

SCIENTIFIC REVIEW



By: PROF. PETAR BORISOV BORISOV, DcS

Professional field: 3.8. "Economics", 3.0 Economic, Social and Legal Sciences.

Scientific specialty: Production organization and management

Higher Education Institution/ Scientific Organization: Agricultural University
- Plovdiv

Regarding: Dissertation for the award of the educational and scientific degree
"Doctor" in the scientific specialty "Organization and Management of Production (by
industries and sub-industries)"

Reason for submitting the review: participation in the scientific jury by order RD 16 -520/
22.04.2025 of the Rector of the Agricultural University.

Author of the dissertation: **Anelia Georgieva Stavreva**

Topic of the dissertation: **"Conflict Management Strategy in Viticulture and Winery
Enterprises"**

Scientific supervisor: Assoc. Prof. Dr. Teodor Radev

1. Presentation of the doctoral student

Anelia Georgieva Stavreva was enrolled as a full-time doctoral student at the Department of Management and Marketing on 04.01.2022 by order of the Rector of the Academy of Sciences – RD-16-681/10.06.2021. The doctoral student's scientific supervisor is Assoc. Prof. Dr. Teodor Radev. As a doctoral student, Anelia Georgieva Stavreva has fulfilled all the requirements planned in the individual training plan. She has participated with 3 reports at national and international scientific conferences, has published the required number of articles in scientific journals with scientific review. It is evident from the presented "Report on the fulfillment of the minimum national requirements under Art. 2b, para. 2 and 3 of the Law on

the State Administration of the Republic of Bulgaria" that Anelia Georgieva Stavreva has the required points for acquiring the educational and scientific degree "doctor".

2. Relevance of the problem

The topic of strategic conflict management in wine-growing enterprises is extremely relevant in the context of the competitive environment and structural features of the sector, which operates in conditions of limited resources and access to subsidies. The author argues for the need to study conflict-generating factors, emphasizing their importance for organizational efficiency and competitiveness.

2.1 Purpose, tasks, hypotheses and research methods

The aim of the dissertation is to identify the main sources of conflicts and to propose tools for their strategic management. Specific research tasks have been formulated, including: developing an analytical model, diagnosing the conflict-generating environment and proposing strategic solutions. Various methods have been used: system analysis, situational and diagnostic analysis, statistical methods, as well as chi-square test and expert assessments. The approach is interdisciplinary, applying concepts from management and social psychology.

2.2 Subject and object of the study

The object of research is viticulture and winemaking enterprises in Bulgaria, and the subject matter is the conflict-generating factors influencing the internal organizational environment and processes.

2.3 Main hypothesis

The main hypothesis is that conflicts in enterprises are inevitable and subject to effective strategic management by identifying and controlling their main sources.

3. Visualization and presentation of the results obtained

The dissertation consists of an introduction, an exposition in three chapters, a conclusion and references. The dissertation has a total volume of 134 pages. The analysis in the dissertation research is illustrated by 2 tables and 45 figures. The figures well illustrate the influence of various factors such as motivation, leadership style, group dynamics, resources and communication on conflicts in the organization.

4. Discussion of the results and literature used

The discussion is in-depth and draws on contemporary scientific literature and empirical data. The author integrates theoretical models with practical application in the research context. A relevant and relatively rich bibliography from Bulgarian and foreign sources is used, including works by Forbes, Thamrin, Hill, Khan, etc.

5. Contributions of the dissertation work

The following contributions can be highlighted in the dissertation submitted for review:

- The essence of conflicts and their role in the strategic management of wine-growing enterprises is clarified;
- An objective methodological framework for analyzing and assessing 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 the winemaking enterprise is proposed, as well as specific recommendations for effective conflict management in the studied enterprises.

6. Critical notes and questions

I have no significant comments regarding the structure and volume of the dissertation. I would like to make the following recommendations, which are not binding on the doctoral student's work:

- Some parts of the text are overloaded with repetitions and details that could be structured more compactly;
- I would recommend a clearer summary of the main results at the end of each chapter;
- It is not clearly presented what specific interventions are most effective for each conflict-generating factor – a stronger connection between theory and applied recommendations is expected;
- There is a need for a more structured presentation of hypotheses versus results.

I have the following questions for the doctoral student:

- What types of employee behavior in the surveyed enterprises are observed when a conflict situation occurs?
- What are the benefits if leaders follow the principle of single leadership in conflict management?

7. Published articles and citations

The abstract includes a list of publications. Their presentation is required for the complete preparation of the dissertation defense document. The submitted abstract includes the following list of publications by Anelia Stavreva:

1. Stavreva, An. (2022). Nature and role of conflicts in the management of business enterprises. Journal of Bio-Based Marketing, vol.1, 2022, 5-22
2. Stavreva, An. (2023). Strategic conflict management in business organizations. Journal of Bio-Based Marketing, vol. 3, 2023, 22 - 34
3. Stavreva, An. (2024). Interaction between leadership style and staff motivation as a source of conflict in wineries of Bulgaria, vol.1, 2024, 5-1

I determine that the published articles fully reflect the data, generalizations, and conclusions formulated in the dissertation research. The doctoral student has succeeded in popularizing the results of his scientific research.

CONCLUSION

The work presented by doctoral student Anelia Stavreva has the qualities of a dissertation for the award of the scientific and educational degree "doctor".

All requirements for fulfilling the national minimum requirements for acquiring the degree "doctor" (Art. 2b, para. 2 and 3 of the ZRASRB) have been met. At the time of preparation of the review, no plagiarism has been identified, either in the dissertation work or in the scientific publications carried out by the doctoral student.

Based on this, I give my "**POSITIVE EVALUATION**" to the presented dissertation work and recommend to the esteemed members of the Scientific Jury to award Anelia Georgieva Stavreva the scientific and educational degree "Doctor" in the scientific specialty "Organization and Management of Production (by industries and sub-industries)"

07.05.2025

City of Plovdiv

Reviewer:

(Prof. Petar Borisov)