



REVIEW

on a dissertation thesis for obtaining the educational and scientific degree „**Doctor**“
in: field of higher education 3.0 ‘Social, business and legal sciences’,
professional field 3.8 ‘Economic’,
scientific specialty: ‘Organization and management of production’

Author of the dissertation thesis:

Dragan METODYA Miladinovski, a PhD student at the Department of Management and Marketing in the Agricultural University, city of Plovdiv.

Dissertation topic: “MANAGEMENT AND DEVELOPMENT OF COMPETITIVENESS OF AGRICULTURAL ENTERPRISES IN NORTH MACEDONIA”

Reviewer:

Associate professor Dr. Teodora Orfeeva Parisheva-Stoeva, 3.0. ‘Social, business and legal sciences’, 3.7 ‘Administration and Management’, Organization and management of production, appointed as a member of the scientific jury by order № ПД-16-481/05.05.2022 of the Rector of the Agricultural University.

1. Relevance of the issue.

The dissertation thesis presented for review provides a number of basic theoretical and practical issues related to the competitiveness of agricultural enterprises, which is considered as a result, a function of the choice of organizational form for business development.

2. Purpose, tasks, hypotheses and methods of research

The main goal of the dissertation is to analyze and evaluate the factors determining the competitiveness of agricultural enterprises in the Republic of Northern Macedonia and to develop guidelines for improving their competitiveness in the internal market.

The subject of the study is the competitiveness of agricultural enterprises in the Republic of Northern Macedonia.

The following research tasks are addressed in order to achieve the main purpose:

- To determine the economic nature of the agricultural enterprise as a production system and its constituent elements;
- To clarify the methodological approaches and methodological issues in the study and assessment of the competitiveness of the agricultural enterprise;
- To study and analyze the state and trends in the development of the main factors determining the competitiveness of agricultural enterprises in the Republic of Northern Macedonia;
- Based on the analysis, to develop guidelines for improving the competitiveness of agricultural enterprises in the Republic of Northern Macedonia. Empirical information about the study is provided by surveys conducted at the level of agricultural enterprises on the basis of questionnaires prepared by the author.

3. Visualization and presentation of the results obtained

The dissertation consists of an introduction, three chapters and a conclusion, and it is comprised of 125 pages, bibliography and applications. It contains 10 figures, 5 tables and 1 appendix. 142 literary sources are quoted in it. The dissertation meets the requirements of *the Law on Scientific Degrees and Scientific Titles*, in terms of volume, structure, bibliography and empirical applications.

4. Discussion of the results and bibliography

In the current conditions, agricultural enterprises in northern Macedonia identify the following obstacles to improving their competitiveness - limited access to certain production resources and high production costs; insufficient working capital; low mechanization of production; limited market access; competitive imports of agricultural products, as well as frequently changing regulations.

The main limiting factor in increasing the size of the enterprise is the available agricultural land. Farmers point out that the prices of agricultural land have increased significantly and even with the help of individual measures that support them, they cannot afford to buy it.

The identified needs of agricultural enterprises require the following important decisions to be taken:

- effective state control over the activities of resource suppliers and traders of agricultural products;
- working state guarantees for granting credit for the needs of small agricultural enterprises, as well as the creation of conditions for the establishment of mutual credit, guarantee and insurance funds;
- state support for hiring additional labor on farms;
- more flexible regulations. In the case of beekeeping, the obligatory requirement for the agricultural producer to cultivate at least 10 decares of land should be abolished. To give the right only to the livestock farms to delineate the pastures in one land. Do not require a title deed to the farm building on livestock farms, as this restricts access to financial support as well as increases administrative costs;
- encouraging the construction of local agricultural markets, where only registered agricultural producers have the right to sell agricultural products;

5. Dissertation Contributions:

The following contributions of a scientific and applied nature can be highlighted in the dissertation:

- The nature of the agricultural enterprise and the management of its competitiveness are clarified;
- A conceptual framework for assessing the competitiveness of agricultural enterprises has been developed;
- Analyzed and assessed the competitiveness of enterprises in the sector;
- The needs of agricultural enterprises for their better competitiveness have been identified;
- A financial model has been proposed to improve the competitiveness of agricultural enterprises.

6. Critical comments and questions

I have no critical comments to the dissertation work of the PhD student.

7. Published articles and references

Dragan METODYA Miladinovski is a co-author of five /5/ articles:

1. Miladinovski, S., **D. Miladinovski** (2019). Security of freight forwarding opportunity for development of the Balkan economy. Savremeni trendovi u razvoju saobracaja I bezbednosti regiona Jugoistoc ne Evrope, Sonstantin Magnus, Naissus. Vol. 14, issue 1, 29-42
2. 2. Miladinovski, D. (2021). Upravljanem ekoloshkim rizicima u riziku I neizvesnisti. Bezdednost u posmodernom ambijentu. Vol.33, (1). 81 – 89. ISBN 978-86-85985-46-1
3. 3. Миладиноски, Д. (2021). Формирање на цена на нов производ. Modernizacija izmedju prosperiteta I destrukcije. vol. 35 (1). 353-362. ISBN 978-86-85985-48-5
4. 4. Миладиноски, Д. (2022). Банките како поттикнувачи на агро бизнисот. International journal of recent research in art and sciencies. Vol.14, (1), 547-563. ISSN 1857-8128
5. 5. Borisov, P., **D. Miladinovski** (2022). Competitiveness of agricultural enterprises – theories and determinants. Journal of Bio-based Marketing – vol.1/2022. 57-69. ISSN 2683-0825

The materials presented correspond to the topic of the dissertation thesis. The abstract of the PhD thesis objectively reflects the structure and content of dissertation work.

CONCLUSION:

I think that the presented dissertation work meets the requirements of the Act on Development of the Academic Staff in the Republic of Bulgaria, and the Regulations of the Agricultural University regarding its implementation and I therefore confidently give it a **POSITIVE** assessment.

I venture to suggest to the Honorable scientific jury to give their positive vote as well and to award to **Dragan METODYA Miladinovski** the educational and scientific degree 'DOCTOR' in Organization and management of production.

Date: 01/06/2022
city of Plovdiv

THE REVIEW IS PREPARED BY:
Assoc. prof. Dr. Teodora Stoeva