

OPINION

**by Associate Professor Boryana Todorova Varbanova, Ph.D.,
 from the National Military University "Vasil Levski" - Veliko Tarnovo, Department of
 "Logistics and Management", appointed as a member of the scientific jury by order No.
 1366 of 18.12.2025 of the Rector of the "D. A. Tsenov" Academy of Economics –
 Svishtov for the dissertation work of doctoral student Greta Ivanova Tsanova
 on the topic "Improvement of administrative processes in the organization"**

I. General presentation of the dissertation:

The importance of the effective flow of administrative processes is leading to the success of any organization. This is especially true for a specific structure such as a university. The dynamically changing environmental conditions require transformation and digitalization in the field of higher education, with which it can respond to modern challenges.

In the dissertation submitted for review, the author sets himself the goal of building a theoretical, methodological and applied framework for improving administrative processes in the Higher Education Institution "D. A. Tsenov" - Svishtov, as a consequence of the need to implement modern systems for managing the document flow. The implementation is carried out by applying a concept for complete digital transformation of the higher education institution, and in particular the procedures in the educational and scientific degree "doctor". The goal of the dissertation is achieved by solving five scientific and research tasks.

The subject of the study is the administrative process in the higher education institution. Its essence, structure, functions and role for the effectiveness of the organization are clarified. The object of the study is the organization, in particular the higher education, as a social and management system.

The dissertation work consists of an introduction, three chapters, conclusion, appendices, index of tables, figures and diagrams, and bibliography. A large volume of literary sources have been studied and analyzed - 182 in number, of which 120 in Bulgarian, 62 in a foreign language. A questionnaire and empirical data from the conducted study are presented in the form of three appendices.

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

The topic of the dissertation is extremely topical, as the development examines problems characteristic of university organizational and management structures. The presentation is a clear, consistent, logical, appropriately illustrated with figures, the author's personal work. The volume, structure and content fully meet the requirements for developing a similar type of scientific work.

The study is based on historical and theoretical analysis and systematic research, comparative and functional analysis, generalization, critical and systemic analysis. The

statistical analysis and study of dependencies for interpreting the results of the conducted specialized study of the motivation for using the Document Flow Management System in the training and scientific activity of doctoral students in the educational and scientific degree "Doctor" are presented.

The abstract fully meets the requirements as to structure, volume, content and corresponds to the text of the dissertation.

III. Scientific and scientific-applied contributions of the dissertation work. The doctoral student offers five theoretical-methodological and practical-applied contributions, as follows:

1. Through a dialectical study of classical, neoclassical and contemporary theories, as mutually complementary in the understanding of the organization, a concept of administrative management is 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 models and methods of management.

2. A conceptual concept of complexity and interconnectedness of administrative processes in higher education is presented. In the analysis of administrative processes, the view of teachers and students as "clients" of the system is proposed, with which understanding the administrative logic is transformed from bureaucratic to service-oriented, as the most modern trend of academic management.

3. A unified concept for a modern digital Document Flow Management System is outlined, and in particular, for the administration of an educational and scientific degree "doctor", as a key tool for rationalizing administrative processes in higher education. The required changes in the life cycle of academic documents are studied. A systematized model is proposed, ensuring transparency, traceability and control, until the administrative process is transformed into a consistent and standardized system.

4. The complexity and system integrity in a unified information environment are argued as a path to achieving a complete digital transformation, emphasizing the connection between administrative processability, efficiency, effectiveness and academic quality.

5. The survey conducted with all habilitated lecturers from the D. A. Tsenov Academic University explores the peculiar feedback, in the direction of provability of stated hypotheses and conceptual statements, measured in the attitudes and possible commitment of the respondents to a sustainable digital transformation of administrative processes in higher education and in particular in the educational and scientific degree "doctor".

I accept the formulated scientific and scientific - applied results in the dissertation work and believe that they are the personal work of the doctoral student and meet the

requirements of the current regulatory framework for obtaining the educational and scientific degree "doctor".

Three publications are listed on the topic of the dissertation work. They have provided an opportunity to popularize the scientific results obtained in the course of the research.

IV. Questions about the dissertation.

I have no questions or critical comments regarding the dissertation submitted to me for comment.

V. Summary evaluation of the dissertation work and conclusion.

The presented dissertation "Improvement of administrative processes in the organization" with the author Greta Ivanova Tsanova is a completed scientific research work on a current organizational and management problem. Significant scientific results have been achieved, which demonstrate the theoretical knowledge and abilities of the doctoral student to conduct independent scientific research. In my opinion, the dissertation meets the requirements for awarding the educational and scientific degree "doctor" according to the RESORB and the Regulations thereto.

Everything mentioned so far gives me grounds for a positive assessment and with conviction I propose to the esteemed members of the scientific jury to award Greta Ivanova Tsanova the educational and scientific degree "doctor" for the developed dissertation work on the topic "Improvement of administrative processes in the organization" in the field of higher education 3. "Social, economic and legal sciences", professional direction 3.7. "Administration and management".

02.02.2026

Veliko Tarnovo

Member of the scientific jury:

Assoc. Prof. Boryana Varbanova, PhD

заличен подпис
осн. чл. 59
от ЗЗЛД