

Opinion

**of a Member of the Scientific Jury
in the procedure for the defense of a doctoral dissertation
for awarding the educational and scientific degree "Doctor"
at D. A. Tsenov Academy of Economics - Svishtov**

The opinion was prepared by: Prof. Svetoslav Iliychevski, PhD, "D. A. Tsenov" Academy of Economics - Svishtov, professional field 3.8. "Economics", scientific specialty "Economics and Management (Trade)".

Grounds for preparing an opinion: Order of the Rector of "D. A. Tsenov" Academy of Economics - Svishtov 1366/18.12.2025 under an open procedure for acquiring the educational and scientific degree "Doctor" in the doctoral program "Social Management" and Decision of the scientific jury at the first meeting.

Author of the dissertation: doctoral student Greta Ivanova Tsanova, d010323305

Topic of the dissertation: "Improvement of administrative processes in the organization"

I. General presentation of the dissertation work

The subject of the study is the administrative process. The doctoral student clarifies its essence, structure, functions, as well as its role in the effectiveness of the organization. The focus of the specific analyses is the implementation of the Document Flow Management System/Document Flow Management System in the ESD "doctor" in Higher Education Institutions. Their direct impact on the effectiveness of academic document flow, incl. in the ESD "doctor".

The dissertation is 261 pages long, of which 240 pages are the main text. The work is structured as follows: introduction – 7 pages, three chapters – 229 pages, conclusion – 3 pages, list of literature sources – 182 sources. In support of the presentation, 23 figures, 7 tables and 9 tabular-diagrammatic interpretations of data have been created.

The structure of the dissertation is consistent with the research topic, well-balanced and logically connected. The line of exposition is correctly adopted - theoretical and methodological foundations of the study of administrative processes in the organization, administrative processes in higher education, concept for a document flow management system and analysis of attitudes towards its use in administration of the ESD "doctor" at "D. A. Tsenov" – Academy of Economics. The studied specific scientific and applied matter and issues are presented in detail and justified, in a logical sequence.

II. Assessment of the form and content of the dissertation

The topic of the dissertation "Improvement of administrative processes in the organization" is relevant, since the improvement of administrative processes is a key factor in increasing efficiency, reducing costs and improving the working environment in any organization. The doctoral student has attempted a historical-theoretical and comparative analysis, with multi-directional critical conclusions on good practices and contemporary trends, aimed entirely at the essence of administrative processes. The specifics of administrative activity in higher education and the challenges associated with them are analyzed. The focus is on the capabilities of modern document management systems. The main conceptual

generalizations are tested in a study of the attitudes of habilitated teachers at "D. A. Tsenov" Academy of Economics - Svishtov towards the use of an automated system for managing academic document flow in the educational and scientific degree "doctor".

The object of the study is the organization, in particular a higher education institution, as a social and management system. The doctoral student conducts research by analyzing structures, processes and interactions in the organization, focusing on the improvement of administrative processes in it. It is proposed to implement a Document Flow Management System, specified to the ESD "doctor".

The subject of the study is the administrative process. The doctoral student clarifies its essence, structure, functions and role in the effectiveness of the organization. The focus of the specific analyses is the implementation of a Document Flow Management System in a higher education institution. Its direct impact on the effectiveness of academic document flow, including in the ESD "doctor".

The goal of the dissertation is to build a theoretical, methodological and applied framework for improving administrative processes in higher education institutions. It is a consequence of the need to implement modern ERP systems. In practice, it is implemented through an applied concept for a complete digital transformation of higher education institutions and in particular the processes in the ESD "doctor".

A total of 5 research tasks have been set and successfully implemented in a theoretical and practical aspect. In terms of content, the study is characterized by precision of analysis, free interpretation, author's position, and correctness in referencing and citation.

The doctoral student's abstract accurately and clearly presents the main ideas of the dissertation work. Its structure follows the logic of the dissertation, including: relevance and purpose; main results/contributions; conclusion – summary of the findings.

The style used is academic, scholarly and well-written. The formal requirements for the abstract have been met, i.e. it meets the requirements for volume and content.

No plagiarism was found in the dissertation and abstract.

III. Scientific and applied scientific contributions of the dissertation work

Based on theoretical and practical research, the following more significant contributions are made to the dissertation:

➤ Through theoretical research and summarizing the opinions of a number of authors and specialists A concept for administrative management has been developed, building on the classical static notions of structure, characterizing new aspects of the manifestation of administrative processes in the adaptability and application of modern management models and methods.

➤ A conceptual model for the integration and interconnection of administrative processes in a university environment is proposed. It is based on the rethinking of the role of teachers and students as users of services. In this way, a transition is made from the traditional bureaucratic model to a modern, service-oriented academic management, consistent with current management trends.

➤ A unified concept for a modern digital document management system has been developed, with a focus on the procedures for administering the ESD "doctor". By studying the changes in the life cycle of academic documentation, a model is proposed that optimizes administrative processes. The result is a standardized framework that guarantees full transparency, accountability and effective control over the sequence of actions in higher education.

➤ The thesis is substantiated that system integration within a unified information environment is a prerequisite for implementing a comprehensive digital transformation. The emphasis is on the interaction between administrative efficiency and academic quality, proving that optimizing processes leads to higher efficiency of the higher education institution.

➤ A survey among habilitated lecturers at D. A. Tsenov Academy of Economics confirmed the applicability of the proposed concept. The results provide an assessment of the attitudes towards digital transformation and the readiness of the academic community for the transition to technological forms of administration in higher education, and in particular at the doctoral level.

IV. Questions about the dissertation

1. How does the author justify the choice of only habilitated professors as the main respondent group?

2. To what extent can the proposed concepts and models be adapted for other key academic processes?

V. Summary evaluation of the dissertation work and conclusion

My overall assessment of the dissertation is **positive**. It meets the requirements of the Act on the Development of Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. The candidate possesses in-depth theoretical knowledge, has the ability to conduct independent scientific research, makes reasoned conclusions and substantiated proposals and recommendations, contributing to the development of science on the researched problem. The development has the characteristics of a comprehensive and complete scientific study. I propose to the esteemed members of the scientific jury of **Greta Ivanova Tsanova to be awarded the educational and scientific degree "Doctor"** in the doctoral program "Social Management".

23.01.2026

Svishtov

заличен подпис
осн. чл. 59
от ЗЗЛД

Prepared by:

(Prof. Svetoslav Iliychevski, PhD)