



BUSINESS ACADEMY "D. A. TSENOV" – Svishtov

R E V I E W

- From:** prof. Valentina Lyubenova Nikolova-Alexieva , PhD
University of Food Technology - Plovdiv,
Professional direction 3.8 . Economy
Scientific specialty: "Economics and Management"
- Subject:** Dissertation for the award of an educational
and scientific degree "**doctor**" in doctoral program
"Economics and Management (Industry)" in
B.A "D.A.Tsenov" -Svishtov.
- Reason** for presenting the review: participation in the composition of
the scientific jury for the defense of the dissertation work
according to Order No. 1191/15.12.2023 of the Rector of
B.A "D.A Tsenov" - Svishtov
- Author of the dissertation :** BOYAN DIMITROV VRANCHEV
- Dissertation topic :** "OPPORTUNITIES FOR
IMPROVING MANAGEMENT
OF PROJECT TEAMS IN
INDUSTRIAL ENTERPRISES "

1. Autobiographical data for the doctoral student

Boyan Dimitrov Vranchev was educated in the doctoral program "*Economics and Management (Industry)*", in professional direction 3.8. "Economics" at the "*Industrial Business and Entrepreneurship*" department of the "*Manufacturing and Commercial Business*" faculty, according to Order No. 1167/18.12.2019 of the Rector of the Business Academy "D.A Tsenov"-Svishtov. The training was carried out in *correspondence* form during the period 01.01.2020 - 01.01.2024. The doctoral student completed the activities provided for in his Individual Study Plan within the deadline and was dismissed with the

right of defense, according to the Order of the Rector of B.A. "D.A. Tsenov"-Svishtov.

Boyan Vranchev obtained the Bachelor's degree in "Accounting and Control" in the period 2000-2004 at UNWE and specialization in "Management and Business" at Ludwig Maximilian University - Munich in the period 2003-2004. He obtained two master's degrees in "International Economic Relations" and "Accounting and Control with specialization in "Financial Control" at UNWE, in 2008 and 2010, respectively. Meanwhile, in the period 2007-2010, he acquired a specialization in Business Economics (JOSZEF- Programm) at the Vienna University of Economics, Austria. In 2014, he studied at the Leadership Academy Baden- Württemberg , Germany.

Over the years, he has gained solid practical experience as a financial manager, accountant and expert in international relations and protocol in Bulgarian and international institutions such as V. Consulting, Sofia, Raiffeisen International Bank-Holding AG, Vienna, CU, Coca- Cola, city Sofia, State ministry Baden-Württemberg, city Stuttgart, Higher school by public management and finance Ludwigsburg, BNP Paribas, Sofia, Austria Capital Management, city Munich, Institut for Mittelstandsförderung, city Munich.

In the period 2012 - 2019, he held positions as Solution Designer (CEE, DACH, France, Overseas France) at IBM Bulgaria, Sofia, engineer in the department: Industry Standard Servers of Hewlett Packard Enterprise, Sofia, as a Senior Expert at the Military Medical Academy, Sofia, worked in the Representation on Baden- Württemberg, city Berlin and Young Professionals Development Program, CDS Rural Educational Development Organization, Vietnam. From 2020 to the present, he holds the position of IT Solution Architect at Real Guarantor Versicherung AG, Vienna. He is fluent in English, German and Russian, has acquired excellent computer and management skills.

Therefore, the PhD candidate possesses a broad palette of knowledge and skills and an excellent base for in-depth research work in the field of management, project management and leadership.

2. General characteristics of the presented dissertation work

In terms of content, the dissertation deals with an extremely topical management problem related to the study of the possibilities for improving the management of project teams in industrial enterprises. Project activity and related financing have a significant positive impact on business organizations, creating prerequisites for increasing their competitiveness. At the same time, project management differs from conventional management activity, because after their completion, the project implementation team ceases to exist as a structural unit in the organizational-management structure of the company. Additional

difficulties are created by the great variety of project types and the different methods of their management. This suggests a significant research interest in the topic in question, focusing the efforts of many Bulgarian and foreign scientists on various aspects of project management. However, the researches in question do not provide a clear answer to the question of which are the appropriate management tools for effective management of project teams and achieving the desired results of project implementation.

In this regard, it can be concluded that the topic of *the dissertation was very successfully chosen. It is extremely up-to-date, dissertable and has great practical significance. The PhD student has justified this importance and relevance very well.*

The dissertation analyzes scientific achievements in the field of project management, factors and tools for effective management of project teams to increase the success of industrial enterprises in the modern turbulent, highly competitive reality. In the list of used literary sources, **a total of 168 sources** are indicated, of which: **17 in Cyrillic and 151 in Latin, of which 15 are online sources.**

The indicated literary sources are up-to-date and directly related to the topic of the dissertation work.

The dissertation work submitted for review shows the author's ability to select appropriate domestic and foreign literary sources and to carry out an overview and selection of the necessary information, to choose, analyze and adapt classic and modern methods for researching factors and the toolkit for managing a portfolio of projects in modern industrial enterprises.

The presented dissertation labor is in volume from **208 pages**. In structural attitude includes **introduction, 3 chapters, conclusion** and two **appendices**. The results are received through contemporary toolkit and are mirrored with appropriate selected **35 figures** and **5 tables**. **Appendix № 1** presents questionnaire for surveying the opinion of the employees involved in the last finalized project. **Appendix No. 2** presents a questionnaire for surveying the opinion of employees who participated in the last 5 finalized projects.

In **the introduction** on scientific work are formulated **the main one goal** and **six** logically bound **tasks** for hers achieve. The **object and subject** of the research are correctly defined, as well as the main thesis of the author, according to which the management of project teams can be improved by increasing the knowledge, skills and competencies of the participants in the project teams, and by taking into account the influence of the factors related to the project activity. To prove the conceptual thesis of the dissertation work, **3 working hypotheses** are raised, which were verified in the course of the research.

Chapter one is developed in a volume of **51 pages** and is focused on the theoretical foundations of management on design teams. In detail are discussed the questions for the essence on the project and the types projects, teams and stages on their development, features and phases on the project management, the models for efficiency on the teams, etc. In this chapter, the doctoral student's main contribution is the systematization of the positions on the individual authors on the researched problem, as well as an analysis of different concepts based on which it derives own position by discussed questions .

Chapter two is developed in a volume of **54 pages** and presents the continuation of the theoretical review, focusing on the propositions for improving the management of project teams. This chapter contains a number of theoretical contributions of the PhD student, among the most significant being the classification of team member profiles and proposed models for improving the management of project teams. An excellent impression is made by the author's position in clarifying the concepts of "effectiveness" and "efficiency", as well as the effort to outline specific differences in defining "project portfolio management" and "multi-project management".

Chapter three is developed in a volume of **63 pages** and is dedicated to testing the methodology for improving project management in industrial enterprises. Here the actual research was carried out and the main scientific and applied contributions in the dissertation work were realized. The first paragraph lays out the methodological assumptions of the empirical research, which is based on the answers to the questions from two questionnaires - the first (67 questions) regarding the last project on which the respondents worked, and the second (71 questions) - related to their participation in projects in the last 5 years. The results of the conducted research are presented and analyzed in the second paragraph, identifying the factors having a positive and negative impact on the management of project teams in the sample of industrial enterprises. On this basis, 27 problem areas were identified, and for each of them, recommendations were proposed to overcome them. The obtained results of the research in the dissertation give the doctoral candidate the basis to conclude that the research thesis has been proven and the hypotheses have been confirmed.

In *conclusion* are formulated summaries, conclusions and achievements results on the base on proposed data from the doctoral student methodology for improving the management of project teams, the application of which creates a favorable environment for the effective implementation of projects and achieving the desired results.

The tasks are performed in progress on the research, and the formulated research this is proven. The structure on the dissertation research is logical built and conforms on placed purpose and tasks .

3. Evaluation of the obtained scientific and scientific-applied results

➤ In the theoretical part of the dissertation research :

The doctoral student has carried out a serious literature review and synthesized the theoretical foundations of project management by clarifying the main concepts used in the dissertation. Possible classifications of projects and project teams according to various characteristics are presented in a systematized form. The nature and features of project management are discussed. The main aspects of project team management are clarified. The ways of organizing effective interpersonal communication, barriers in communication and their influence on motivation and behavior are analyzed. Various stages in the process of improving interpersonal relations are synthesized, as well as the influence and development of interactive communications and digital competence on interpersonal communication and overall management success. The management function and different leadership styles are analyzed. Author models are available to improve the management of project teams.

The systematizations and summaries made show *thoroughness and conscientious work with literary sources*, skills in applying analytical and deductive techniques for processing a significant amount of information with various research methods. Correctly, all citations and comments of the author are presented in parentheses, which makes it easier to refer to the cited sources. The author's participation in the discussions on the researched problems *is active and reflects skills to express one's own critical thinking and to formulate new conclusions and findings*.

➤ In the methodological part of the dissertation research :

The PhD student has chosen an appropriate methodology and research toolkit that matches the complex, multidimensional nature of the study. To prove the author's thesis, *the theoretical-methodological and empirical approach*, building on already done studies, theoretical analysis and synthesis, comparative analysis, the method of observation, experimental and empirical method, as well as inductive and deductive methods concerning generalization and derivation of the essential characteristics of the main concepts. To achieve **the main goal** and set **tasks**, *a grouping method* was used (authors' opinions, methodological characteristics, influencing factors, companies); *method of analogy; content analysis and graphic methods* . From the field methods, *questionnaire surveys were used*, and the number of respondents was determined based on the following criteria: enterprises from the group of medium and large economic entities, foreign ownership of capital, positive financial results, active project activity and a large number of implemented projects by the enterprise. presence of significant experience in project activity; functional and functioning project teams with

participation in more than one project and having experience in project activity for at least 5 years.

I give a very high assessment of the literature review, the methodology used, as well as in terms of the implementation of the set tasks for the achievement of the research objective.

➤ **In the applied part of the dissertation research :**

The doctoral student completely correctly applies the methodology proposed in the second chapter for conducting the empirical research. The empirical research aims to investigate the management of project teams in industrial enterprises, to identify problem areas and to make a recommendation for solving the problems and improving the management. For conducting on the empirical research are created two survey cards. One refers to the last project the respondents worked on and is composed of 67 questions. The second survey covers the study of the empirical picture to establish the position of the respondents regarding their participation in various projects implemented by the industrial enterprises in the last five years. The results from conducted applied research: a survey of 30 employees of industrial enterprises from various sectors who participated in project teams in the last year and a survey of 28 employees who participated in the last 5 years in project teams are presented on a very good level with sufficient by volume, scope and content evidential and analytical material. One of the merits here is that, based on the analysis of the data from the studied companies, conclusions are formed and recommendations are made to improve the project management of teams. The approval of the proposed methodology is expected to lead to the improvement of project management in industrial enterprises, from there to influence the financial results, respectively to their better overall management.

The work contains specific results and empirical evidence that objectively reflect the real achievements of the conducted scientific research.

The presented dissertation is a comprehensive, completed research on a current and significant social-management problem. In the course of the research, the most significant theoretical and practical problems related to the identification of main factors and tools for improving project management in industrial enterprises were raised and discussed.

Stakeholders of the research can be educational and training organizations for the purposes of professional training, business organizations with a different industrial profile, organizations from the non-governmental sector, state and regional authorities.

I believe that the results of the dissertation research have a high degree of practical applicability, therefore I recommend the project-oriented approach for continued development of the topic.

4. Evaluation of scientific and scientific-applied contributions

Contributions can be divided into scientific and scientific-applied.

Scientific contributions include:

- Enrichment of theoretical knowledge regarding project teams, including classifying team member profiles and outlining opportunities to improve their management.
- The characteristics of the management of project teams in industrial enterprises have been studied and analyzed, and their specificities and the factors that influence them have been brought out.

Scientific – applied contributions include:

- Two original author's models have been proposed for improving the management of project teams, the application of which creates a favorable environment for the effective implementation of projects and the achievement of the desired results.
- Based on the diagnosed weaknesses, recommendations are formulated to overcome them, systematized by separate problem areas.

I accept the contributions as real, credible and proven in the course of the dissertation research.

I consider significant achievements to be the personal work of the doctoral student. *The conclusions and proposals in the dissertation work are presented by Boyan Vranchev as an erudite researcher with good theoretical training, with opportunities for creative summaries and formulating solutions for practice .*

5. Evaluation of dissertation publications

A total of 5 publications dedicated to the dissertation work for the period 2020-2023 are presented. Four of them are independent articles and reports, and one is a co-authored study. All are in Bulgarian and have been published in prestigious national publications such as Annual Almanac "Scientific Research", BA "D.A. Tsenov" - Svishtov, AEd. Tsenov and Collection of UNWE reports from the International Conference "Strategic Planning and Marketing in the Digital World".

In terms of volume and quality, they correspond to the requirements for receiving the ESD "Doctor". According to the attached reference, the doctorate performs the minimum national requirements for acquisition of ESD " Doctor ", as by the indicators from group G collects 43.75 points , which exceeds required minimum of 30 items

I accept all publications like direct relatable to dissertation labor. In them are summarized and published essential problems and results from research in the dissertation labor.

6. Evaluation of the autoref

The presented abstract of the dissertation is 59 pages long. It reflects the goals and objectives of the research, the emphasis of the individual chapters of the dissertation, as well as the contributions of the author. *The abstract was developed in accordance with the requirements for its preparation and reflects the main results and contributions of the dissertation work.*

7. Critical notes, recommendations and questions

- Main opinion: quality dissertation, excellently illustrated, clearly outlined contributions with potential for development .
- Critical notes: I have no significant critical notes on the dissertation research.
- Recommendations: I recommend the dissertation labor Yes be issued , considered in-depth analysis, expressions attached character and the made conclusions.
- Questions:
 1. *From which sectors of the economy are the studied enterprises that use the Agile type of project management and which use the cascade type - Waterfall ?*
 2. *According to the doctoral student's observations, is coaching and mentoring used in the management of project teams in the studied enterprises? In which sectors of the economy are they? What type of project management do they apply - Agile/Lean , Scrum, Waterfall, CPM , PERT, etc. ?*

8. Conclusion

Given the merits of the dissertation work, the topicality and complexity of the researched problems, the need to search for effective solutions for them in practice, the good theoretical level of the researched and analyzed problems, it can be summarized that the **presented dissertation work meets the normative criteria for awarding the educational and scientific degree "doctor" /ZRAS, art. 6, paragraph 2 and paragraph 3/.**

The stated results of the study dedicated to "**In possibilities for refinement on management on design teams in the industrial ones enterprises**" provide sufficient grounds for a **HIGH ASSESSMENT** of the doctoral student's scientific potential and opportunities for research activity.

All this allows me to vote **POSITIVE with conviction** for awarding **Boyan Dimitrov Vranchev** the scientific and educational degree "Doctor" in the doctoral program "Economics and Management (Industry)" in professional direction 3.8. "Economy".

19.02.2024.
Plovdiv city

Reviewer:

/ Prof. V. Nikolova-Aleksieva, PhD /