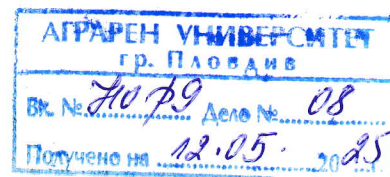


OPINION



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: Kimete Gashi Brajshori, doctoral student of independent training at the Department of "Management and Marketing" at the Agricultural University, Plovdiv

Topic of the dissertation: "Agricultural management as a factor for the development of agriculture in Kosovo".

Prepared by: 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- 16/521 of 22.04.2025 by the Rector of the University of Plovdiv.

1. Relevance of the problem.

In 2020, agriculture in the Republic of Kosovo plays a significant role in the food industry, contributing approximately 7.4% to the total GDP. The competitiveness of this sector is of key importance for the economic sustainability of family farms (FHs). The average arable land in 2019 amounted to 3.5 hectares. Research shows that farm management has a significant impact on business success, with quality management standing out as the most important factor for achieving good results.

This study focuses on understanding the management practices and challenges faced by family farms in Kosovo, especially in the context of an aging population and socio-economic constraints. The main problem is to assess the factors that influence the success and competitiveness of these farms, with an emphasis on their approach to problem solving, the role of state institutions and the importance of management practices.

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

2. Aim, objectives, hypotheses and research methods.

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

Aim of the study

The main aim of the study is to analyze the role of agromanagement in the development of agriculture in Kosovo. This includes an in-depth examination of historical and contemporary economic theories that influence agricultural policies, as well as an understanding of the key challenges facing the sector. In addition, the study seeks to assess the role of governance in increasing productivity and competitiveness in the sector.

The study also aims to identify and analyze current trends in agriculture, examining the impact of traditional and sustainable practices, bioeconomy, genetically modified organisms and digitalization on precision agriculture. A specific objective is to assess the importance of governance in agriculture by analyzing its conceptualization, classification and strategic importance, with a particular focus on family farms in Kosovo.

Furthermore, the study seeks to explore innovative business models in agriculture, taking into account the consequences of the COVID-19 pandemic, market trends and the changing nature of the agricultural profession in Kosovo. Ultimately, the aim is to present an in-depth analysis of the agricultural sector in the Republic of Kosovo, examining the characteristics of agriculture, agricultural land use, price dynamics and the crucial role of governance in the development of the sector.

Research Hypothesis

Effective agricultural governance is essential for increasing its competitiveness and sustainability in Kosovo. Innovative business models and strategic management play a crucial role in the sector's adaptation to contemporary challenges and opportunities. The research hypothesis suggests that a thorough understanding of historical economic processes, contemporary trends and specific characteristics of governance in Kosovo will provide valuable information for the development of the agricultural sector in the Republic of Kosovo.

Special hypotheses:

- Propensity to manage family farms
- Expectations of state intervention
- Propensity of farmers to solve problems
- Priorities in success factors
- Management as a competitive advantage
- Quality management and business success
- The role of farmers in management
- Improving management skills
- Education and innovation in agriculture
- Impact of management on sustainable agriculture

Research methods

The following scientific methods were applied to implement the doctoral dissertation:

- Data collection methods
- Analytical and comparative research method
- Inductive and deductive method for conclusions
- Classification method
- Abstraction, concretization and generalization method
- Descriptive method
- System modeling methodology
- System approach

3. Visualization and presentation of the results.

The dissertation is 234 pages long. It is illustrated with 24 illustrations, 28 figures and 10 tables. The literary analysis in the dissertation covers and cites 347 literary sources. The

dissertation consists of an introduction, an exposition in seven parts, a conclusion and used literature.

The introduction of the dissertation presents the reasons for choosing the topic, as well as the arguments that defend the necessity and relevance of the dissertation research.

The structure of the dissertation is as follows:

INTRODUCTION

I. THEORETICAL-METHODOLOGICAL APPROACH IN AGRICULTURE

- 1.1. Brief overview of economic thought on agriculture and agrarian policy
- 1.2. Definition of agriculture and its main functions
- 1.3. The role of agriculture in economic development
- 1.4. Horizontal and vertical integration in agriculture
- 1.5. Key factors for increasing agricultural productivity and competitiveness
- 1.6. The importance of foreign trade in the agricultural and food sector
- 1.6. Certification and standardization as key determinants of the quality of agricultural products

II. MODERN TRENDS IN AGRICULTURAL DEVELOPMENT

- 2.1. Conventional agriculture
- 2.2. Green economy and sustainable development of agriculture
- 2.3. Bioeconomy model and circular agriculture
- 2.4. Genetically modified organisms (GMOs) in agriculture
- 2.5. Digitalization in agriculture - Precision agriculture

III. MANAGEMENT CHARACTERISTICS

- 3.1. Management as a process
- 3.2. Management as a system of people
- 3.3. Management skills
- 3.4. Criteria for management performance

IV. AGRICULTURAL MANAGEMENT

- 4.1. The concept and importance of management in agriculture
- 4.2. Strategic management and development of agriculture
- 4.3. Human resource management in agriculture
- 4.4. Innovation management in agriculture
- 4.5. Financial management in agriculture

V. BUSINESS MODEL INNOVATION IN AGRICULTURE

- 5.1. Types of business model innovation
 - 5.1.1. Blue ocean strategy
 - 5.1.2. Business Model Canvas (BMC)
 - 5.1.3. WOIS (World Open Innovation Strategy)
- 5.2. Business Models after the Covid-19 Pandemic
- 5.3. Trends in the Organization of Agricultural Product Markets
- 5.4. Modern Agricultural Management
- 5.5. Education as a Prerequisite for Innovative Agriculture
- 5.6. Agriculture as a Future Profession

VI. AGRICULTURAL LANDSCAPE AND MANAGEMENT IN THE REPUBLIC OF KOSOVO

- 6.1. Characteristics of Agriculture in Kosovo
- 6.2. Agricultural Land Use
- 6.3. Prices of Agricultural Raw Materials and Products
- 6.4. Agricultural Enterprises – Agro-Industry

6.5. Management as a Decisive Factor for the Development of Agriculture in the Republic of Kosovo

VII. EMPIRICAL RESEARCH

7.1. Choice of Research Method

7.2. Analysis of Responses from the Conducted study

CONCLUSION

LITERATURE

APPENDIX

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 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:

1. Formulation of a definition of agriculture and its main functions.
2. Analysis of the role of agriculture in the economic development of the Republic of Kosovo.
3. Identification of the key factors contributing to increasing agricultural productivity and competitiveness.
4. Research and analysis of contemporary trends in agriculture.
5. Assessment of the impact of conventional and sustainable agricultural practices.
6. Analysis of the characteristics and importance of management in agriculture in Kosovo.

6. Critical notes and questions.

My recommendation to the doctoral student is to continue working on problems related to agromanagement.

8. Published articles and citations.

The three publications presented by the doctoral student are a reflection of the results of the theoretical and empirical research in the dissertation.

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

The abstract is 38 pages long and has been developed in accordance with the requirements, accurately reflects the main results achieved in the dissertation and gives a true picture of the content and quality of the dissertation work.

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

CONCLUSION:

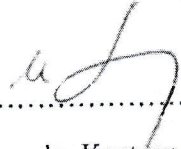
Based on the various research methods learned and applied by the doctoral student, the correctly conducted experiments, the generalizations and conclusions made, I believe that the presented dissertation work meets the requirements of the Law on the State of Agricultural Research and Development of the Republic of Bulgaria and the Regulations of the 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 Kimete Gashi Braishori 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)