

REVIEW

Reviewer: Assoc. Prof. Tatyana Petrova Kicheva, PhD

University of National and World Economy (UNWE) – Sofia

Department of Management

Author of the dissertation: Greta Ivanova Tsanova

Title of the dissertation: Improvement of Administrative Processes in the Organization

I. General Overview of the Dissertation

The subject of the research is the administrative process in higher education institutions and the impact of a Document Flow Management System on the efficiency of academic document management, including within the Doctoral Degree Programme.

The dissertation has a total length of 261 pages, of which 243 pages constitute the main body of the text. It is structured as follows: an introduction, three chapters, a conclusion, a list of references, and appendices.

The list of references comprises 182 sources, including 67 in Bulgarian, 62 in English, and 53 in Russian. The bibliography encompasses a wide range of scholarly literature, including academic articles, monographs, and electronic sources.

II. Assessment of the Form and Content of the Dissertation

First, the scientific problem addressed in the dissertation is of high relevance, driven by the dynamic processes of digitalization, globalization, and the increasing complexity of the administrative environment in all organizations, including higher education institutions. The demands for transparency, accountability, and quality of administrative services are continuously increasing. In this context, digitalization through the implementation of a document flow management system is one of the key factors for reducing administrative burden and enhancing the administrative efficiency of higher education institutions.

The **aim** of the dissertation is appropriately formulated and is related to the development of a theoretical, methodological, and applied framework for improving administrative processes in higher education institutions. The **object and subject** of the research are clearly defined and logically aligned with the main research objective, tasks, and doctoral thesis. The **research thesis** establishes the core idea and direction of the study, as well as the expected positive effects for higher education institutions. The **research methods** employed are adequate to the stated

objectives and enable the formulation of well-substantiated conclusions. The dissertation demonstrates elements of scientific and applied originality, particularly in relation to the analysis and implementation of document flow management systems in higher education.

Second, the research problem is examined within a broad theoretical and applied context through a systematic review of works by Bulgarian and international authors. The author demonstrates in-depth knowledge of existing concepts, models, and approaches in the field of administrative management and digitalization. The evaluations, generalizations, and proposals for the development of administrative processes in organizations (and specifically in higher education institutions) reflect the author's own critical perspective on the analyzed scholarly contributions.

Third, the volume of the dissertation is sufficient, complies with regulatory requirements, and is appropriate to the stated objectives and research tasks.

Fourth, the illustrative material consists of 23 figures and 7 tables, which contribute to the clarity and comprehensibility of the analyses.

Fifth, the dissertation is methodologically and scientifically sound. Appropriate academic language and style are used throughout the text. No significant deviations, redundancies, or logical inconsistencies are observed. The individual sections of the dissertation are proportionate and logically structured.

Sixth, overall, the empirical research methods and data processing techniques applied can be assessed as reliable and appropriate. The main empirical method is a survey conducted among habilitated academic staff directly involved in administrative and academic processes within the Doctoral Degree Programme. Descriptive statistical methods are used for data processing and analysis.

Seventh, the rules of academic ethics are strictly observed in the dissertation. The sources are properly cited, and no instances of improper borrowing, duplicate publication, or plagiarism are identified.

Eighth, the abstract accurately reflects the structure and content of the dissertation. The main objectives, tasks, methods, results, and scientific and applied contributions are presented in accordance with the requirements. Three publications (one article and two conference papers) related to the dissertation topic are presented and meet the minimum national requirements for the award of the Doctoral Degree.

III. Scientific and Applied Contributions of the Dissertation

The dissertation builds upon existing scientific ideas and formulates conceptually new interpretations within the field of administrative management in higher education. The author develops and integrates established theoretical frameworks, adapting them to the contemporary conditions of digital transformation and the specific characteristics of the academic environment.

According to the reviewer, the **main scientific and applied contributions** of the dissertation are as follows:

1. A concept for administrative management is developed that goes beyond static structural models and emphasizes adaptability and the application of contemporary management approaches in administrative processes.

2. A concept of complexity and interdependence of administrative processes in higher education institutions is proposed, within which academic staff and students are viewed as “clients” of the system, thereby transforming administrative logic from a bureaucratic to a service-oriented approach.

3. A unified conceptual framework and a systematized model for a digital document flow management system are formulated, including its application in the administration of the Doctoral Degree Programme, as a tool for rationalization, transparency, traceability, and standardization of administrative processes.

4. The proposed conceptual framework is empirically validated through a survey among habilitated academic staff, revealing attitudes and readiness for engagement in sustainable digital transformation of administrative processes in higher education institutions and doctoral education.

The scientific significance of the obtained results lies in the expansion of existing understandings of the administrative process through the introduction of a systemic, process-oriented, and service-oriented approach, as well as in the conceptualization of the digital document flow management system as a strategic instrument rather than merely a technical tool.

At present, the reviewer has no evidence that the proposed ideas and results have received recognition in the specialized literature or in higher education practice; however, the research demonstrates potential for future academic and practical recognition.

IV. Critical Remarks, Questions, and Recommendations

Alongside the overall positive evaluation, several **remarks of a recommendatory** nature can be made, aimed at further refinement of certain aspects of the research:

1. Supplementing the proposed digitalization and document flow management model with more specific performance indicators (KPIs) would enhance its practical applicability.
2. The conclusion could more clearly outline directions for future research, such as the implementation of artificial intelligence and the impact of digitalization on academic governance.

The following questions are addressed to the doctoral candidate:

1. What organizational and managerial changes would be necessary to ensure the long-term sustainability of the proposed digital solutions in higher education institutions?
2. What indicators could be used for long-term evaluation of the effects of implementing a document flow management system on the quality of administrative services, including within the Doctoral Degree Programme?

V. General Conclusion and Final Opinion

In conclusion, I consider that the dissertation submitted for review, entitled **“Improvement of Administrative Processes in the Organization”** by **Greta Ivanova Tsanova**, complies with the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria and the Regulations for its implementation.

The dissertation demonstrates that the doctoral candidate possesses in-depth knowledge and exhibits the qualities and skills required for conducting independent scientific research. In accordance with the established criteria, I give a **positive evaluation** and will confidently **vote “FOR”** the award of the educational and scientific degree Doctor to Greta Ivanova Tsanova in the doctoral programme “Social Management”.

28 January 2026

Reviewer:

заличен подпис
осн. чл. 59
от ЗЗЛД

(Assoc. Prof. Tatyana Kicheva, PhD)