

O P I N I O N

by Assoc. Prof. Dr. Ilian Ivanov Minkov from UE-Varna, professional field 3.8. Economics, scientific specialty 05.02.18 Economics and management (Industry), member of the scientific jury by order No. 1191/15.12.2023 of the Rector of the Academy of Economics "D. A. Tsenov" – Svishtov

on the dissertation "Possibilities for improving the management of project teams in industrial enterprises" for acquiring of educational and scientific degree "Doctor", in doctoral program "Economics and Management (Industry)" with author Boyan Dimitrov Vranchev

I. General presentation of the dissertation

The dissertation has a total volume of 208 pages and is structured in an introduction (8 pages), three chapters (162 pages), a conclusion (6 pages), a list of the literature used, including a total of 168 sources (incl. 15 online sources) and 2 appendices with a volume of 13 pages.

The subject of research are the possibilities for improving the management of project teams in industrial enterprises. I believe that the subject is extremely current, because in modern conditions, project work creates great opportunities for business organizations to develop new products, implement new technologies, digitize operations, etc. In this sense, the proposals made in the dissertation have significant potential for application in practice and improvement of project management in Bulgarian industrial enterprises.

II. Assessment of the form and content of the dissertation

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 formation within 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 implies a significant research interest in the subject, focusing the efforts of many Bulgarian and foreign scientists on various aspects of project management. However, the studies 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.

The problems in the management of the teams implementing projects are even more clearly visible in industrial enterprises, given the specifics of their activity, their different sizes, the investment orientation of the projects, etc. This provoked the interest of the doctoral student to focus on identifying opportunities to improve the management of project teams in these enterprises. The combination of the subject and the object of research presupposes the purpose and tasks of the dissertation, which, in my opinion, are correctly formulated. One research thesis and three hypotheses were raised, for the proof of which appropriate research methods and tools were used, and the presentation style was at the required scientific level. The author demonstrates a high theoretical background on the subject, referring to modern, mostly foreign literary sources, which allows him to present his scientific positions in a reasoned manner.

The defined research tasks in the dissertation are realized by the doctoral student within the framework of a logically sustained and properly arranged presentation, structured in three chapters.

In Chapter one, the theoretical foundations of project team management are discussed in detail. Questions about the nature of the project and the types of projects, teams and their development stages, features and phases of project management, team effectiveness models, etc. are discussed in detail. A positive impression in this chapter is made by the doctoral student's ability to systematize the positions of the authors, analyze different concepts and derive his own position on the discussed issues.

The second chapter continues the theoretical review, with the focus of attention falling on the statements on improving the management of project teams. A number of theoretical contributions of the doctoral student can be identified in this chapter, the most significant in my opinion being the classification of team member profiles and the proposed models for improving the management of project teams. A very good impression is made here by the author's desire to take a position in the theoretical debate on the clarification of the concepts of "effectiveness" and "efficiency" (pp. 88 - 89), and also to outline the substantive differences between the constructions "project portfolio management" and "multi-project management".

In the third chapter, the actual research was carried out and the main scientific and applied contributions in the dissertation 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 student a reason to conclude that the research thesis has been proven and the hypotheses have been confirmed.

I believe that the dissertation is original scientific research and is the author's personal work. The abstract is in a volume of 59 pages, fully and accurately reflecting the content, obtained results and contributions in the dissertation. The main moments of it find publicity in 5 scientific publications, of which 1 study (in co-authorship), 2 independent articles and 2 independent scientific reports. In this way, the doctoral student fulfills the minimum national requirements for acquiring the educational and scientific degree "Doctor", by collecting 43,75 points according to the indicators from group G and exceeding the required minimum of 30 points.

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

The statement of contributions presented in the abstract accurately and correctly reflects the main achievements of the doctoral student in the overall research, which gives me a reason to confirm the specified contributions. The contributions have a scientific and scientific-applied nature and I believe that they further develop the theoretical statements in the field of team management, and in particular of project teams. I have allowed myself to systematize them in a slightly more synthesized form, reduced to:

First, the theoretical knowledge regarding project teams has been enriched, including classifying team member profiles and outlining opportunities to improve their management.

Second, two original models have been developed to improve 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.

Third, 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.

Fourth, on the basis of the diagnosed weaknesses, recommendations are formulated to overcome them, systematized by separate problem areas.

IV. Dissertation questions and notes.

The dissertation was developed at a high scientific level, with a very good presentation style. Nevertheless, some critical remarks can be addressed to the doctoral student, as well as questions that can be discussed:

1. I believe that some of the problems identified in paragraph 3 of the Third Chapter have a high degree of duplication, which also leads to the repetition of the related recommendations (for example, problems 13 and 14, 11 and 23, 20 and 21).

2. Certain recommendations are too wishful thinking, and some of them are practically difficult to implement (for example, the recommendations on problems 24, 26 and 27).

3. The cited Bulgarian sources on the topic of the dissertation are mostly by authors from the SA "DA Tsenov", while the studies and publications of a number of authoritative Bulgarian researchers, correctly indicated in the introduction of the dissertation, have been neglected.

4. According to the doctoral student, do there exist differences in the problems of managing project teams depending on the sectoral affiliation of the enterprises? If so, what are they caused by?

5. Can a relationship be drawn between the preferred authoritarian management style of project managers (p. 156, fig. 33) and the revealed problems in terms of communication, feedback and motivation in teams? On a related note, is it possible for an authoritarian leader to be a leader?

V. Summary evaluation of the thesis and conclusion.

The dissertation of doctoral student Boyan Dimitrov Vranchev is a complete independent scientific research dedicated to a clearly defined, significant and topical scientific and applied problem. The set aim and tasks of the research have been successfully fulfilled, as a result of which results of scientific and applied character have been achieved.

The dissertation fully complies with the requirements of the Law on Research and Development, the Law on Research and Development and the internal normative documents of the SA "D. A. D. Svishtov for the award of the educational and scientific degree "Doctor".

With full conviction I give **a positive evaluation to the dissertation** "Opportunities for improving the management of project teams in industrial enterprises" and I recommend to the distinguished members of the Scientific Jury to award to doctoral candidate Boyan Dimitrov Vranchev the doctoral degree in professional field 3.8. Economics, doctoral programme "Economics and Management (Industry)".

19.02.2024
Varna

The opinion is prepared by:

(Assoc. Prof. Il. Minkov)