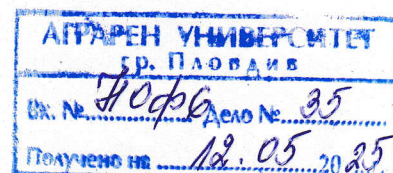


OPINION



on the dissertation for obtaining the educational and scientific degree "Doctor" in:
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 the opinion: Prof. Ivanka Milkova Kostova, PhD, Plovdiv University "Paisiy Hilendarski", field of higher education 3. Social, economic and legal sciences, professional field 3.8 Economics, scientific specialty Economics and Management appointed as a member of the scientific jury by order No. RD- 16/520 of 22.04.2025 by the Rector of the University of Applied Sciences.

1. Relevance of the problem.

The wine-growing sector as a market structure is subject to the principles of the market economy. This requires business organizations in this sector to compete both for resources and for customers in the market, which leads to the frequent occurrence of internal structural conflicts, as well as such conflicts between individual business organizations. The inclusion of our country in the Common Market for Wine and its full membership contributed to the accelerated development of the sector by providing financial assistance within the framework of the Common Agricultural Policy (CAP). There is increasing talk of unequal access to subsidies, which gives rise to a sense of injustice and inequality. This conflict-generating factor has a strong impact on the management of business processes in wine-growing enterprises.

All these facts argue for the relevance of the topic of the dissertation research.

The main thesis of the dissertation work, which is defended, is that the emergence of conflicts in wine-growing enterprises is inevitable, which requires the strategic management of these conflicts by studying and controlling the main sources of conflicts. The main sources of conflicts in wine-growing enterprises are the motivation of the staff, the ethics and morale of the company's employees, the management style, the limited resources, the effectiveness of communications, the type of organizational form,

the group dynamics of the teams, the system for stimulating the staff and the control system in the enterprise.

2. Purpose, tasks, hypotheses and research methods.

The correctly formulated purpose, tasks, object and subject of the study directly correspond to the thesis defended in the dissertation.

The purpose of the dissertation is to study the sources of conflicts in wine-growing enterprises and to propose tools for strategic conflict management in these business organizations.

The achievement of the set goal is achieved by solving the following research tasks:

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

The object of the study 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 study are all factors that are defined as sources of conflicts in wine-growing enterprises.

The methods used in organizing the scientific research are: System analysis, Situational analysis, Diagnostic analysis, Statistical methods, the Constructive method, etc.

3. Visualization and presentation of the obtained results.

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

The introduction to the dissertation presents the reasons for choosing the topic, as well as the arguments that defend the necessity and relevance of the dissertation research. A brief summary of the factors determining conflicts in business organizations and in particular in wine-growing enterprises in Bulgaria is presented.

Chapter One. Methodological approach to analyzing and managing conflicts in wine-growing enterprises

In this part of the dissertation, a literary analysis of the factors determining the occurrence of conflicts in business is made. The holistic nature of conflict as a phenomenon in these business organizations is studied. Conflict is the subject of research by both psychology and the theory of business management. In this part of the dissertation, the essence of conflict as a phenomenon and process is determined, based on basic assumptions in psychology and the theory of business management.

Chapter Two. Analysis of the sources of conflicts in wine-growing enterprises

This chapter of the dissertation presents the main findings regarding the sources of conflicts in the studied enterprises based on the conducted survey. A total of 10 factors were analyzed, which are included in the analytical model of the study

Chapter Three. Strategic analysis of the factors and definition of a model for strategic management of conflicts in wine-growing enterprises

This part of the dissertation presents a strategic analysis of the sources of conflicts in the studied enterprises. After which a strategy for managing conflicts in wine-growing enterprises is profiled and guidelines for managing conflicts in these organizations are given.

Conclusion

The conclusion summarizes the main conclusions from the conducted research and gives a forecast for the methods and approaches for managing conflicts in wine-growing enterprises in the future.

4. Discussion of the results and literature used.

The content of the dissertation indicates that the doctoral student has carried out in-depth scientific research.

The literary sources used are in Bulgarian and English and internet-based sources.

My assessment of the structure and content of the dissertation is positive. It includes and combines scientific knowledge and practical approaches to solving problems. There is evidence that the doctoral student can conduct independent scientific research, draw conclusions and justify proposals for solving problems.

The analysis of the dissertation, the means of scientific research used in it forms the conviction that the dissertation contains sufficient evidence of scientific and applied contributions.

I believe that the contributions indicated in the Statement of Contributions to the Dissertation reflect what has been achieved in it.

5. Contributions to the dissertation.

I accept the statement of contributions attached to the dissertation.

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

- The essence of conflicts and their role in the strategic management of wine-growing enterprises has been clarified;
- An objective methodological framework for the analysis and assessment of the sources of conflicts in wine-growing enterprises has been formulated and substantiated;
- The sources of conflicts in wine-growing enterprises in Bulgaria have been analyzed;
- A strategy for managing conflicts in wine-growing enterprises has been proposed, as well as specific recommendations for effective conflict management in the enterprises studied.

7. Critical notes and questions.

My recommendation to the doctoral student is to continue working on the problems related to conflict management in the wine-growing sector.

8. Published articles and citations.

The presented publications (3) of the doctoral student reflect the results of the theoretical and empirical research in the dissertation work.

The conducted dissertation research, the obtained results, the publications on the dissertation and the formulated contributions are the personal merit of the doctoral student.

The abstract is 39 pages long and has been developed according to the requirements, accurately reflects the main results achieved in the dissertation and gives a true idea of the content and quality of the dissertation work.

The presented abstract objectively reflects the structure and content of the dissertation work.

CONCLUSION:

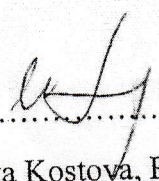
Based on the various research methods learned and applied by the doctoral student, the correctly conducted experiments, the generalizations and conclusions made, I believe that the presented dissertation work meets the requirements of the Law on the State of Agricultural Research and Development of the Republic of Bulgaria and the Regulations of the Agrarian University 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 the educational and scientific degree of "doctor" in the

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

Date: 05.2025

city of Plovdiv

Prepared the opinion:

(prof. Ivanka Kostova, PhD)