

O P I N I O N

on a dissertation for acquisition of Doctor's Educational and Scientific Degree in the professional field: 3.8. Economics, Doctoral Program in Economics and Management (Industry), at Dimitar A. Tsenov Academy of Economics, Svishtov

Prepared the opinion: Assoc. Prof. Emil Borislavov Nikolov, PhD, Department of Industrial Business and Entrepreneurship, Dimitar A. Tsenov Academy of Economics – Svishtov, scientific specialty 05.02.18 Economics and Management (Industry).

Author of the dissertation: Boyan Dimitrov Vranchev, PhD student in part-time at the Department of Industrial Business and Entrepreneurship, Doctoral Program Economics and Management (Industry)

Thesis topic: "Opportunities for improvement the management of project teams in industrial enterprises"

Reason for preparing the opinion: Order No 1191 of 15 December 2023 on the opening of a procedure for public defense of a dissertation and approval of the composition of the scientific jury, as well as a decision of the scientific jury at the first meeting held on 20.12.2023.

I. General presentation of the dissertation work

The dissertation is 207 pages. Structurally, it consists of a cover page, a table of contents, a list of tables (5 in number), a list of figures (35 in number), an introduction (8 pages), three main chapters (162 pages), a conclusion (6 pages), a list of used literature (a total of 168 literary sources, of which 17 in Cyrillic and 151 in Latin, including 15 online sources in Latin) and applications (2 with a volume of 13 pages. representing the questionnaires used for the survey). A Declaration of Originality and Authenticity is also attached.

The object of study in the dissertation is the management of project teams, and its subject is the potential opportunities for improving the management in these teams in industrial enterprises. In line with them, the **purpose** of the dissertation is to explore and reveal the opportunities for improving the management of project teams in industrial

enterprises. To achieve this goal, six research **tasks** studies have been defined. The research **thesis** that the author defends states that the management of project teams can be improved by increasing the knowledge, skills and competences of the participants in the project teams, and by taking into account the influence of factors related to the project activity. Three research **hypotheses** are also tested to prove it. The **limitations** within which the study was carried out are clearly outlined. I believe that the set goal and objectives have been achieved and the research thesis is defended.

II. Assessment of the form and content of the dissertation

The topic of team management, viewed through the prism of project management, is of high importance (in view of the importance of projects as a tool for organizational development) and at the same time insufficiently explored in the scientific literature. This determines its relevance for both the theory and the practice of business organizations. The structure of the dissertation corresponds to good research practices and is logically sound.

The **introduction** emphasizes the actuality of the study, presents the main authors working on this problem, defines the object, subject, purpose, tasks, thesis and related hypotheses. The methodology of the study, the main sources of information, as well as the adopted limitations are presented.

In **the first chapter** the problem is studied from a theoretical point of view. The author clarifies the essence and characteristics of projects, project management and project teams. Definitions of project, project management and project team are proposed. The factors influencing the activity and management of teams are identified. The chapter ends with the definition of generalizations and conclusions.

Second chapter is also theoretical. In it, the author examines the importance and role of project teams, as well as the main participants in them. The management function and management styles, as well as the models providing opportunities for better management of project teams, are also analysed. Authoring models are offered to improve the management of project teams. At the end of the chapter, key summaries and conclusions are presented.

Third chapter has a practical-applied character. In it, the PhD student, applying a methodology created for this purpose, examines the project teams, their characteristics, the conditions in which they function and the management that is applied. Based on an analysis of the results, conclusions and recommendations are defined.

The conclusion presents summaries and conclusions from the study and formulates specific recommendations to industrial enterprises. The achievement of the purpose and tasks

of the study, as well as the proof of the research thesis and the hypotheses adopted, are confirmed.

The **abstract** reflects the dissertation correctly. It has a total volume of 59 pages and contains a general characteristic of the dissertation, structure and content of the dissertation, a synthesized statement of the dissertation, a reference for the main contributing points in the dissertation, a list of publications on the topic of the dissertation, a reference for the implementation of the minimum national requirements in connection with the procedure for acquiring the educational and scientific degree “doctor” , List of participations in national and international scientific conferences and forums, declaration of originality and authenticity. The presented scientific publications on the topic of the dissertation include one study (in co-authorship), two independent articles and two independent reports. All publications are published in non-refereed journals with scientific review or in edited collective volumes. The presented reference shows that the minimum national requirements for acquiring the educational and scientific degree “doctor” have been met, in accordance with the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.

III. Scientific and scientific-applied contributions of the dissertation work

The scientific and applied research contributions presented in the abstract correctly reflect the achievements in the dissertation. I accept the fully defined contributions, namely:

1. Based on a wide-ranging and critical study, the theoretical knowledge about the project teams is enriched by outlining the possibilities for improving their management. Authorization of profiles of team members has been made.

2. Based on research, systematization, and comparative assessment of the existing models for team management, two author's models for project team management are proposed.

3. Based on the theoretical study, a methodology for analysing and assessing the opportunities for improving the management of project teams has been developed. The methodology is approbated. The main problems of the project teams and the opportunities for improvement for their management are identified.

4. The factors that affect the effectiveness of the project team are defined and recommendations for intensifying the factors with a positive effect and limiting the impact of the factors with a negative impact are proposed.

IV. Dissertation Questions

1. What is the author's opinion on the future of project teams, in view of digitalization, robotization and the emergence of artificial intelligence?

2. The study shows that the main applied style of management is authoritarian, while among the identified problems in the management of project teams' standout: insufficient freedom of action, opportunities for expression and creativity; dominance; insufficient delegation; the way decisions are made. In this regard, which management style can be identified as the most appropriate in the management of project teams?

3. Why are methods used to manage projects (Agile, Critical Chain, Six Sigma, Kanban) listed as project team management methods?

4. The empirical survey shows that almost 44% of the surveyed members of project teams do not give a high rating for the motivational skills of their project managers. In this regard, what motivational methods and models can be successfully used to increase the motivation of project team members?

V. Summary evaluation of the dissertation and conclusion

The dissertation work of Boyan Dimitrov Vranchev, presented for evaluation, is a comprehensive, up-to-date, and original scientific study with achievements of scientific and scientifically applied nature. It meets the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria and the Regulations for its implementation, as well as the Regulations for the Development of Academic Staff at the D. A. Tsenov Academy of Economics. All this gives me reason to declare my **positive opinion** and to propose to the honourable members of the scientific jury to support the award of educational and scientific degree "doctor" to Boyan Dimitrov Vranchev in professional field 3.8. Economics, scientific specialty "Economics and Management (Industry)".

Date: 10.01.2024

Svishtov

Prepared the opinion:

(Assoc. Prof. Emil Nikolov, PhD)