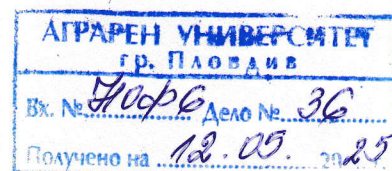


REVIEW



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:

ANELIA STAVREVA, a PhD student at the Department of Management and Marketing
in the Agricultural University, city of Plovdiv

Dissertation topic: “STRATEGY FOR CONFLICT MANAGEMENT IN WINE ENTERPRISES”

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-
520/22.04.2025 of the Rector of the Agricultural University.

1. Relevance of the issue

The dissertation thesis presented for review provides a scientific research of the causes of
conflicts in wine enterprises, which requires the strategic management of conflicts by studying and
controlling the main sources of conflicts such as staff motivation, ethics and morale of company
associates, management style, limited resources, effectiveness of communications, group
dynamics of teams, staff incentive system and control system in the enterprise.

2. Purpose, tasks, hypotheses and methods of research

The aim of the dissertation thesis is to analyze the sources of conflicts in wine enterprises and to
offer tools for the strategic management of conflicts in these business organizations.

In order to achieve the intended goal, the following basic and specific hypotheses are defined in the
dissertation research:

- Research of conflict as a socio-economic category important for the strategic management of the
enterprise;
- Development and testing of a scientifically based methodological approach for analysis and
assessment of sources of conflicts in wine enterprises;
- Analysis and assessment of the sources of conflicts in wine enterprises;
- Diagnosing the state of the environment in which the wine-growing enterprises operate
- Formulation of a model for strategic conflict management in wine enterprises.

The object of the dissertation thesis are the wine-growing enterprises registered on the territory of
the Republic of Bulgaria, which are operating at the time of the study.

The **subject** of the dissertation thesis are all factors that are identified as sources of conflicts in wine-growing enterprises.

The methods used in the scientific research are:

- System analysis.
- Situational analysis
- Diagnostic analysis
- Statistical methods.

4. Visualization and presentation of the results obtained.

The dissertation thesis presented for review consists of an introduction, an exposition in three chapters, a conclusion and the literature used. The dissertation has a total volume of 134 pages. The analysis in the dissertation research is illustrated through 2 tables and 45 figures.

The dissertation thesis meets the requirements of the *Law on Scientific Degrees and Scientific Titles*, in terms of volume, structure, bibliography and empirical applications.

5. Discussion of the results and bibliography

The dissertation thesis presented for review consists of an introduction, an exposition in three chapters, a conclusion and the literature used.

In the first chapter of the dissertation - *"Methodological approach to the analysis and management of conflicts in wine enterprises"*, a literary analysis of the factors determining the occurrence of conflicts in business is made. The essence of conflict as a phenomenon in these economic organizations is studied. Conflict is a subject of study both by psychology and by the theory of business management. In this part of the dissertation, the PhD student seeks to define the essence of conflict as a phenomenon and a process, based on basic statements in psychology and the theory of economic management.

The first chapter includes the following points:

- The nature of the conflict;
- Strategic conflict management.
- Methodological approach to organizing scientific research.

In the second chapter of the dissertation, entitled *"Analysis of the sources of conflicts in the wine enterprises"*, the main findings regarding the sources of conflicts in the studied enterprises are set out on the basis of the conducted survey. A total of 10 factors have been analyzed, which are embedded in the analytical model of the study.

In chapter three of the dissertation thesis, entitled *"Strategic Analysis of Factors and Definition of a Model for Strategic Management of Conflicts in Wine Enterprises"*, a strategic analysis of the sources of conflicts in the studied enterprises is carried out. A strategy for conflict management in wine enterprises is presented, giving guidelines for conflict management in these organizations. The conclusion summarizes the main conclusions of the study and gives a forecast for the methods and approaches for conflict management in wine enterprises in the future.

6. Dissertation Contributions

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

1. The essence of conflicts and their role in the strategic management of wine-growing enterprises is clarified;
2. An objective methodological framework for analysis and assessment of the sources of conflicts in wine enterprises has been formulated and justified;
3. The sources of conflicts in the wine-growing enterprises in Bulgaria are analyzed;
4. A strategy for conflict management in the wine enterprise is proposed, as well as specific recommendations are made for effective conflict management in the studied enterprises.

7. Critical comments and questions.

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

I would recommend to the PhD student that at the end of each chapters of the dissertation thesis, specific conclusions should be drawn to support and enrich the development of the conclusion of the dissertation research.

8. Published articles and references.

ANELIA STAVREVA is a co-author of three /3/ articles:

1. STAVREVA, A. (2022). Nature and role of conflicts in the management of business enterprises. Journal of Bio-based Marketing vol. 1, 2022, 5 – 22, ISSN 2683-0825
<https://journalbbm.wordpress.com/2022/05/13/nature-and-role-of-conflicts-in-the-management-of-business-enterprises/>
2. STAVREVA, A. (2023). Strategic conflict management in business organizations. Journal of Bio-based Marketing vol. 3, 2023, 22 – 34, ISSN 2683-0825
<https://journalbbm.wordpress.com/2023/05/18/strategic-conflict-management-in-business-organizations/>
3. STAVREVA, A. (2024). The interaction between leadership style and staff motivation as a source of conflict in wineries of Bulgaria. Journal of Bio-based Marketing vol. 1, 2024, 5 – 17, ISSN 2683-0825
<https://journalbbm.wordpress.com/2024/01/03/the-interaction-between-leadership-style-and-staff-motivation-as-a-source-of-conflict-in-wineries-of-bulgaria/>

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.

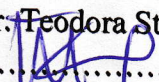
CONCLUSION:

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 **ANELIA STAVREVA** the educational and scientific degree „**DOCTOR**“ in **Organization and management of production.**

Date: 08/05/2025
city of Plovdiv

THE REVIEW IS PREPARED BY:

Assoc. prof. Dr. Teodora Stoeva
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