INTRODUCTION OF THE APPLICANT.

PhD student Ruslan Velikov Kolarov studied under a doctoral program in Organization and Management of Production (Agriculture and Industry) at the Department of Management and Marketing at the Faculty of Economics at Agrarian University in part-time education. The materials presented in the dissertation show that PhD student Ruslan Velikov Kolarov has solid practical experience in public administration as well as in the economic sphere. The positions and responsibilities they hold demonstrate a wide range of competences that reveal his broad culture, organizational and community experience. The individual plan is executed accurately and correctly. The dissertation paper is submitted in due time for consideration and opening of the defense procedure.

2. RELEVANCE OF THE PROBLEM.

My assessment, as a reviewer, is that the topic of the dissertation is distinguished by its relevance, practical relevance and dissertation. It is driven by well-known modern understandings of effective forest management. We, as a society and a country, should comply with and apply contemporary global and European requirements for the multifunctional management of forest territories, their sustainable development and their impact on local communities. All this is possible by improving the strategic management process. Therefore, the question of the organization of management of forestry enterprises is particularly relevant at the present time. The author manages to cover the specifics and problems of assessing the state of the forest sector and its development. Despite the fact that in the specialized literature there are publications on the problems of the forestry sector, so far the search for a targeted strategic framework is not subject to in-depth theoretical and practical research. It should be emphasized that the development of the chosen topic requires thorough theoretical background and good analytical skills. Thus, the doctoral student's experience in directing the research to the theory, methodology and practice of strategic management of strategic management is the state and economic activity of enterprises in the forestry sector determines the importance of his chosen topic of dissertation work. The dissertation is a slender, logical and in-depth study consisting of 190 pages, structured in an introduction, three chapters, a conclusion, used literature and applications. To the dissertation is added a list of abbreviations used and a list of the tables and figures included. It is important to note that in general, the forest sector is a higher risk business, the point in managing and improving the state of the forest sector is the rational and efficient use of timber and non-timber resources and the maximum utilization of economic, environmental and social functions. of the forests. Improving the management and business environment in the

sector, improving the state of forests, maximizing use of forest potential and more. factors have a particular impact on sustainable management and local socio-economic development. This shows that it is necessary to take into account the evaluation and analysis of the forestry sector when it is included in the economic activity of the country by finding strategic approaches to serve this specific share of the state's economy. This also sets out the research thesis of how far the improvement of the organization of the management of state-owned enterprises will influence the formation of the appearance of local development. This regional focus further enhances the dissertation of the topic. That is why I believe that the dissertation research is relevant and is an admiralty to the two scientific leaders.

3. PURPOSE, TASKS, HYPOTHESES AND METHODS OF RESEARCH.

The stated purpose is to make a proposal for improving the management model of forestry enterprises with a view to their multifunctional management.

In order to achieve the main goal of the dissertation, the author sets himself the following research tasks:

1. To present theoretical aspects, scientific models and research tools in the field of strategic management.
2. To develop a methodological framework for the structuring and functional management of forestry.
3. To analyze the state policy, regulations and strategic documents for forestry development.
4. To analyze and evaluate the economic activity of forestry enterprises.
5. To identify the main problems of enterprises that support the development of the forestry sector.
6. To 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 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 protected research thesis is: Improving the organization of the management of state-owned enterprises will influence the formation of the appearance of local development.

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

Hypothesis 2: 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

The subject and object of the research are correctly defined and allow in the later stage of the dissertation to carry out an objective analysis of the problem and to formulate correct conclusions and recommendations. In the dissertation, the doctoral student analyzes and evaluates the experience gained in the organization of forest management, business activities in forest territories by state-owned enterprises and the activity of private companies through regression and correlation analysis, using SPSS, to prove the links and dependencies between the amount of timber sold and the total revenues in the sector. Through the methodical apparatus so selected, the doctoral student has the opportunity to discover the objective reasons that determine the state of the subject of the dissertation research. The research methodology includes a qualitative method for collecting data and interpreting it in different parts of the dissertation research.

4. VISIBILITY AND PRESENTATION OF THE RESULTS OBTAINED.

The dissertation is spread over 190 pages. It is structured properly and the purpose and tasks set in the dissertation are achieved. In each of the three chapters, the respective tasks are followed

in a consistent, clear and comprehensible manner and their solution is presented. The methodology is properly chosen and its use is justified. The figures, diagrams and tables used represent in detail the information collected from the study. The work has a high degree of completeness and is essentially dissertative. As a general assessment, we can assume with a high degree of validity that the studies carried out and their analysis can be of assistance to economically active persons and, respectively, to the public sector in making strategically sound decisions. Moreover, each chapter presents summarized conclusions, conclusions and recommendations regarding the problems discussed in the dissertation.

5. DISCUSSION OF RESULTS AND LITERATURE USED.

The dissertation consists of an introduction, three chapters and a conclusion. The subject, the object of study, the objectives of the study are clearly stated. The content follows the logical scheme: definitions, significance and problems related to the strategic management of financial activities to enhance the competitiveness of dairy enterprises. The achievements in the first, second and third chapters give grounds for the conclusion that there is a good knowledge of the object being analyzed, as well as the ability of the doctoral student to carry out scientific and practical research and analyzes of various nature and tools. Overall, his work reaches the goal of the study. A systematic and methodological review of strategic management has been made in the context of the problems of planning, programming and functional structuring of the forest sector, with discussion theoretical and practically applied problems on the topic of the research. On the basis of theoretical generalizations and statements, the basic concepts used in the dissertation are specified. The current problem related to forest management in the Republic of Bulgaria has been analyzed by proposing a methodology for the development of the economic activity of the enterprises in the forest sector their economic activity. An assessment was made and an analysis of the current legal and institutional framework, the state policy pursued and the concept of strategic management of the forest sector. The conclusion of the dissertation presents the concrete results of the research. In my opinion, the purpose of the development has been successfully fulfilled and in practice the accomplished tasks allow formulation of contributions of scientific and scientific nature. The list of used literature includes The list of sources used includes a total of 137 sources, divided into three categories: 89 in Cyrillic, 39 in Latin and 9 online sources. The selection of literature reflects the author's awareness of the issue, her efforts to become acquainted with the creative pursuits of not only Bulgarian authors and foreign specialists.

6. CONTRIBUTIONS TO THE THESIS.

In my opinion, in the development the dissertant has formulated contributions with which he correctly evaluated the results of the research. In practice, the contributions of the dissertation work are related to the presentation and proof of the tasks set out in the introduction.

The doctoral student managed to formulate them well in the conclusion of his work. However, I believe that there are certain productions, ideas and suggestions in the work that can be evaluated as contributions of a scientific and practical nature, but are not derived from the author. In conclusion, I accept the doctoral student's claims for his contributions to his dissertation. Overall, their description style is acceptable.

7. CRITICAL NOTES AND QUESTIONS.

I do not have serious critical comments on the work of the doctoral student, but I recommend that the doctoral student in other scientific researches look for the connections and dependencies in the theoretical aspects and concepts presented by him, and to apply them through the tools developed by him in the applied parts of the development

In practice, it would be good to identify specific practices and analyze the possibility of their application in our country to European forest management practices that have a lasting

result. I believe that the authors' perceptions of these would be more clearly expressed and, accordingly, easier to perceive if the dissertation were to be relieved of some deviations in side issues for the purpose of the study.

I recommend that the doctoral student also discover the development of scientific publications in a team on the topic of his research, which can be analyzed from different perspectives. On the other hand, due to its relevance and relevance, the dissertation research is likely to arouse considerable interest, especially among specialists, which is why I recommend it to be published. These notes and recommendations do not diminish the merits of the study. The dissertation is a well-formed scientific work.

8. PUBLISHED ARTICLES AND CITATIONS.

From the submitted papers for review, I have received the following author's publications, which comply with the procedure, namely:

1. Kolarov, R., Opportunities for Rural Development in the North-East Planning Region, Proceedings of the Scientific Conference "Geographic Aspects of Planning and Use of Territory in the Conditions of Global Change", Varshets, Bulgaria, 2016;
 2. Kolarov, R., The Institutional Structure of Forestry - an Important Factor for its Strategic and Sustainable Management, Proceedings "Challenges to Agricultural Business and Rural Areas", UNWE, Sofia, pp. 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 Condition of Forestry Enterprises, Collection of Papers from the Scientific and Practical Conference "The Economy of Bulgaria - 30 Years after the Beginning of Changes", Svishtov, 2019 (in press);
- The abstract reflects the content of the thesis correctly and completely. The theoretical foundations, the methodological apparatus, the results obtained are presented and the contributions of the dissertation are formulated.

CONCLUSION:

On the basis of the various methods of research, correctly performed experiments, the summaries made and the conclusions drawn from the doctoral thesis by Mr. Ruslan Velikov Kolarov, I consider that the presented dissertation work meets the requirements of the ZRASRB and the Rules of the Agrarian University for its application, which gives me reason to rate it POSITIVE. In the dissertation presented, I discovered original, relevant and significant scientific and applied achievements that contribute to the development of forestry sector management. I believe that the relevance the theoretical level of the research, the methodology used for the analysis, the results and contributions achieved and their practical orientation, give me reason to vote for PhD and to offer the venerable Scientific Jury a positive vote and award Mr. Ruslan Velikov Kolarov educational and scientific degree "Doctor" in the scientific specialty "Organization and management of production".

Date: 02/07/2020
Sofia

Reviewer:
(Assoc. Prof. Kamen Petrov)