

**TO THE MEMBERS OF THE SCIENTIFIC JURY  
IN THE PROCEDURE FOR AWARDING  
THE EDUCATIONAL AND SCIENTIFIC DEGREE "DOCTOR"  
IN THE DOCTORAL PROGRAMME "SOCIAL MANAGEMENT"**

**REVIEW**

**Reviewer:** Prof. Teodora Dimitrova, PhD, Department of Finance and Credit, D. A. Tsenov Academy of Economics – Svishtov, scientific speciality "Finance, Monetary Circulation, Credit and Insurance"

**Author of the dissertation:** Greta Ivanova Tsanova – full-time PhD student, field of higher education: 3. Social, Economic and Legal Sciences, professional field 3.7. Administration and Management, doctoral programme "Social Management"

**Title of the dissertation:** "IMPROVEMENT OF ADMINISTRATIVE PROCESSES IN THE ORGANISATION"

The present review has been prepared in accordance with the requirements of the Academic Staff Development Act, the Regulations for its implementation, and the Regulations for the Development of Academic Staff at D. A. Tsenov Academy of Economics – Svishtov.

**I. General presentation of the dissertation**

The dissertation has a volume of 262 pages. From a compositional point of view, it consists of an introduction, three chapters, a conclusion, a bibliography, and appendices. A balanced and logical classical structure is present. The introduction and the conclusion are prepared in accordance with generally accepted requirements. The dissertation has clearly defined object, subject, aim, and tasks of the scientific research, as well as a dissertation thesis. The chosen topic is characterised by relevance, significance, and dissertation suitability.

The relevance of the research arises from the dynamics of the contemporary environment – digitalisation, globalisation, pandemic crisis, the introduction of artificial intelligence, etc. – under the conditions of which the view is defended that administrative processes are a strategic factor for the sustainability and adaptability of organisations in conditions of uncertainty and the need for rapid and comprehensive digital transformation. The topic is key to the formulation of better strategies for improving administrative processes in the organisation.

The object of the research is the organisation, in particular the higher education institution, as a social and managerial system, analysed through its structures, processes, and interactions, focused on the improvement of administrative processes through a document management system (DMS), with specification of a Document Management System for the educational and scientific degree "Doctor" (DMS-PhD).

The subject of the research is focused on the administrative process in its essence, structure, functions, and role for the effectiveness of the organisation.

The main objective of the dissertation is the development of a theoretical-methodological and applied framework for improving administrative processes in the higher education institution, reflecting the necessity of implementing contemporary document management systems.

In order to fulfil the main objective, the following tasks are formulated:

Task 1: To trace the development of the main organisational theories (classical, neoclassical, contemporary) by systematising the elements of the administrative process (planning, organising, coordinating, control, etc.) and distinguishing them from the managerial process. By identifying new challenges facing administration, to substantiate its role in administrative processes as a strategic factor for organisational success.

Task 2: To analyse the mission and functions of the higher education institution in a contemporary aspect by examining academic autonomy and the role of the state in its management. To identify the key principles of administrative management (hierarchy, regulation, formalisation, responsibility, academic/corporate culture) and to conduct a critical review of trends such as standardisation, marketisation, and pragmatism of higher education.

Task 3: To clarify the impact of information technologies and systems (ERP, CRM, DSS, LMS, BI, AI, etc.) on administrative processes by analysing the risks arising from digitalisation, including security and digital literacy issues. To examine the integration of DMS/DMS-PhD with other academic and management systems (ERP, CRM, CMS), outlining the risks and threats related to implementation, such as security, organisational resistance, and digital literacy.

Task 4: To define the life cycle of the document and identify its main stages by analysing the capabilities of the DMS, and in particular the DMS-PhD, for personalisation, metadata handling, document search, and categorisation.

Task 5: To analyse the role of the DMS in the educational and scientific degree “Doctor” and the motivation for its implementation by conducting a full empirical study among the tenured academic staff of D. A. Tsenov Academy of Economics – Svishtov. On this basis, to study the relationship between administrative efficiency and academic quality expressed in mechanisms for exchange, traceability, and security; to characterise critically important functionalities; to analyse expectations, concerns, attitudes towards processes, feedback mechanisms, and other aspects of the use of the DMS-PhD.

The main research thesis defended by the author is that the modern higher education institution requires a new paradigm of the administrative process based on total digitalisation and integrated document management, whereby digital systems become a strategic instrument for efficiency, transparency, and sustainability, in an environment in which the academic community perceives development as a necessary, even mandatory, condition for improving work processes, management efficiency, and the quality of scientific and educational activity.

The author demonstrates very good knowledge of the researched field, both theoretically and practically. A modern methodology and relevant research tools have been used. Useful conclusions, recommendations, and generalisations have been made.

The following research methods are applied in the dissertation:

- historical-theoretical analysis and systematic review – to trace schools and concepts of organisation and administrative process and the related good practices;

- comparative and functional analysis – to compare different theoretical concepts, typologies, approaches, missions, functions, management models, and their application in a university environment, as well as traditional and digital practices;
- generalisation – in studying foreign experience and adding original ideas into a unified framework;
- critical analysis – to identify weaknesses, risks, and organisational barriers;
- systems analysis – in examining the organisation as a system of interconnected subsystems and the higher education institution as a complex social and managerial system in the implementation of administrative processes;
- statistical analysis and study of dependencies – to characterise the results of the conducted specialised survey on motivation for using an automated document management system in the educational and scientific degree “Doctor”.

In the development of the dissertation, certain limitations in the scope of the research have been adopted. The dissertation is developed within strict boundaries with theoretical, methodological, analytical, and applied scope. Limiting conditions are defined, the purpose of which is to outline and frame the research in order to prevent excessive and multi-aspect expansion, as follows:

1. The focus from the general to the specific in the research is developed by presenting administrative processes in organisations in general, while the theoretical and methodological aspects are specified with regard to their characteristics in higher education institutions, followed by a subsequent transfer to practical and empirical directions aimed specifically at their manifestations in the educational and scientific degree “Doctor”.
2. The research represents a multidimensional process-based, but not institutional, analysis. Abstracting from specific managerial hierarchies, administrative structures and/or position specifics, administrative processes are examined as logical and functional units in the general case, seeking to explore their manifestation under conditions of mandatory optimisation and improvement through full digital transformation. Content-related, scientific, scientific-pedagogical, and educational-methodological aspects of doctoral training are not examined.
3. The research is focused on strategic and operational manifestations of the contemporary administrative process, examining its technological and managerial aspects, but it does not have a legislative or regulatory orientation synchronising the exposition with existing standards, regulations, legal frameworks, including specific regulatory rules, constraints, and characteristics of a particular organisation or higher education institution.
4. The theoretical-applied nature of the dissertation is limited to conceptual modelling and functional description of the DMS/DMS-PhD as an integrated system/subsystem for document management, without presenting a technical implementation of a prototype, a new software product, or prescriptions for implementing an existing solution. The visualised and characterised models, schemes, and logical structures are not empirically tested through an actual implementation process or in an experimental software environment.
5. The empirical research is limited to one higher education institution and is conducted through a survey among all tenured academic staff of D. A. Tsenov Academy of Economics. The results are representative only within this institution, although a large part of the conclusions, in the author’s opinion, are also valid for the national academic community, but only by analogy.

6. The research is based on the current state of administrative processes and information technologies managing them at the time of its implementation. It was carried out in the period 2022–2025, and the survey and accompanying analysis were completed by mid-2025. From the perspective of this time frame, no forecasts are made regarding future evolutionary concepts beyond the already socially established contemporary paradigm of full digital transformation of administrative processes.

The author has complied with the rules of academic ethics – originality of the scientific product, correct citation and referencing, and accuracy of the presented information. Contemporary Bulgarian and foreign specialised publications have been thoroughly studied and analysed.

## **II. Assessment of the form and content of the dissertation**

The research logic and structure of the dissertation are well developed. The dissertation is based on studies by Bulgarian and foreign researchers in the relevant field.

In structuring the dissertation, in the first chapter entitled “Theoretical and Methodological Foundations of the Study of Administrative Processes in the Organisation”, the doctoral candidate clarifies key issues related to the essence and role of administrative processes in the organisation and presents an authorial review of the specialised literature. Methods and models for managing administrative processes are presented. The application of Agile methodology is analysed.

The second chapter, “Administrative Processes in the Higher Education Institution – Complexity, Interdependence and Efficiency”, has a pronounced analytical and research character. Administrative processes are presented as a unified architectural model, and their impact on operational efficiency is analysed. Special attention is paid to the digital transformation of administrative processes in the higher education institution.

The third chapter, “Concept of a Document Management System and Analysis of Attitudes towards Its Use in the Educational and Scientific Degree ‘Doctor’ at D. A. Tsenov Academy of Economics – Svishtov”, is devoted to the author’s empirical study of attitudes towards improving administrative services for doctoral students through DMS-PhD. Based on the obtained results, significant challenges are identified and innovative solutions are proposed to increase the efficiency of administrative processes through DMS.

The arguments formulated in the concluding section give completeness to the study, while the summarising conclusions and statements presenting the author’s views at the end of each chapter further emphasise its qualities. In the conclusion, the doctoral candidate systematises the main generalisations, conclusions, and achieved results, which may be considered contributory moments – the essence of any research of this type. This, in turn, provides grounds for confirming the research thesis formulated at the beginning of the dissertation.

The dissertation is characterised by a high degree of scientific maturity and professional precision. The study is well-grounded, consistent, and combines theoretical analysis with empirical research, which gives it both theoretical and practical-applied value. The presented results and conclusions are convincing and distinguished by originality, relevance, and contribution to the development of the researched issues. The following positive characteristics of the dissertation can be highlighted:

First. The dissertation is distinguished by a well-argued scientific concept and a clearly formulated framework, consistently followed in all parts of the study. The topic is relevant and

significant for administration and management, and the doctoral candidate examines it in a broad context, combining theoretical propositions with practically oriented solutions. The structure is logically constructed, moving consistently from a theoretical overview to analytical and empirical aspects, which ensures internal coherence and completeness of the research.

Second. The author demonstrates good theoretical preparation and the ability to summarise and interpret a large volume of literature sources. A wide range of research methods is used, enriching the empirical part and increasing the reliability of the obtained results. The conclusions are well-argued, consistent, and logically derived from the analysis, while the proposed optimisation solutions have clear practical applicability.

Third. The empirical research is in-depth and based on originally collected data, which increases the credibility of the results and adds value to the scientific discussion in the field.

Following the above research logic, the abstract is developed in accordance with the main points of the dissertation, highlighting the author's contributions. It reflects in a synthesised manner the content, main results, and conclusions achieved during the research process. It contains all the necessary elements for an abstract of a dissertation, including justification of the relevance of the topic, outlining the object, subject, aim, tasks, research thesis, and methodology, presentation of the structure and content of the work, directions for future research, a list of contributions, compliance with national requirements, a list of the doctoral candidate's publications, and a declaration of originality.

The presented publications on the topic of the dissertation demonstrate that key aspects of the research have been made available to the scientific community, including through participation in scientific forums, and that the national requirements for the minimum number of points under the Regulations for the Implementation of the Academic Staff Development Act in the Republic of Bulgaria have been met. A positive impression is also made by the fact that the doctoral candidate presents directions for future research work on the chosen topic.

### **III. Scientific and scientific-applied contributions of the dissertation**

The dissertation builds upon existing knowledge and presents new scientific ideas with scientific and practical-applied significance for administration and management. I accept the scientific and scientific-applied contributions formulated by the author. A careful reading of the dissertation allows the following contributory moments to be highlighted:

First. Through a dialectical study of classical, neoclassical, and contemporary theories as mutually complementary in understanding the organisation, an authorial concept for administrative management is developed, extending classical static perceptions of structure and characterising new aspects of the manifestation of administrative processes in adaptability and the application of contemporary management models and methods.

Second. An authorial conceptual framework for the complexity and interdependence of administrative processes in the higher education institution is presented. In the analysis of administrative processes, academic staff and learners are presented as "clients" of the system, proposing a transformation of administrative logic from bureaucratic to service-oriented, as a contemporary trend in academic management.

Third. A unified concept of a modern digital document management system (DMS), and in particular that in the educational and scientific degree "Doctor", is outlined as a key instrument for rationalising administrative processes in higher education institutions. The required changes

in the life cycle of academic documents are examined. A systematised model is proposed, ensuring transparency, traceability, and control, transforming the administrative process into a consistent and standardised system.

Fourth. The complexity and systemic integrity within a unified information environment are argued as a path to achieving efficiency, emphasising the relationship between administrative efficiency and academic quality.

Fifth. On the basis of an authorial survey conducted among all tenured academic staff of D. A. Tsenov Academy of Economics, empirical research is carried out on feedback mechanisms aimed at verifying stated hypotheses and conceptual assertions, measured through respondents' attitudes and potential engagement towards sustainable digital transformation of administrative processes in higher education institutions, and in particular in the educational and scientific degree "Doctor".

#### **IV. Critical remarks, questions and recommendations on the dissertation**

With regard to the dissertation, including the main exposition and the author's argumentation, I have no significant critical remarks or recommendations.

Question on the dissertation:

1. To what extent does the toolkit proposed in the dissertation contribute to improving the efficiency and sustainability of management in the organisation?

#### **V. General conclusion and opinion**

The dissertation submitted for review possesses the characteristics of a comprehensive, in-depth, and completed scientific study on a significant problem in administration and management. I consider that the aim and tasks of the dissertation set out in the introduction have been achieved in the course of the research. The scientific and scientific-applied contributions formulated in the conclusion and the results of the conducted empirical study can be defined as real achievements of the doctoral candidate.

For the purposes of the decision-making by the Scientific Jury on awarding the educational and scientific degree "Doctor" in the doctoral programme "Social Management", I give a positive evaluation of the dissertation entitled "Improvement of Administrative Processes in the Organisation" and propose that the members of the Scientific Jury award the educational and scientific degree "Doctor" to Greta Ivanova Tsanova.

Date: 01.02.2026

Reviewer:

заличен подпис  
осн. чл. 59  
от ЗЗЛД

(Prof. T. Dimitrova, PhD)