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IMPROVEMENT OF ADMINISTRATIVE PROCESSES IN THE ORGANIZATION

AUTHOR'S ABSTRACT

of the dissertation submitted
for the award of the doctoral degree PhD

Field of higher education: 3. Social, economic and legal sciences
Professional field: 3.7. Administration and management

Scientific supervisor: Assoc. Prof. Irena Emilova, PhD

Svishtov
2025

CONTENTS OF THE AUTHOR'S ABSTRACT

I. GENERAL CHARACTERISTICS OF THE DISSERTATION

1. Relevance of the topic

The relevance stems from the dynamics of the modern environment - digitalization, globalization, pandemic crisis, the introduction of artificial intelligence. We defend our understanding that administrative processes are a strategic factor for the sustainability and adaptability of organizations precisely in such conditions, requiring rapid and comprehensive digital transformation.

The complete digital transformation and automation of document flow are inevitable processes for the academic administrative environment. Their transparency, efficiency and integrity of technologies will inevitably undergo many more stages of development and improvement. Current theoretical and methodological research and analysis and new conceptual and applied views with a theoretical and practical focus are required. Higher education institutions (HEIs) are faced with the challenge of building a new type of administrative culture. It must be transparent, traceable, constantly up-to-date, integrated with other subsystems and technologies. The latter gives rise to risks such as: the need for new strict security rules; possible institutional resistance; negatives caused by the existence of different levels of digital competence of the participants.

The present dissertation is an attempt at historical-theoretical and comparative analysis, with multidirectional critical conclusions on good practices and contemporary trends. They are aimed entirely at the essence of administrative processes. The theoretical foundations of organization and administration are traced. The specifics of administrative activity in HEIs and the challenges associated with them are analyzed. The focus on the capabilities of modern document management systems is studied. The main conceptual generalizations are tested in a study of the attitudes of habilitated teachers at the 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" (Doctoral Degree).

2. Object and subject of the study

The object of the study is the organization, in particular the higher education institution (HEI), as a social and management system. It is studied by analyzing its structures, processes and interactions. The emphasis is on the improvement of

administrative processes in it. It finds expression in the advantages of the Document Flow Management System (DFMS). It is specified in the application characteristics of the Document Flow Management System in the Doctoral Degree (DFMSd).

The subject of the study is the administrative process. Its essence, structure, functions and role for the effectiveness of the organization are clarified. The focus of the specific system analyses is the implementation of the DFMS/DFMSd in HEIs. Their direct influence on the effectiveness of academic document flow, including in the Doctoral Degree.

3. Research thesis

Modern higher education requires a new paradigm of the administrative process. It is based on the concept of total digitalization and integrated document management. In such conditions, digital systems become a strategic tool for efficiency, transparency and sustainability. The academic community perceives their development as a necessary, even mandatory condition. This is how work processes, management efficiency and the quality of scientific and educational activities are improved.

4. Purpose and objectives of the dissertation

The aim of the dissertation is to build a theoretical, methodological and applied framework for improving administrative processes in HEIs. It is a consequence of the need to implement modern ERP systems. It is implemented through an applied concept for a complete digital transformation of HEIs, and in particular of the processes in the Doctoral Degree.

The general goal is achieved through accompanying research and theoretical and practical analyses. They find expression in the implementation of the following tasks:

Task 1: To trace the development of the main organizational theories (classical, neoclassical, contemporary) by systematizing the elements of the administrative process (planning, organizing, coordinating, controlling, etc.) with a distinction from the management process. By identifying the new challenges facing the administration, to argue its role in administrative processes as a strategic factor for the success of organizations.

Task 2: To analyze the mission and functions of the university in a contemporary perspective, considering its academic autonomy and the role of the state in its

management. Identification of the key principles of administrative management (hierarchy, regulation, formalization, responsibility, academic/corporate culture) and a critical review of the trends: standardization, marketization and pragmatization of higher education.

Task 3: To clarify the impact of information technologies and systems (ERP, CRM, DSS, LMS, BI, AI, etc.) on administrative processes, analyzing the risks arising from digitalization, including security and digital literacy issues. To examine the integration of the DFMS/DFMSd with other academic and management systems (ERP, CRM, CMS), outlining the risks and threats associated with implementation, such as: security, organizational resistance, digital literacy.

Task 4: To define the document life cycle and identify its main stages by analyzing the capabilities of the DFMS and in particular the DFMSd for personalization, working with metadata, searching, and document categorization.

Task 5: To analyze the role of the DFMS in the Doctoral Degree and the motivation for its implementation by conducting a full empirical study among the habilitated teachers of the D. A. Tsenov Academy of Economics - Svishtov. On this basis, to examine the relationship between administrative efficiency and academic quality expressed in the mechanisms for exchange, tracking and security; characterize the critically important functionalities; analyze the expectations, concerns, attitude to the processes and means of feedback, etc. aspects of the use of the DFMSd.

5. Research methodology

The choice of methodologies in this study is based on good practices for characterizing and framing concepts in complex and integrated systems. It is achieved through a combination of classical and modern scientific methods to:

- historical-theoretical analysis and systematic research - to trace schools and concepts of organization and administrative process and related good practices;
- comparative and functional analysis - for comparing different theoretical concepts, topologies, approaches, functions, management models and their application in a university environment, as well as in comparisons between traditional and digital practices;
- generalization - when studying other people's ideas and adding one's own ideas into a unified framework;

- critical analysis - to identify weaknesses, risks and organizational barriers;

- systems analysis - when considering the organization as a system of interconnected subsystems and management, as a complex social and management system in the implementation of administrative processes;

- statistical analysis and study of dependencies - to characterize the results of the conducted specialized study of the motivation for using the DFMSd in the Doctoral Degree.

6. Scope and limitations of the study

The dissertation work is developed within strict limits with a theoretical, methodological, analytical and applied scope. Restrictive conditions have been defined, the purpose of which is to outline, frame the research in a narrower scope, as follows:

The focus from the general to the specific is expanded by presenting the administrative processes in organizations as a whole. The theoretical and methodological aspects are specified in their specificities in higher education and even more narrowly, in their manifestations in the Doctoral Degree.

The study is a multidimensional process, but not an institutional analysis. Abstracting from specific management hierarchies, administrative structures and/or job specifics, administrative processes are considered as logical and functional units in the general case. The aim is to study their manifestation in conditions of mandatory optimization and improvement through complete digital transformation. The substantive, scientific, scientific-pedagogical and educational-methodological aspects of training in the Doctoral Degree are not considered.

The study is focused on strategic and operational manifestations of the modern administrative process. The examination of its technological and managerial aspects does not have a legislative or regulatory focus. The presentation does not aim to synchronize with standards, legal frameworks, regulations and features in HEIs.

The theoretical and applied nature of the dissertation work is limited to conceptual modeling and functional description of the DFMS/DFMSd, as an integrated system/subsystem for document management. No technical implementation of a prototype, new software product or instructions for implementing an existing solution are proposed. The visualized and characterized models, schemes and logical structures

have not been empirically tested through a real implementation process or in an experimental programming environment.

The empirical study is limited to one HEI. The results are representative only within this institution. A significant part of the conclusions, in our opinion, are also valid for the national academic community, but only by analogy.

The study is based on the current state of administrative processes and the information technologies that manage them at the time of its implementation. It was implemented in the period 2022-2025, and the questionnaire survey and accompanying analysis - by mid-2025. From the position of this time frame, we do not engage in predictions about future evolutionary concepts, beyond the studied contemporary paradigm for a complete digital transformation of administrative processes.

II. STRUCTURE OF THE DISSERTATION THESIS

1. General description

261 pages long, of which 240 are main text, with 23 figures. 7 tables and 9 tabular-diagrammatic interpretations of data.

Structurally, it includes an introduction, an exposition in three chapters, a conclusion, 3 appendices and a list of 182 literary sources and information resources used, with existing addresses to their content on the Internet, current as of November 2025. A declaration of originality and authenticity is attached.

2. Content of the dissertation

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III. SUMMARY OF THE DISSERTATION

CHAPTER I. THEORETICAL AND METHODOLOGICAL BASES
OF THE RESEARCH OF ADMINISTRATIVE PROCESSES
IN THE ORGANIZATION

In the First Chapter of the dissertation work, we focus on the theoretical postulates and justifications of the trinity: organization, administration and administrative process. The organization is a complex social construct, the behavior of which is determined by many interconnected elements, dependencies and functional mechanisms. In it, administration can be considered as an organizational activity, a structure of bodies, but also as a universal function of management. These three essences are also key components of the manifestation of the administrative process as a mechanism for maintaining organizational sustainability.

The development of theories of organization reflects the long historical path along which the structure and coordination of joint activities are understood. From empirical observations and classical schools of Taylor, Fayol and Weber to modern network, adaptive and digital concepts, the organization is established as a complex and dynamic system. People, processes and resources interact in it. Administration plays the role of integrator, controller and regulator in these interactions.

The diverse theoretical views, from structural and behavioral, to systemic and process, reveal the complex and dynamic nature of the organization. It can be viewed as an object, process, relationship, order, functionality, degree of maturity and evolution. Such a view of the theoretical and methodological statements outlines it as an open, self-learning and purposefully oriented economic and social framework. Its adequate management is impossible without characterizing its historical accumulations and contemporary aspects and dependencies in its improvement.

In the first paragraph, "Nature and characteristics of administrative processes in the organization" we examine the organization in its purest conceptual form. We characterize it as a system with goals, resources, structures, relationships, and processes that together form a dynamic environment. We examine contemporary theoretical approaches in order to determine which of them most adequately describe the nature of

organizational processes. We reveal what are the general patterns that can be identified in their functioning.

By systematizing the studied scientific and literary sources, we establish that the organization is always the result of the need for a certain group of people to coordinate their actions, distribute roles and responsibilities, and maintain a degree of process order and sustainability. The goal is to satisfy the needs for purposeful, predictable and reproducible behavior, which will ensure the achievement of set goals. It is an open, socially conditioned system, in which the interaction between its individual elements is in strict integrity and interconnectedness.

The structural approach allows considering the organization as a unity between formal structure, informal relationships and processes. In this trinity, administration has a mediating role, expressed in "management - administration - implementation". In this way, coherence, accountability and efficiency are guaranteed throughout the management process. The formal structure determines the distribution of roles and responsibilities. Informal interactions provide flexibility and adaptability.

We examine the administrative processes in detail as they manifest within management. We identify eight key directions, namely:

- They provide goal setting and strategic orientation, assisting management in analyzing, planning, and adjusting actions;

- Maintain the collective nature of management activities, coordinating the efforts of teams towards common goals;

- Make sense of the system of authority and the distribution of power through clear rules, procedures and accountability mechanisms;

- They form the basis of the decision-making process by integrating analysis, selection and implementation of optimal management actions;

- Support leadership by stimulating the motivation, commitment and vision of managers;

- They provide dynamism and flexibility, allowing adaptation to changing external and internal conditions;

- Introduce interdisciplinarity, bringing together knowledge from different fields for more effective management;

- They function as a tool for strategic management, transforming long-term organizational goals into specific management practices.

In their unity, these manifestations transform administrative processes into the core of the governance architecture. They guarantee purposefulness, coherence, and sustainable development.

From here, in the second paragraph "Role of administrative processes in the organization" we expand our research on internal interoperability and the place of information technologies in its provision. We characterize the manifestation of processes in the implementation of administrative activities, the principles of management and operational management.

We consider internal interoperability in the context of information integration of administrative processes. We understand it as the extent to which administrative systems and processes can exchange, interpret and use data in a standardized and coordinated manner. We present it as a complex factor for eliminating data duplication, reducing response time and increasing the accuracy of management decisions. It is realized through the full use of modern information technologies. They, in turn, encompass the concepts of digitalization, automation, implementation of specialized information management systems, reaching a model of complete digital transformation.

We track how these technologies impact the socio-economic activities of the organization. We also reveal what the role of the manager is in this context. He plays the role of an integrator. He connects strategic intentions with the manifestations of operational realities. In the conditions of digital transformation, the manager thinks systematically. Administrative processes give him the tools for this, expressed in clearly defined procedures, feedback loops and monitoring capabilities.

We prove that management in the organization is revealed as a purposeful, collective and structurally organized process. In it, the manager monitors the implementation of goals, but also actively influences their achievement through predictability, strategic vision and corrective actions when circumstances change. This process is implemented within a system of powers, rules and control mechanisms. Its effectiveness depends on the ability to make adequate decisions based on analysis and selection of the optimal strategy.

Management is inherently collective. It requires leadership qualities and skills to motivate and direct personnel. Its dynamic nature implies constant adaptation to internal and external changes, flexibility and innovation in management practices. As an interdisciplinary field, it integrates knowledge and methods from economics, sociology,

psychology, politics and culture. Its ultimate focus always remains the strategic achievement of organizational goals. Thus, management is a dynamic and complex system in which goal setting, collective efforts, power mechanisms, leadership and strategic vision interact.

We systematize the manifestations of administrative processes into four main semantic directions. They are naturally inscribed in the principles of management. In this way, we examine them as concrete, practical manifestations of management principles, as follows:

As a reflection of the principles of effectiveness, efficiency and expediency: It is achieved by optimizing organizational operations by eliminating unnecessary steps and repetitions. This increases efficiency and reduces costs. Here, administrative processes act as a mechanism for decision-making, monitoring and directing towards clearly defined results.

As a reflection on the principles of distribution of responsibilities, motivation, human factor and coordination: Here we associate the manifestation of administrative processes with a clear distinction of roles and responsibilities, in parallel with the creation of a favorable working environment that builds a sense of respect and value among employees.

As a reflection of the principles of transparency of processes, traceability, coherence and unity of action: The manifestation of administrative processes here emphasizes improving communication and coordination between departments. Documentation, auditing and control prevent abuse. Achieving organizational and economic goals requires active interaction and positive commitment from all administrative staff.

As a reflection on the principles of effectiveness, purposefulness and customer orientation: Here we associate the manifestation of administrative processes with increasing customer satisfaction, which directly depends on the efficiency, transparency and accuracy of administrative processes. They should provide the best understanding and service to customer needs. Satisfied customers demonstrate loyalty and support organizational growth and competitiveness.

In the third paragraph "Methods and models for managing administrative processes. Application of Agile Methodology" we characterize the different organizational topologies in order to trace the evolutionary change. It is observed in the

reconstruction of stable and clearly ordered hierarchies to flexible matrix and project models. It continues its evolution towards networked, hybrid and fully virtual manifestations.

Hierarchical topologies offer clear management and control, but limited adaptability, while matrix topologies combine functional and project logic, but carry the risk of conflicting subordinations and subordinations. Project topologies emphasize speed and targeted implementation, but often operate in conditions of high uncertainty. Network topologies provide autonomy and coordination only when direct connectivity, distributed technologies, and shared resources are available.

In contrast to these established topologies, we consider hybrid architectures that combine stability and flexibility. They become the basis for intelligent, self-learning structures and virtual organizations. It is the latter that bring today's evolutionaryness to digital transformability. It is achieved by removing physical barriers and building fully synchronized teams through modern technological platforms and information environments.

Despite the diversity and influences of modernism, we conclude that the choice of organizational topology depends on goals, resources, and environment. At the same time, sustainable management requires adaptability, balance, control, and effective integration between people, processes, and technologies.

We summarize different perspectives and statements, etymologically related to the ideas of "service", "management" and "performance". In this way, we characterize administration, arguing that it is a multi-layered concept that simultaneously encompasses action, process and organizational function. Through it, managerial intentions are transformed into concrete operational practices.

Administration combines coordination, control, service and maintenance of order in the system. It manifests itself as an organizational activity, as a structure of bodies and as a universal function of management. Through the latter, continuity, coherence and effectiveness of common actions are ensured.

In the above sense, the term administration includes both the historical dimensions of hierarchical arrangement and formalized control, as well as the contemporary concepts of processivity, integration, and adaptability. It is the latter triad that makes administration a key regulatory and connecting mechanism between the organization and the administrative processes within it.

The theoretical justification of the classical principles of administrative management form the stable foundation on which any organization functions, regardless of its size, goals or field of activity. These principles unite ideas such as initiative of subordinates, justice and discipline. The hierarchical architecture and unity of management ensure coordination and clarity in the distribution of roles. The principles of unity of direction and subordination of personal interests to the common good guarantee collective orientation towards shared goals.

From here we develop our vision of the modern principles of administrative management. They are perceived not as fixed rules, but as management values that form a culture of transparency, efficiency and trust. They find expression in process orientation, flexibility, adaptability and accountability. Thus, we emphasize the need for modern administrative processes to be perceived as an intrinsic activity of the adaptive, learning and self-regulating administration. We seek a manifestation of the modern principles of administrative management in the ability of the administration to analyze its own effectiveness and create sustainable and effective improvements.

In analyzing the administrative process as a key mechanism for maintaining internal organization, we consider administration as a systematically structured management activity. Based on a critical review of the literature, two main lines of interpretation are outlined. The traditional one, which emphasizes normativity, procedures and formality. And the modern one, which emphasizes process thinking, dynamics and orientation towards results and value.

We study the administrative process as a sequence of activities: planning, organizing, commanding, coordinating, and controlling. The applied methods allowed us to outline our understanding that the administrative process, basically understood as the processing of information and documents, is actually a complex integrative mechanism. Through it, the organization maintains consistency, responds to changes, and coordinates actions between its structures.

Clarifying the systemic nature of the administrative function, we examine the methods of managing administrative processes as a set of ways and means of influencing the managed object to achieve the goals set by the organization. Based on the classical (normative-directive) methods based on subordination, discipline, control and documentary regulation, we characterize the new, objectively acquired economic, socio-psychological and information-communication methods. They are modern management

tools aimed at relationships, motivation and digital transformation. In this way, administration becomes an intelligent process based on teamwork, transparency and exchange of information in real time.

The models for managing administrative processes in an organization as conceptual schemes developed for systematization, coordination and optimization, are changing their nature greatly in the conditions of modern digital transformation. From linear, hierarchical schemes adequate to the respective organizational topology, today they are deployed as dynamic, networked and self-organizing models. In the latter, communication and feedback play a central role. The technological infrastructure and the organizational environment act synchronously. They function in ecosystems built entirely on digital platforms, real-time data and algorithms for analysis and decision-making.

At the end of the first chapter, we theoretically substantiate the understanding that the Agile methodology represents a natural development of management models. We characterize the transition from stable, command-administrative structures to flexible, adaptive and collaborative forms of organization. In them, the process is distinguished by short planning and execution cycles. This also guarantees continuous monitoring, evaluation and the possibility of rapid correction in administrative processes. Agile introduces a management philosophy in which change is viewed as a constant trend. The ability to adapt is the most key factor for organizational effectiveness.

CHAPTER II. ADMINISTRATIVE PROCESSES IN THE HIGHER EDUCATION INSTITUTION – COMPLEXITY, INTERDEPENDENCE AND EFFECTIVENESS

The administration of higher education in Bulgaria is entering a stage of profound digital transformation. Increasing the adaptability and efficiency of administrative processes is becoming a key condition for quality, innovation and competitiveness. Although with autonomy limited by regulatory requirements and accompanied by technological, structural and resource difficulties, HEI strives for process modeling, standardization and digital integration. They are implemented through the distribution of responsibilities, control and accountability, ensuring internal interoperability,

synchronization between all units. Modern transformation processes require significant and heterogeneous resources and organization. Their goal is the transition from a fragmented and poorly connected to a flexible, transparent and results- and value-oriented administrative architecture.

Clarifying the conceptual nature of administrative processes in the context of administrative service of HEI is of key importance for understanding the way in which management and service activities are built and implemented. HEI are complex socio-organizational systems in which academic, administrative, economic and cultural processes are intertwined. They function as a carrier of knowledge and social capital, but also as an administrative structure that must ensure effective interaction between teachers, students, administration and the external environment.

In the process of studying theoretical sources in the first paragraph "Impact of administrative processes on operational efficiency", we summarize that administrative processes in HEI support all parties to the activity, through effective management of processes, resources and regulatory requirements. We believe that it is the administration that creates conditions for training and scientific work, largely freed from burdensome administrative obligations. It becomes a kind of guarantor of the high level of academic quality and prosperity.

The emphasis on knowledge, in the context of administrative services and its mediated influence in facilitating scientific work. An environment is created in which academic teams can concentrate on generating new ideas, developing original knowledge and achieving scientific results. It is precisely administrative services that provide the necessary institutional, procedural and technological environment for scientific creativity and scientific accountability. It is implemented through the maintenance of a digital infrastructure for managing processes, document flow and knowledge itself. It finds expression in the maintenance of electronic archives, databases, scientific administration systems, electronic document flow, project management platforms and publications. In this way, the administrative system acts as a factor for improving the academic process itself, supporting the environment for scientific innovation.

Clarifying the impact on the effectiveness of the HEI through the implementation of administrative processes, we characterize their manifestations in the ability of the institution to combine academic goals with the requirements of the modern management

environment. While the academic mission determines the content and direction of development, administrative processes ensure operational sustainability, predictability and quality of implementation. We examine the processes in governance, financing, quality assurance, personnel management and resource allocation in the aspects where administrative processes are indispensable in promoting a favorable academic environment. Through a systematic approach and decomposition, we come to the conclusion that the set of systems used in the administration of the university emphasizes the complexity and multifaceted nature of the management of HEI in the modern academic process.

We acknowledge the lack of similar nationally integrated systems for information and administrative management of the university in Bulgaria. This poses additional challenges for universities. We conclude that these shortcomings leave serious room for local initiative and intra-academic strategic improvement. In the absence of a centralized infrastructure, HEIs can take targeted actions to modernize administrative management. Thus, they will ensure a higher degree of interoperability as a priority. The complete transformation of administrative processes towards digitalization will guarantee the highest quality standards.

The latter is implemented through the introduction of internal academic integrated information systems. They connect all the main administrative units involved in the educational process, student services, scientific activities, finances, personnel management and especially automated document management. The digitalization of administrative processes and document management, the orientation towards full electronic signing, automation of the workflows themselves and the largest possible volume of services leads to standardization and optimization of administrative processes. Conditions are created for optimal and complete measurement and evaluation of activity through the internal quality management system, the establishment of new digital competencies and a new information culture in the administrative staff. This leads to improved communication, increased transparency and accessibility to electronic services. It can be summarized that in this way, the HEIs themselves, by improving their own digital administrative environment, receive not only a competitive advantage but also a sustainable foundation for future integration into a unified national academic architecture, when such an architecture is inevitably implemented.

At the end of the paragraph, we reflect on the positive and negative manifestations of the principles of academic administrative service in the conditions of increasing globalization, pragmatization and marketization. Fundamental administrative principles set the framework for predictability, transparency and sustainability. Global trends transform HEIs into a structure increasingly close to the corporate model. In this way, the academic institution is oriented towards competition, standardization and attraction of resources. As a result, HEIs strive to combine the academic mission with market logic, adapting their administrative processes to the dynamic conditions of a digitaized and digitally managed educational and scientific space.

We examine the dependencies between the purpose, principles and effectiveness of administrative management in HEI. The principles are the permanent, normatively established givens that form the sustainable basis of the management system. They are expressed in our concept of three-layer interdependence and penetration "purpose - principles - effectiveness". The core, or goal, of this peculiar model is effective administrative service. It acts as a manifestation between strategic intentions and real organizational implementation. The effectiveness, derived as a result, is a manifestation of the applicability of the principles. Thus, it is a reflection of the degree to which the management system manages to combine hierarchical order with adaptability, normative clarity with operational flexibility, cultural identity with professional responsibility.

The second paragraph "Administrative processes as a single architectural model" is developed with an emphasis on the material and technological basis. It ensures the functioning of administrative processes in practice. Technical and resource provision is not just a supporting element, but a systemic factor. It determines the quality and sustainability of administrative processes. We argue that without adequate technological infrastructure, personnel qualification and institutional culture, even the best management practices can remain partially implemented.

We base our presentation on the concept of pyramidal dependence, in which each higher element builds on the stability and maturity of the previous ones. At the foundation is the regulatory and organizational framework, formal rules, institutional structures and procedural mechanisms that legitimize administrative activity. The next level is human resources and digital competencies. It characterizes the need for competent personnel and modern skills. Above them are positioned complex

information systems (CRM, CMS, ERP), which represent the technological core of modern administrative services and guarantee integration, interoperability and automation of processes. The top of the pyramid demonstrates the importance of analytical systems and artificial intelligence, as a higher degree of digital maturity. At this level, management decisions are based on big data, analytical systems and systems supported by intelligent environments and interfaces.

The consideration of administrative processes as a sequence of interconnected phases is the next aspect of the development of reasoning. We trace their logical structure, management dependence and systemic effect on the overall activity of the HEI. In the context of an integrated environment, this phased nature acquires new dimensions. Each step in the process is carried out through synchronized interaction between technological systems, human factors and organizational culture.

We reveal our vision of the cyclicity of administrative phases in an integrated environment of three interconnected sectors: pre-administration, actual administration and post-administration. In the first phase, a diagnosis of the problem is carried out by collecting and analyzing primary information. Circumstances are clarified and the causes of discrepancies are established. In the second, actual phase, goals are defined, appropriate solutions and alternative paths are selected. Resources are assessed and specific management actions are applied. The third phase includes finalizing the process, monitoring the results, reporting possible errors and extracting knowledge for future optimizations. This three-phase logic turns administration into a cyclical, adaptive and improvement-oriented management activity.

In the above sense, we specify our views on academic administration as a universal and flexible system that ensures connectivity and continuity of administrative phases. Administration acts both as a means to achieve goals and as a specific management function. Its hierarchical arrangement guarantees clear dependencies and coordination between units. Its permanence and wide application at all levels emphasize the continuous nature of administrative activity. The integration of knowledge from different fields reveals its complexity and adaptability. In this sense, administration follows and represents this dynamic mechanism of circulation, combining structures, processes and competencies. It ensures and maintains the efficiency and sustainability of the entire organizational system.

After outlining the phases of administrative processes and the features of their course in an integrated academic environment, we conclude the second paragraph by considering the effectiveness and benefits of implementing a unified administrative model. Such a model is not just a set of methods and practices, but a comprehensive management philosophy aimed at increasing the quality, transparency and effectiveness of institutional management. It integrates the various administrative subsystems: strategic, operational, technological and personnel, into a single mechanism for achieving sustainable development of HEI.

Through the author's interpretation, we characterize the central place in the model occupied by the administrative system, which acts as the core of institutional coordination. The main management functions are carried out in it: integration, coordination, control and communication. Integration ensures coherence of actions between different units. Coordination maintains synchronization between strategic and operational decisions. Control guarantees compliance with standards and quality. Communication supports the exchange of information and the building of organizational trust. These functions ensure continuity and coherence of the management process.

The effectiveness of the administrative system is manifested through measurable specific outcomes: efficiency, quality and satisfaction. Efficiency reflects the degree of rational use of resources and time. Quality reflects the achievement of organizational goals while adhering to certain standards. Satisfaction is expressed through the perception of stakeholders towards administrative activities. These three dimensions form the basis of the modern approach to management by results, in which the emphasis is placed on impact, not on procedures.

The integrity of the unified administrative model is maintained through the principle of sustainability. It implies the existence of a constant feedback loop between resources, processes and results, in which the accumulated experience becomes a source of organizational learning. Continuous improvement is a mechanism that allows the system to adapt to new conditions and increase its efficiency by turning management into a cyclical, self-developing process.

The third paragraph "Digital transformation of administrative processes in the higher education institution" fully emphasizes the contemporary manifestations of digital transformation. It is expressed in the trinity of digital competence - digitally

"intelligent" processes - "intelligent" digital smart institution. In other words, digital competence has three main dimensions: technological, organizational and cultural.

The technological dimension includes the implementation of modern data and process management systems, high security and advanced communication, based on artificial intelligence and analytics in the processing of big data. It provides the basis for the effective functioning of administrative processes through automation and precision of information.

The organizational dimension encompasses the rational structuring of processes, document management, and the introduction of integrated systems. These, in turn, allow for continuous exchange of information between units.

The cultural dimension provides the attitude for change, expressed in the administration's readiness to perceive new technologies as a means of improvement, rather than as a threat or limitation.

The combination of these three aspects creates the basis of a digitally competent administration. The result is increased efficiency, transparency and sustainability of administrative processes. This inevitably leads to a higher quality of management decisions and optimal service to the academic community. We reach the conclusion that the digital competence of the administration is not only a professional characteristic, but a strategic capital of the HEI. It turns the administration into an active participant in academic development, and not a passive performer of documentary and most basic regulatory functions.

It creates an environment for accurate identification of needs, discrepancies and possible improvements. It facilitates interaction and coordination, reduces data duplication through the "only once" principle, thus ensuring high accuracy and speed of services and optimizing the organization's resources.

There are also discrepancies caused by various threats, attitudes, objective and subjective factors of influence on the ways to increase digital competence in the implementation of administrative processes. The main negatives arise from the possible lack of a positive attitude towards new technologies. Weak digital literacy and insufficient skills to work with complex software systems and big data also give rise to discrepancies. Overcoming discrepancies requires a strategic and comprehensive approach, including training, cultivating a digital culture, introducing modern

technologies and aligning digital transformation with the long-term goals of the institution.

Intelligent administrative processes in HEI as the next stage in the development of digital management. In it, automation, analytics and adaptability are combined in an integrated architecture, in a complex system of interconnected decision-making mechanisms based on data and information. Rapid response, transparency and sustainable development are ensured. We present the concept of building a modern DFMS ot HEI, which should be considered as a complex, intelligent and integrated digital platform. It builds on traditional document creation systems, transforming them into a central organizational mechanism of academic administration. It appears as a single administrative and infrastructure environment that binds academic, scientific, administrative and management processes in HEI. Integration with learning management platforms, analytical components, big data and artificial intelligence functionalities expand the capacity for automation of creative activities, traceability, intelligent workflows, personalized services, control and management decision-making in a single environment.

Through standardized processes, centralized management, complexes of connected subsystems, databases and metadata, the DFMS creates an integration environment in which all administrative and academic units work in a unified, controlled, traceable and secure digital environment. Thus, the system becomes not only a document management tool, but a basic architectural information component of the HEI in conditions of dynamic and complete digital transformation.

We add an interpretation of the place of intelligent administrative processes in the unified information environment of the HEI. In such a centralized unified platform, conditions are created for continuous interaction between participants in the academic process. The exchange of information is optimized and the service time is reduced. The integration of a document management system, combined and connected into a unified planning and management system, leads to a fundamental change in the way document flow is organized and controlled. The result is an integrated environment in which administration is carried out through intelligent algorithms, and human resources are directed to tracking decision-making in specialized systems with components for analytics and strategic activities.

Document lifecycle modeling in an intelligent administrative process environment can be spread across all phases of administrative execution. The process is multi-parameter and its manifestation can occur during pre-, actual or post-administration. It is observed when adjustments are needed, new parameters, conditions, permissions and roles are introduced, paths, requisites and checkpoints are changed. By systematically describing all stages through which a document passes, from its creation to final archiving or destruction, modeling serves as a foundation for building standardized administrative practices. It allows for clear visualization and regulation of sequences, roles, deadlines and responsibilities.

A typical lifecycle model covers the phases of creation, registration, processing, resolution, approval with signature, distribution, storage and archiving or destruction. Each of these phases is described by certain rules, regulatory requirements, technical parameters and process dependencies. The complex of metadata is defined, such as author, date, type, deadlines, recipients, other recipients, accompanying files. Modeling includes defining sequences and role dependencies by formalizing workflows. Automated routing rules, access levels, automatic notifications, approval competencies and other validations are set. Control points for time tracking, automated notifications, etc. are described. In digital systems, lifecycle modeling is expanded with mechanisms for electronic signatures, cryptographic protection, action logs and mechanisms for managing document versions. With the processes for modeling the lifecycle of documents, intelligent administration has a system of strict rules and standards that allow for effective digitization.

Efficiency and reliability are key features of the document flow management system. These systems are designed to cover the entire document life cycle. They offer a wide range of functional capabilities and solutions to meet the diverse needs of users. They provide a high level of automation. Access to documents, cases and files is strictly regulated. Mechanisms have been introduced to define official document registers for universal use in various departments and registers within the organization. These systems facilitate collaboration by allowing the issuance and use of internal electronic signatures. They are applied to individual and group signing of files, provably authorized transfer, access and transmission. An important aspect is the ability to provide notifications and any notifications regarding access to documents, processes and

operational statuses. This ensures transparency and accountability in the management of document processes.

In summary, DFMS play a vital role in streamlining document-related processes for various users, including ministries and state administration, centralized departments, partner organizations, thereby increasing the overall operational efficiency and reliability of documentation in HEI.

Chapter Two concludes by focusing on the implementation of administrative processes in an intelligent "smart university" environment, in which administrative functions do not simply serve, but contribute to the development of an innovative, sustainable and open academic environment. This transformation establishes a new management paradigm model, evolving from reactive administration to predictive, proactive and data-based management. The intelligent academic digital institution (in short "smart") represents a new type of organizational system in which technological solutions become an integral part of the management philosophy. The smart university fully automates processes, but also reformulates the very understanding of efficiency, accessibility and interaction in the academic environment. At the heart of this transformation is the integration between administrative and educational technologies, communication networks, cloud services, artificial intelligence and intelligent data analysis. They form the technological foundation of modern management, in which information becomes a strategic resource, and administration - an adaptive, analytical and sustainable system.

A key component of the technological academic infrastructure in the smart university is the integration of existing and the implementation of new and advanced communication networks, environments and services. The integration of Big Data and AI in administrative processes allows for a transition from a reactive to a predictive management model. Real-time data analysis supports monitoring, diagnostics and optimization processes.

One of the critical prerequisites for successful digital transformation is ensuring a high level of information security. Smart universities typically prioritize cybersecurity measures to protect sensitive academic data from potential breaches and cyberattacks. This is accomplished by implementing sophisticated encryption technologies and establishing security protocols. They mitigate risks and improve the protection of the technological environment. This also ensures the confidentiality of personal information

and personal data. Staff training is necessary on the meaning, principles and practices of personal data protection.

In summary, the interaction between advanced communication environments, cloud computing platforms, and rigorous cybersecurity measures formulated in smart academic policies define the foundation of the technological infrastructure of the smart university. This interconnected framework supports the academic mission of the HEI, but also elevates it to a new technological level. It is a concentrated expression of the integrity of the concepts of smart administration and the total digitalization of academic processes, towards the transformation of the HEI into a digital university.

CHAPTER III. CONCEPT FOR A DOCUMENT FLOW MANAGEMENT SYSTEM AND ANALYSIS OF THE ATTITUDES FOR ITS USE IN THE DOCTORAL DEGREE ADMINISTRATION OF THE D. A. TSENOV ACADEMY OF ECONOMICS - SVISHTOV

In the document management activity, the document management system plays a key role in organizing administrative processes. The use of such systems leads to the identification, decomposition and personalization of the document flow in the organization, distributing it into different parts and sub-processes. It leads to the assignment of specific rights to the administrative staff who create, manage, use, update, transmit it. In this way, such systems help to limit the duplication of conventional and electronic documents, by creating conditions for the discovery of already existing files and preventing the reprinting of already existing paper and electronic documents. They support the management of various types of electronic documents, with the ability to enter or correct dynamically changing details. They use a toolkit for creating output documents with repeating layouts, templates and templates, with differences only in the parts for dynamically entered data, thus significantly streamlining administrative processes.

In the first paragraph "Improving the efficiency of administrative processes through a document flow management system", we pay special attention to the key advantages and characteristics of administrative processes implemented through DFMS. Through the ability of systems to transfer existing paper documents into electronic formats and to effectively organize electronic data, conditions are created for improving

the accessibility and automated retrieval of documents. The interface, together with its integrated content management functions, incl. web-based systems, ensure that the storage, management and access to documents are a secure, highly efficient, easy-to-use, modern information environment. The automation of administrative processes is significantly improved, in line with compliance with national and educational standards, regulations, legal restrictions and other policies and procedures.

In the author's conceptual framework of components and key features, in terms of connectivity and mutual penetration, we argue that modern electronic DFMS systems increase organizational efficiency by facilitating teamwork and coordination between units, improving the timeliness and quality of task performance and at the same time reducing printing and copying costs. In an academic environment, they optimize content management and support more efficient functioning. Their efficiency and reliability are manifested through accelerated document flow, elimination of duplicate actions, reduction of administrative burden and traceability of procedures in real time. The systems provide full traceability of actions, register every movement of documents and thus minimize errors, losses and unauthorized access. Last but not least, they facilitate internal control, external audit and decision-making based on reliable and verifiable information.

They introduce structural order through systematized storage with accompanying indexing and identifying metadata, which facilitates search and analysis. The transparency they provide supports an open and accountable organizational culture. The transition from hierarchical to network and virtual management is supported. The integration potential of the DFMS allows connection to ERP, CRM, LMS and other systems, providing automatic data filling, as well as synchronization of databases and analyses in real time. In this way, DFMS cover the entire life cycle of documents. They provide a high level of automation and management of various types of media and forms of transmission. They contribute to the overall modernization and digital transformation of administrative processes.

Modern digital DFMS includes workflows that effectively manage documents, ensuring proper organization and accessibility. Access to documents is strictly regulated, with mechanisms in place to define standardized document registration details, determining the level of access and confidentiality. These systems facilitate collaboration by allowing individual and group signing of files through issued standard

qualified or internal electronic signatures. Notifications are sent to employees regarding access to documents, ensuring transparency and accountability in their management. DFMS play a vital role in streamlining document-related processes for different levels of consumption in HEI, including in communication with ministries, departments and other organizations.

The process of selecting and implementing a DFMS should be a conscious strategic act, not just a technological solution. It requires clearly defined management goals, resource availability, and organizational readiness for change. The compatibility of the system with the regulatory and management framework of the university is of critical importance, since the DFMS must serve processes subject to specific academic and administrative regulations.

We reflect on the key factors for choosing a DFMS according to the author's view of their applicability and effective meaning. One of the crucial considerations is the ability of the system to integrate seamlessly with the existing one, facilitating a smooth workflow. Customization capabilities are also essential, as HEIs have unique requirements that must be met by the DFMS. The level of ICT development in HEIs should be taken into account, ensuring compatibility and successful implementation of the digital DFMS.

Another important feature of the system is its ability to automate the complete, unified circulation of electronic documents. Access control over the entire process of creating, processing and transmitting documents is crucial to ensuring security and reliability. Full structuring, categorization, description and layout of documents is necessary, including decryption of document units with detailed descriptive meta-information.

The implementation of a modern digital DFMS system requires full cooperation between all departments and employees at all levels of the HEI to ensure highly efficient, standardized and comprehensive use of the system. The DFMS process, with clearly defined roles, responsibilities and traceable steps for implementation and monitoring, improves intra-organizational communication, facilitates document approval and ensures that no documents are overlooked or left unprocessed.

To ensure the successful adoption of a comprehensive, electronic DFMS by the subjects of administrative processes, continuous communication and provision of feedback tools with all users of documentary services is imperative. Based on customer

feedback, a comprehensive understanding of their satisfaction and areas for improvement within the system can be provided.

The DFMS should provide an environment that encourages parties in the administrative process to take an individual approach to different cases, adapting solutions to meet the specific needs of clients. This maintains a sense of joint participation in the administrative process and encourages activity.

The DFMS must provide conditions for timely response to opinions and comments based on the feedback provided. Providing tools for researching opinions and conducting surveys with all stakeholders collects valuable data for analysis. It leads to the improvement of the administrative culture oriented towards the customer, i.e., in the opposite direction to motivate employees for the effective use of the digital environment.

The DFMS system must have the ability to adjust its full set of system and user parameters. In this way, the specialized unit for maintenance and monitoring of ICT in the HEI will provide proactive support to administrative processes in the direction of additional improvements, settings, permissions, information collection, report generation, and analysis. A sense of continuous improvement of the DFMS system is created, which in turn increases the satisfaction of its users, which has a strong positive impact on its adoption and use.

By developing the author's vision of the integration concept of the DFMS in a unified academic environment, we conclude that the integration of the DFMS with existing academic software, web applications and services is crucial for optimizing administrative processes and document flow in HEI. By connecting the DFMS with the overall administrative, economic, educational and service systems of the HEI, the platform can facilitate the automatic exchange of documents, streamline document flow management processes and provide a unified, standardized and comprehensive work environment. Integration leads to significant benefits such as reducing the time to complete tasks, reducing operating costs and improving access to information in terms of time, accuracy and specificity.

Integrating a DFMS with other systems offers numerous advantages for HEIs seeking to streamline their operations and improve the efficiency of administrative processes. One of the main advantages is time savings, as employees have access to pre-designed templates for various documents, reducing the time required to create a new

document. Integration helps to accurately categorize documents and automate part of the metadata filling process, ensuring better organization and management of static information and dynamic data. Conditions are created for quick search and easy retrieval of information.

Integration with systems such as ERP, CRM, front-end and back-end administrative systems for servicing the educational process, economic systems, general administrative and other applications based on the generation and management of document flow, DFMS and other applications, in a single, connected and synchronized environment, allows for the rationalization of administrative processes involving employees from all hierarchical levels and all units related to administrative management. Intra-academic communication is facilitated. Information connectivity between departments is prevented. The processes of providing, approving, controlling and transferring documents are improved. This integration ensures that administrative processes are traceable, creating conditions for monitoring, controlling, analyzing and preventing errors or omissions, thereby improving the overall decision-making process and the general management of the HEI.

We also explore a number of challenges that the integration process may face. To protect sensitive information in the DFMS system, strict security measures must be implemented at various levels. Access to systems and databases must be strictly controlled to ensure that only authorized personnel have access to the relevant information. Identifying critical components that require specific protection, monitoring and vulnerability analysis requires conducting a comprehensive periodic audit of the systems.

Technical problems such as software errors or hardware failures can lead to the loss of information in the system. This highlights the need for regular data backup procedures and disaster recovery plans. Malicious attacks or hacking attempts pose a significant threat to sensitive information stored in the system. To counter these risks, it is crucial to develop clear policies and procedures regarding data security.

At the end of the paragraph, we reflect on the measures by which it can be argued that the HEI is continuously improving its DFMS. We consider the processes of specialized training of employees, development of skills for working with information subsystems and services, understanding of regulatory acts and promoting knowledge and skills essential for effective document management. The implementation of

technological steps for double-checking and prior control can be crucial for the accuracy and reliability of the document flow. The DFMS itself should provide mechanisms for objective, up-to-date and continuous collection of information on all document processes. In case of identified delays, errors or non-performance, there should be an opportunity to take rapid corrective action.

The second paragraph "Applied aspects of the document flow management system in the doctoral degree process" is dedicated to the application features in the implementation of a document flow management system in the administration of doctoral degree (DFMSd). It is an important part of academic activity. As a process, it requires evolution. It is a critical stage in the improvement of academic administrative processes. As a tool for digital transformation, DFMSd builds an intelligent organizational environment. The interaction between administration, teachers and doctoral students in it is based on transparency, traceability and efficiency. In the context of academic autonomy and increased quality requirements, DFMSd becomes a mechanism for knowledge management and the administration of scientific development.

DFMSd is a conceptual project that should be considered not as a conventional document management system, but as an intelligent, integrated platform of a new generation. It is a layer of the general academic DFMS, building on traditional documentary applications with functionalities characteristic of modern digital academic information technologies. It is positioned between administrative management, education and research activities, providing a unified environment for managing documents, processes, data, knowledge and communication.

The author's concept here is expressed in the search for dimensions in the application characteristics of the DFMSd system, in three main directions: technological, organizational and user.

The technological dimension is expressed in the integration of advanced search, filtering and categorization algorithms that allow adaptation to the specific needs of the academic environment. This creates conditions for intelligent information processing, expressed in automatic indexing, contextual search and unification of documents by competitions, scientific topics and individuals.

The organizational dimension encompasses the activities of reengineering administrative processes in order to take into account contemporary trends for digital

transformation. HEI no longer functions on the basis of manual transmission of documents, but through digitally connected processes, in which each act leaves a digital trace and creates prerequisites for monitoring, analysis and optimization.

From a user perspective, the DFMSd provides accessibility, speed and security. These are three main qualities that shape the modern standard for administrative services in doctoral studies. The system encourages cooperation between the academic administration, doctoral students and teaching staff in all interaction processes related to administrative document flow, including informing, monitoring, document sharing and the use of real-time feedback tools.

We discuss the possible negatives of implementing a DMS and good practices in overcoming them. The first group of challenges is structural and relates to the resource availability of the HEI. The second group of negatives is cultural and behavioral. Resistance to change, low motivation to work with new systems and different levels of digital literacy often slow down the adaptation process. Of less importance from the point of view of the modern development and perception of total digitalization by academic users is the possible tendency to manage administrative processes using traditional methods and weak motivation to open resistance to the transition to full digitalization of the document flow.

The third paragraph "Analysis of attitudes towards improving administrative services for doctoral students through the document flow management system in the doctoral degree process of the D. A. Tsenov Academy of Economics" is devoted entirely to the analysis of the motivation for using the DFMSd. The emphasis is on the need for the D. A. Tsenov Academy of Economics to develop innovative solutions for electronic document management, automation of administrative processes and facilitation of communication between the administration, academic units and doctoral students. Conventional electronic platforms currently do not fully meet modern system and process requirements. The study aims to assess the possibility of document management in the Administrative Department of Doctoral Studies being deployed as part of a sustainable digital transformation through more effective systems for electronic submission, approval, tracking, archiving, search and exchange of documents in a secure digital environment.

We associate the research direction solely with the motivational and psychological profile of the habilitated lecturers, directly responsible for all

administrative processes in doctoral education, as well as with the barriers to the adoption of a modern DFMSd. Within the framework of the study, specific tasks have been formulated aimed at identifying the challenges in current document management practices, assessing the mechanisms for exchange, tracking and security, highlighting critically important functionalities, measuring expectations and concerns about the implementation.

The main hypothesis is that the implementation of the DFMSd will increase the efficiency of administrative services for doctoral students, and the additional hypotheses relate to overcoming recurring challenges, facilitating communication between units, critically important functionalities, the need for training and the relationship between the system and effective time saving, reducing errors, and increased traceability.

The survey is fully representative, as it covers 100% of the habilitation teachers at the D. A. Tsenov Academy of Economics. The survey was conducted in person using paper questionnaires to ensure engagement, control and anonymity, with the completed questionnaires being entered into an electronic model on the LimeSurvey platform. The specific nature of the 13 questions is consistent with the high expertise of the respondents and aims solely to validate their readiness for digital transformation. Of the 81 questionnaires distributed, 60 were returned completed (in whole or in part) and entered into a specialized database for the purposes of analysis.

For the purposes of the primary analysis, statistical methods were used to calculate descriptive parameters (descriptive statistics) for each individual question, with the reasoning being different in scope and interpretation, based on the meaning of the typical, recurring, average and/or different opinion of the respondents sought in the survey process. For the correlation analysis and characterization of strong, medium-strong and weak dependencies, we apply the mechanism of polychronic correlation. It is an optimal tool for tracking hidden (latent) continuous values, "discretized" into coded categories, by assuming that categorical responses are the result of applying a threshold function to a normally distributed latent variable.

Based on the formulated hypotheses requiring proof and as a result of the analysis conducted, we formulate findings that support or reject, partially or completely, the preliminary assumptions:

The habilitated lecturers at the D. A. Tsenov Academy of Economics are highly involved in the administrative processes of training in the Doctoral Degree, with a

significant part of them combining multiple academic and managerial roles. This confirms the reliability of the sample and proves that the formed attitudes and assessments are based on real practical experience with document flow. The latter, in its current form, is characterized by fragmentation, duplication and strong dependence on informal communication. This leads to a loss of time, low traceability and a lack of objective accountability mechanisms. These facts confirm the hypothesis that there are recurring challenges that can be overcome through automation and digitalization of processes.

The expectations for a future automated document management system are clearly expressed and specific. The habilitated lecturers attach the greatest importance to automated document creation, digital resolution and urgency notifications. This attitude confirms the hypothesis of the existence of clearly defined functionalities perceived as critically important for efficiency.

With a high degree of agreement regarding the expected effect of the system for improving communication and cooperation between units, we confirm the hypothesis that the integrated digital environment is perceived as a condition for synchronization and transparency between departments, faculties, and academic management.

Resistance to the introduction of an automated system is weak and is mainly due to fears related to adaptation, training and possible greater transparency. Resistance is not a conscious decision to deny the benefits. This is direct evidence in support of the hypothesis that the barriers are organizational-psychological, not technological.

Criteria such as time savings and increased productivity, indicated by over half of the respondents as a leading indicator of the system's success, unequivocally confirm the hypothesis of the expected effect of automation on the efficiency and rationalization of administrative processes.

Summing up, we can confirm that the results of the hypothesis testing and the individual conclusions drawn in the overall study outline a positive, albeit in certain places cautious readiness of the academic community to transition to automated document flow management. The habilitated lecturers demonstrate a conscious understanding of the advantages of the DFMS/DFMSd, expressed specifically and very close to our theoretical and methodological conceptual views, but at the same time emphasize the need for training, technical support and clearly defined rules for access and security. In this context, the success of the implementation depends not so much on

the architecture itself, technology and specific key advantages, as on the understanding of the meaning of conducting digital transformation through a unified automated document flow management system in the Doctoral Degree.

Conclusion

In the conclusion of the dissertation work, we present basic summaries and conclusions. Within the framework of the HEI, administrative processes manifest themselves as carriers of institutional sustainability and quality. They ensure the connection between the mission and functions of the university. They are a guarantor of the social usefulness of knowledge and strengthen trust in academic autonomy.

The implementation of modern document flow management systems, especially in the management of processes in the Doctoral Degree, stands out as a key tool for modernization. DFMS/DFMSd are not just a technical solution, but a transformational concept. It unites processes, people and technologies in a single environment. This achieves a higher quality of administrative service, facilitates scientific activity, creates conditions for control, analysis and tracking. The latter leads to the provision of strict statistical information for the purposes of reporting at all stages of the implementation of the administrative process.

The survey conducted with all habilitation lecturers from the D. A. Tsenov Academy of Economics explores the unique feedback to us, in the direction of the provability of the stated hypotheses and our conceptual statements. The attitudes and possible commitment of the respondents to a sustainable digital transformation of administrative processes in HEI and in particular in the Doctoral Degree were measured.

In summary, administrative processes, as the foundation of management, with intelligent administration as their catalyst, in a smart university as a new, modern environment for academic prosperity, inevitably lead to a complete digital transformation, through which management, knowledge and technology merge into a single, self-sustaining and self-regulating ecosystem, where data turns into knowledge, automation into efficiency, and innovation into organizational culture.

IV. REFERENCE ON THE CONTRIBUTIONS TO THE DISSERTATION

The concept of improving administrative processes in the organization, in the conditions of the new realities of digital transformation and the total digitalization of academic document flow, and in particular that in the Doctoral Degree finds expression in several more significant 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 contemporary management models and methods.

2. A conceptual idea for the 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 contemporary trend of academic management.

3. A unified concept for a modern digital Document Flow Management System, and in particular that in the Doctoral Degree, is outlined 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. Complexity and systemic integrity in a unified information environment are argued as a path to achieving complete digital transformation, emphasizing the connection between administrative processability, efficiency, effectiveness, and academic quality.

5. The survey conducted with all habilitation lecturers from the D. A. Tsenov Academy of Economics 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.

V. LIST OF PUBLICATIONS ON THE DISSERTATION

Articles:

1. Tsanova, Greta. Analysis of types of organizations. Journal. Scientific Atlas, 2024, Vol. 5, No. 9, [Online] URL : https://scientificatlas.com/article/analiz-na-vidovete-organizatsii. ISSN 2738-7518. scientificatlas.com

Conference papers:

1. Tsanova, Greta. Influence of administrative processes on the competitiveness of an international company. Round table "Global Economy and Business", dedicated to 30 years of the Department of "MIE", Collection of papers, Svishtov, September 29, 2023, pp. 26-35, AI Tsenov, ISBN 978-954-23-2421-8

Tsanova, Greta. Human Resource Policy in International Organizations. Global and Regional Dimensions of International Economic Relations, 2024, Vol. 1, No. 1. pp. 19 - 27. [Online] DOI : https://doi.org/10.58861/ tae.grdier.2024.02. ISSN 2738-8573. doi.org

VI. DECLARATION OF ORIGINALITY AND AUTHENTICITY

In connection with the conduct of a procedure for acquiring the educational and scientific degree "Doctor" in the doctoral program "Social Management", I declare that:

The results and contributions in the dissertation on the topic "Improvement of Administrative Processes in the Organization" are original and have not been borrowed from research and publications in which the author has no participation.

The information presented by the author in the form of copies of documents and publications, personally compiled reports, and others corresponds to the objective truth.

The results that have been obtained, described and/or published by other authors are duly and in detail cited in the bibliography.

Declarant:

(PhD Candidate Greta Tsanova)