

## OPINION

### **Regarding: Awarding the Educational and Scientific Degree "Doctor (PhD)" at D. A. Tsenov Academy of Economics - Svishtov**

Prepared by: Assoc. Prof. Galina Todorova Todorova, PhD, Professional Field: 3.7. Administration and Management, Scientific Specialty: "Organization and Management Outside the Sphere of Material Production (Security and Defence) "G. Benkovski" Bulgarian Air Force Academy, Department of Natural and Humanitarian Sciences, Dolna Mitropolia.

Regarding: Dissertation submitted for the award of the Educational and Scientific Degree "**Doctor (PhD)**" in Higher Education Area 3. Social, Economic and Legal Sciences, Professional Field 3.7. Administration and Management, Doctoral Programme "Social Management".

Dissertation Author: **Greta Ivanova Tsanova**

Dissertation Title: **Improvement of Administrative Processes in the Organization**

**Grounds** for the Opinion: Participation as a member of the Scientific Jury for the public defence of the dissertation, pursuant to Order No. 1366 / 18.12.2025 of the Rector of D. A. Tsenov Academy of Economics - Svishtov and the decision of the Scientific Jury at its first meeting held on 19.12.2025.

#### **I. General Presentation of the Dissertation**

The dissertation entitled "Improvement of Administrative Processes in the Organization" has a total volume of 261 pages.

The study consists of an introduction, three chapters, a conclusion, and a list of references. The main body of the dissertation comprises 240 pages and includes 23 figures, 7 tables, and 9 tabular-diagrammatic interpretations of data.

The content is well balanced and follows a traditional academic structure. The first part clarifies the main theoretical foundations related to the research problem. The second chapter examines administrative processes in higher education institutions from the perspectives of complexity, interrelatedness, and efficiency. The third chapter presents a conceptual framework for a document flow management system and an analysis of attitudes toward its use in the administration of the educational and scientific degree "doctor" (Doctoral Degree) at D. A. Tsenov Academy of Economics - Svishtov.

A clear logical sequence and purposefulness are evident in the development of the individual research issues. The dissertation explicitly defines the limitations of the study, which are related to the empirical research being confined to a single higher education institution. The results are representative only within this institutional context; however, most of the conclusions are also valid for the national academic community.

The bibliography includes a total of 182 literature sources.

The dissertation work author's abstract with a volume of 43 pages has also been submitted.

## **II. Assessment of the Form and Content of the Dissertation**

The dissertation title "Improvement of Administrative Processes in the Organization" is clearly and precisely formulated. It corresponds to the defended doctoral thesis, as well as to the defined object, subject, and research goal. In this formulation, the title allows for the implementation of a survey-based empirical study of administrative processes within an organization.

The relevance of the topic arises from the dynamics of the contemporary environment, particularly in the contexts of digitalization, globalization, pandemic crises, and the increasingly intensive penetration of artificial intelligence.

The chosen topic enables an in-depth analysis of a significant issue for higher education institutions, related to the formation of a new type of administrative culture focused on administrative processes and the capabilities of modern document management systems.

The issues outlined in this way are too extensive in their scale and forms of manifestation.

The main research objective defined by the doctoral candidate is precisely formulated. In order to achieve this objective, five types of tasks with different orientations are clearly identified, accompanying the theoretical and applied analyses.

The object of the research is the organization, specifically the higher education institution, viewed as a social and managerial system, examined through the analysis of its structures, processes, and interactions. The focus is placed on the improvement of administrative processes, expressed through the advantages of a Document Flow Management System (DFMS), with a specific application to the administration of the Doctoral Degree (DFMSd).

The main research hypothesis is correctly formulated and corresponds to the defined objectives and tasks. The research employs a comprehensive set of methods and approaches, including historical-theoretical analysis, systematic review, comparative and functional analysis, generalization, and critical and systems analysis. Statistical analysis and dependency research methods are used to

characterize the results of the specialized survey examining motivation for the use of a document flow management system to the administration of the doctoral degree. The empirical data cover the period 2022 - 2025 and were collected through a survey conducted up to mid-2025.

The **first chapter** examines the theoretical and methodological foundations of administrative processes within organizations. The analysis focuses on the essence, characteristics, and organizational theories in management and administration as part of the managerial process. It is correctly emphasized that technological infrastructure and organizational environment function synchronously, operating within ecosystems entirely built on digital platforms, real-time data, and algorithms for analysis and decision-making.

The managerial philosophy of Agile methodology is also outlined as a natural evolution of management models, in which change is viewed as a constant, and adaptability is identified as the key factor for organizational effectiveness.

The **second chapter** has a methodological orientation and investigates the impact of administrative processes on operational efficiency within a unified architectural model under conditions of digital transformation in higher education administration. A particularly positive impression is made by the discussion of smart universities prioritizing cybersecurity measures to protect sensitive academic data from potential breaches and cyberattacks, thereby reducing risks, enhancing technological security, and ensuring the confidentiality of personal and sensitive data. It is convincingly concluded that the integration of smart administration concepts and the digitalization of academic processes leads to the transformation of higher education institution into digital university.

The **third chapter** presents the conceptual framework for a document flow management system and analyzes attitudes toward its use in administering the doctoral degree process at D. A. Tsenov Academy of Economics - Svishtov.

The author's contribution is expressed through the identification of application dimensions of the DFMSd in three main directions: technological, organizational, and user-oriented.

The analysis demonstrates that the implementation of modern document flow management systems, particularly in doctoral degree process administration, emerges as a key tool for modernization. The doctoral candidate convincingly argues that DFMS/DFMSd are not merely technical solutions but represent a transformational concept integrating processes, people, and technologies into a unified environment aimed at improving the quality of administrative services, facilitating research activities, and enabling control, analysis, and traceability.

The conclusion presents the main findings and generalizations, clearly articulating the author's position that administrative processes in smart universities lead to comprehensive digital transformation, in which management, knowledge,

and technologies merge into a unified, self-sustaining, and self-regulating ecosystem, where data become knowledge, automation becomes efficiency, and innovation becomes organizational culture.

The submitted dissertation abstract meets the formal requirements and provides an accurate overview of the objectives, object, content, and results of the research.

The statement of contributions adequately reflects the achievements of the dissertation author.

Three publications related to the dissertation topic have been produced, one article and two conference papers, published in national outlets and journals of D. A. Tsenov Academy of Economics - Svishtov, including online editions. These publications correspond to the defined dissertation tasks and demonstrate a very good level of scientific research. There is no information indicating that the publications have been cited by other authors.

### **III. Scientific and scientific-applied contributions**

The scientific and scientific-applied contributions identified by the doctoral candidate demonstrate profound theoretical knowledge of the research problem and the ability to conduct independent scientific research. These contributions can be summarized as follows:

Through a dialectical analysis of classical, neoclassical, and contemporary theories, viewed as complementary in understanding organizations, a concept for administrative management is developed that transcends classical static structural perceptions and highlights new dimensions of administrative process adaptability through modern management models and methods.

A conceptual framework is proposed for the complexity and interrelatedness of administrative processes in higher education institutions, introducing the view of academic staff and students as “clients” of the system, thereby transforming administrative logic from bureaucratic to service-oriented, in line with contemporary trends in academic management.

A unified concept for a modern digital document flow management system, particularly in doctoral degree process administration, is developed as a key instrument for rationalizing administrative processes. Required changes in the academic document life cycle are examined, and a systematized model ensuring transparency, traceability, and control is proposed.

The complexity and systemic integrity of a unified information environment are substantiated as a pathway to full digital transformation, emphasizing the interrelation between administrative process efficiency, effectiveness, and academic quality.

The survey conducted with all habilitation lecturers from the D. A. Tsenov Academy of Economics - Svishtov explores the peculiar feedback, towards the 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 doctoral degree process administration.

#### **IV. Critical Remarks, Questions, and Recommendations**

No substantial critical remarks are identified regarding the dissertation's content or argumentation.

It is recommended that the doctoral candidate publish the dissertation results in peer-reviewed and indexed international databases such as Scopus and Web of Science, in order to enhance dissemination and attract broader academic interest.

This recommendation does not diminish the achieved results or the overall positive assessment of the research.

#### **Conclusion**

The dissertation "Improvement of Administrative Processes in the Organization" and the accompanying documentation fully comply with the scientometric requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria for awarding the Educational and Scientific Degree "Doctor (PhD)."

Based on the presented scientific work, its scientific and applied contributions, and their significance, I find it justified to propose that Greta Ivanova Tsanova be awarded the Educational and Scientific Degree "Doctor (PhD)" in Higher Education Area 3. Social, Economic and Legal Sciences, Professional Field 3.7. Administration and Management, in the Department of Management of the D. A. Tsenov Academy of Economics - Svishtov.

Dolna Mitropolia,  
29 January 2026

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осн. чл. 59  
от ЗЗЛД

Prepared by:

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