



REVIEW

on a dissertation for obtaining the educational and scientific degree "Doctor" in the area of higher education 3. *Social, economic and legal sciences*, professional field 3.8 *Economy*, scientific specialty: Organization and management of production (by industries and sub-industries)

Author of the dissertation: ANELIA GEORGIEVA STAVREVA,
A doctoral student at the Department of Management and Marketing at the Agricultural University, Plovdiv

Topic of the dissertation: "STRATEGY FOR CONFLICT MANAGEMENT IN VINE-GROWING ENTERPRISES"

Reviewer: PROF. DR. VALENTINA LYUBENOVA NIKOLOVA-ALEXIEVA,
University of Food Technology - Plovdiv, field of higher education: 3. *Social, economic and legal sciences*, professional field: 3.8 *Economy*, scientific specialty: "Economics and Management", appointed as a member of the scientific jury by order № RD 16 -520/ 22.04.2025 by the Rector of the Agricultural University.

1. Brief presentation of the candidate.

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. According to the submitted "Report on the fulfillment of the minimum national requirements under Art. 2b, para. 2 and 3 of the Law on the State Administration of Education and Research of the Republic of Bulgaria", Anelia Georgieva Stavreva has the required points for acquiring the educational and scientific degree "doctor".

Therefore, the doctoral student has an excellent basis for in-depth research work in the field of strategic management and good practices for increasing the profitability and financial condition of businesses in the wine sector.

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.

The insufficient research in the field of strategic development of the Bulgarian viticulture and wine sector, stimulating innovation and entrepreneurship, and resolving conflicts in order to improve its efficiency and profitability and halt the observed negative trends in its development, gives rise to the need for scientific work with a similar focus.

It is precisely for the above reasons that I claim that the topic of the dissertation was successfully chosen. It is extremely topical, very original and has great practical significance.

3. Purpose, tasks, hypotheses and research methods.

The introduction to the dissertation formulates the main goal and five logically related tasks for its achievement. The aim of the dissertation is "to *identify the main sources of conflicts and to propose tools for their strategic management*". The research tasks are correctly formulated, including: developing an analytical model, diagnosing the conflict-generating environment and proposing strategic solutions.

The object of the study is the viticulture and winemaking enterprises in Bulgaria, and the subject – the conflict-generating factors influencing the internal organizational environment and processes. Both the object and the subject of the study are correctly formulated.

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

A variety of methods were used: systems 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.

The methodological tools are appropriately selected, in accordance with the set goals and objectives.

Both the goal and the tasks are correctly formulated, providing sufficient opportunities for conclusions and recommendations in the research and conclusion. I give a very high assessment of the methodology used, as well as in terms of the hypotheses raised and the implementation of the tasks set to achieve the goal of the dissertation .

4. 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.

The introduction presents the chosen research problem, justifies the relevance of the topic, correctly formulates the main goal, tasks, and the author's thesis. The object and subject of the study are specified, a brief overview of the state of the problem in international and national theoretical sources is made, and the research tools and information sources are described.

are very impressed by her excellent familiarity with the theory of management psychology, the interrelationship between strategic management and conflict resolution as a management process, and her handling of a broad conceptual apparatus .

The three chapters are evenly balanced and logically linked, each ending with conclusions and summaries. The conclusion of the dissertation paper summarizes the conclusions and findings of the results of the research conducted. They provide grounds

to establish that the main goal and objectives have been achieved, and the hypothesis has been confirmed.

The structure of the dissertation *research is logically constructed and corresponds to the set goal and tasks*. The work contains specific results and empirical evidence that objectively reflect the real achievements of the conducted scientific research.

The presented dissertation is a comprehensive, completed study on a current and significant socio-economic problem. In the course of the study, the most significant theoretical and practical problems related to conflict management and the strategic management of the profitability of wineries have been raised and discussed.

Stakeholders of the study may include educational and training organizations for the purposes of professional training, business organizations with a different industrial profile, organizations from the non-governmental sector, state and regional government bodies.

I believe that the results of the dissertation research have a high degree of practical applicability, therefore I recommend the project-oriented approach for continued development of the topic.

5. Contributions of the dissertation work.

Contributions can be divided into scientific and applied. *I accept the contributions as real, credible and proven in the course of the dissertation research.*

Scientific contributions

Enriching knowledge in the field of strategic management, through conflict resolution and its application in the context of increased competition and the pursuit of sustainable development, through a developed methodological framework for analysis and assessment of the sources of conflicts in wine -growing enterprises.

Scientific and applied contributions

- 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 the wine-growing sector have been analyzed. enterprise in Bulgaria ;
- A strategy has been proposed for management on conflicts in the wine industry enterprise , as well as are sent specific recommendations for effectively management on conflicts in the studied enterprises .

I consider the contributions to be the personal work of the doctoral student.
The conclusions and proposals in the dissertation present Rositsa Nenova as an erudite researcher with good theoretical preparation, with the ability to make creative generalizations and formulate solutions for practice .

6. Critical notes and questions.

- **Main opinion:** quality dissertation, excellently illustrated, clearly outlined contributions with potential for development.
- **Critical notes:** I have no significant critical notes. to the dissertation research .

- **Recommendation:** Given relevance and importance on scientific research , I recommend on the future doctoral student yes it further development in a monographic work and yes publish the results in the world base Scopus and WoS data .
- **Question :** According to the doctoral student , the lack on strong leader reflects do you is in conflict resolution, effectiveness on work, on motivation and commitment on staff in one organization ?

7. Published articles and citations.

3 publications in English are presented, dedicated to the dissertation work, in which Anelia Stavreva is the sole author. All of them are printed in prestigious scientific publications. They have become known to the scientific community inside and outside the Agrarian University. In terms of volume and quality, they correspond to the requirements for obtaining the ESD "**doctor**".

I accept all publications as **directly relevant** to the dissertation. They summarize and publish essential problems and results from the research in the dissertation.

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

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 meets the National Requirements and the Regulations of the Agricultural 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 **ANELIYA GEORGIEVA STAVREVA** the educational and scientific degree of "**Doctor**" in the scientific specialty: "Organization and Management of Production (by Industries and Sub-Industries)".

Date: 10.05.25
Plovdiv

Валентина
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REVIEWER:
(Prof. Dr. V. Nikolova-Alexieva)