

REVIEW

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: **Kimete Gashi Brajshori**, doctoral student in 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"

Reviewer: **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 - 16/521 of 22.04.2025 of the Rector of the Agricultural University - Plovdiv.

1. Brief introduction of the candidate

The candidate graduated from the Faculty of Mechanical Engineering at the University of Pristina in 2005 with a degree in engineering, and in 2013 he obtained a master's degree. In 2016 he also obtained a master's degree in economics and graduated with a degree in law.

He has extensive work experience in the Ministry of Transport as an expert and administrative manager. Since 2019 he has been a legal consultant at the Ministry of Justice.

He is a member of a number of national commissions in the field of transport and justice. He speaks Albanian and English.

2. Relevance of the problem

Kosovo has great potential for the development of agriculture. Its location allows it to cooperate in the trade of agricultural products with almost all countries in the region. Good natural and climatic conditions are a factor that allows the country's agriculture to have a large share in the economy of Kosovo.

The competitiveness of the agricultural sector is of great importance for farmers. This is especially true for small family farms. In terms of the industry, the most important internal factors related to the organization of farm management are. This shows that the current study has theoretical and practical significance.

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

The purpose of the study is clearly defined and specified in the title of the study.

The main goal is aimed at assessing the role of management in increasing productivity and competitiveness in the agricultural sector of Kosovo. It is related to identifying and analyzing current trends in the sector.

The hypotheses are included in two groups as general and specific.

The main hypothesis studies the effectiveness of agricultural management, increasing its efficiency and competitiveness for this purpose.

The specific hypotheses are related to the management of family farms. With state intervention in the sector and with identifying problems in the farms themselves. Management is also studied as a competitive advantage for achieving high quality and economic success.

The methods as the main part of the methodology of the development itself are both traditional and modern.

Traditional methods are used to collect information and process it.

Modern methods are used to develop business models of innovations and strategies of modern management in agriculture.

The subject and object of the study are indicated both in the title of the development and in its justification.

4. Visualization and presentation of the obtained results

The total volume of the dissertation is 234 pages. The materials are illustrated by 24 illustrations, 28 figures and 10 tables.

The structure of the work is presented in seven parts, which include the theoretical and methodological approach of the study, modern trends in the development of agriculture, the characteristics of management, business models and the modern characteristics of agricultural management in Kosovo.

Empirical research was conducted through surveys and their analysis is presented very well in a large number of figures and tables.

5. Discussion of the results and used literature

In the theoretical and methodological part of the work, a fairly detailed and good analysis of the literature in the field of agriculture, its competitiveness and effectiveness of the work.

A contributing moment of the dissertation in this part is the very well-made analytical analysis of the type of agricultural management functions. According to the analysis of the works on this issue by other authors, the doctoral student groups them into three main groups.

- Economic
- Ecological
- Social

Examining each of these groups in detail, the author believes that first of all, attention should be paid to their influence on the development of the economy. According to him, the influence of factors should be considered for a longer period of time and their best combination should be found.

With particular attention, the doctoral student examines the issues of horizontal and vertical coordination in agriculture. He also connects all these issues with food quality.

The analysis of literary sources is associated with modern trends in the development of agriculture and especially with the sustainable development of agriculture and the concept of the green economy.

The author's contribution to this part of the work is the presented scheme for the goals, strategies and areas of action for achieving sustainable agriculture. He

believes that sustainable agriculture is essentially an integrated system with long-term goals.

The author skillfully and competently connects the analysis of issues of sustainable agricultural development with the circular economy. I believe that this analysis by the doctoral student is a contribution to the dissertation work.

The issues of the characteristics of management are presented very well through the functions, hierarchical structure and success criteria. The analysis is summarized and presented as a prerequisite for achieving the effectiveness of agricultural management.

The author of the work has presented a very well-argued scheme for increasing the effectiveness of management in agriculture, indicating that this scheme should lead to achieving maximum profit, improved production structure, reduced production costs and rational use of raw materials in production.

According to the doctoral student, when characterizing the decisions, it is necessary to indicate the abilities that farmers acquire to perform the tasks set and achieve the necessary goals. The decisions that are made allow to acquire the ability to better communicate with the environment and increase the quality of management decisions.

Based on the in-depth analysis of the theoretical and methodological statements, the doctoral student presents a business model for managing innovations in agriculture. Here, the contribution of the development can be indicated in terms of the main characteristics of traditional and modern agriculture.

The presented business model indicates the differences between the two types of characteristics of agriculture.

The contribution of the development is the business model for agricultural development with a characteristic made specifically for Kosovo. This characteristic includes the opportunities and ways for farmers in Kosovo to adapt to the requirements of the global market.

The practical part of the dissertation includes empirical research with an analysis of the activity from the information of 48 family farms. The peculiarity of this study is that the farms have independent realization of their production in retail chains or through cooperative channels.

The study of the materials from the surveys is through the analysis of ten indicators related to the effectiveness of farm management. The indicators are related to the management of family farms, which also include expectations for

intervention by the state. The author has included in the indicators the relationship between quality and business model.

The summary of the materials from the survey has shown the tendency of family farm management to face challenges related to access to resources and market uncertainty.

6. Contributions of the dissertation

I accept the reference for the contributions, but I will arrange them in the following order:

Scientific-theoretical

- Formulation of the main functions of agriculture as a sector.
- Identification of the key factors contributing to increasing agricultural productivity and competitiveness.
- Assessment of the impact of conventional and sustainable agricultural practices on the efficiency of agricultural production.

Scientific-practical

- Analysis of agricultural production and its role in the economic development of Kosovo.
- Analysis of the characteristics of agricultural production management in Kosovo.
- Research on contemporary trends in the development of agriculture in Kosovo.

7. Critical notes and questions

Question:

Are there forms of vertical agricultural enterprises between producers and processors of agricultural products in Kosovo?

Recommendation:

The materials from the analysis and the conclusions on them in the questionnaires would be good to provide to the surveyed farms for information.

8. Published articles and citations

The doctoral student has published the required number of articles on the dissertation. They are fully related to the materials of the development.

The abstract was prepared in accordance with the regulatory requirements and the materials in it fully correspond to the content of the dissertation.

CONCLUSION

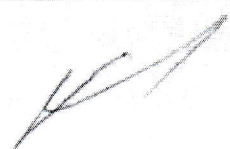
The dissertation presented by Kimete Gashi Braishori is a fully completed scientific study with practical value.

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 Law on the Protection of Scientific and Technological Research of the Republic of Bulgaria 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 Kmete Gashi Braishori the title of "Doctor" in the scientific specialty: "Organization and Management of Production (Agricultural and Sub-Industries).

05.2025

REVIEWER:



prof. Dimitar Kostov, DS