



OPINION

on the dissertation for obtaining the educational and scientific degree of
"Doctor"

Field of higher education: 3. Social, economic and legal sciences

Professional field: 3.8. Economics

Scientific specialty: Organization and management of production (agriculture and sub-sectors)

Author of the dissertation: Anelia Georgieva Stavreva, full-time doctoral student at the Department of Management and Marketing at the Agricultural University - Plovdiv.

Topic of the dissertation: "Strategy for managing conflicts in wine-growing enterprises".

Prepared by: Prof. Dimitar Ivanov Kostov, DS 3. Social, economic and legal sciences, 3.8. Economics

Appointed as a member of the Scientific Jury by Order No. RD-16-520 of 22.04.2025 of the Rector of the University of Plovdiv and minutes of the meeting of the Scientific Jury of 28.04.2025

1. Relevance of the problem

The wine-growing sector is one of the main sectors of agriculture. It is in a special combination between producers and processors of agricultural products. This quite naturally gives rise to conflict situations between them. This type of situations requires a good and correct strategy for their resolution. In this regard, I believe that the topic of the dissertation is very important for economic research and has both theoretical and practical application.

2. Purpose, tasks, hypotheses and methods of the study

The thesis of the dissertation is directly related to the management of agricultural production. It indicates all the main issues leading to the creation of conflict situations between grape producers and processors. It is quite rightly aimed at enterprises in the sector, which are the main structural unit of the industry.

The object of the study is an enterprise in the wine-growing sector in Bulgaria.

The goal of the dissertation is clearly and precisely defined. Its achievement can lead to solving the main conflict problems in the industry.

The tasks that are solved to achieve the goal are very well selected and correctly defined in such an order that the solution of each previous task is the basis and foundation for solving the subsequent task. In number and volume, they are sufficient to achieve the goal.

The methods used in the study are both traditional and modern. They allow an analysis to be carried out that identifies the production system, analyzes its structure, evaluates the functions and indicates the identified systems.

The methods used show that the author has mastered them very well and successfully applied them in the development.

The period of the study is sufficient to make a good analysis and identify correct proposals for the development of enterprises in the wine sector.

To solve the specified problem in the dissertation work, a large amount of information was used, which was analyzed with good knowledge of the specified methods.

The methodology was prepared very well, which allowed for a good analysis and correct proposals.

3. Visualization and presentation of the obtained results

The dissertation is prepared in a classic form with three chapters, in a volume of 134 pages. The visualization is synthesized in a large number of tables and figures.

The introduction is brief, summarizing both the motives and the arguments regarding the choice of the topic, the relevance and the purpose of the dissertation. The factors determining the conflicts in this complex structure of the wine-growing enterprises are analyzed in a very synthesized form.

4. Discussion of the results and used literature

At the beginning of the development, a good analysis of the methodological statements of the study was made. The state of the conflict problems of the two parties participating in the complex enterprise for the production of grapes and wine was studied in quite detail and competently analyzed.

It can definitely be said that clarifying the essence of the conflicts and their strategic management allowed the doctoral student to make a good theoretical and methodological analysis of the issue set for the dissertation.

The doctoral student's personal contribution is the prepared analytical model for the prevention of conflicts in the organization. This contribution has both theoretical and practical significance. The indicated organizational scheme of the motivation process is also of such significance. It can be noted that the author skillfully combines the different types of motivational processes and presents them in a very understandable system related to the management of the enterprise and the correct resolution of conflict problems in management.

The doctoral student has learned very well the issue of the methodological approach to mapping and attracting stakeholders in the digitalization of the agricultural sector. This has allowed for a competent structure of the questionnaires. I will again point out that the author's contribution is the questionnaire matrix for assessing the sources of conflicts in the organization. Here I can also add the scheme of the raised statistical hypotheses for verification.

Based on a comprehensive study of the problem by analyzing the data from the surveys, the factors motivating the personnel in the wine-growing enterprises, the control over the activities of the enterprise and the ways and possibilities for managing the system through conflict resolution were determined.

Based on the analysis, nine main conclusions have been synthesized, which have allowed the preparation of the strategic analysis of the factors and the definition of a model for strategic management of conflicts in wine-growing enterprises.

The literature used has been competently analyzed and correctly cited.

5. Contributions of the dissertation

I will allow myself to arrange them in the following order:

Theoretical and scientific contributions

- The essence of conflicts and their role in the strategic management of wine-growing enterprises has been clarified.
- An analytical model for the analysis and prevention of conflicts in wine-growing enterprises has been developed.
- The essence of the motivational process in the management of wine-growing enterprises has been clarified.

- The organizational structure has been indicated as a source of conflict in wine-growing enterprises.

Scientific and practical contributions

- The sources of conflicts in wine-growing enterprises in Bulgaria have been analyzed.
- A strategy for conflict management in wine-growing enterprises in Bulgaria is proposed.

6. Critical notes questions

Question:

In which type of organizational structure of wine-growing enterprises are the most significant conflict problems noted?

Recommendation:

The results of the analysis of the surveys would be good to provide for information to the surveyed enterprises.

7. Published articles and citations

The doctoral student has published the required number of publications that are directly related to the dissertation work.

The abstract was prepared in accordance with the regulatory documents and the materials in it reflect the essence of the dissertation work.

CONCLUSION

The dissertation work presented by Anelia Georgieva Stavreva is a fully completed scientific study with scientific and practical value. Based on the various research methods learned and applied by the doctoral student, the properly conducted research and the summaries and conclusions made, I believe that the presented dissertation meets the requirements of the ZRASB and the regulations for its application, which gives me reason to evaluate it **POSITIVELY**.

I would like to propose to the esteemed scientific jury to also vote positively and award Anelia Georgieva Stavreva ONS "doctor" in the scientific specialty: Organization and management of production (agriculture and sub-sectors).

05.2025

Prepared the opinion: Prof. ds.  Dimitar Kostov