



**D.A. TSENOV ACADEMY OF ECONOMICS - SVISHTOV**  
**DEPARTMENT OF STRATEGY PLANNING**

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## **THESIS STATEMENT**

on the dissertation for the award of the educational and scientific doctoral degree in the doctoral program "Organization and Management outside the sphere of tangible production (Public Administration)" in the D.A. Tsenov Academy of Economics – Svishtov

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**The person prepared the statement:** Assoc. Prof. Evelina Bozhidarova Parashkevova-Velikova, PhD, D.A. Tsenov Academy of Economics, Department of Strategy Planning

**Dissertation topic:** „Management of media communications for the formation of public opinion in the Republic of North Macedonia“

**Author:** Magdalena Slave Andonovska

**Academic supervisors:** Prof. Lalka Borisova, PhD, Assoc. Prof. Mihail Chipriyanov, PhD

**Basis for the statement:** Order No. 239/08.03.2023 of the Rector of the D.A. Tsenov Academy of Economics for confirmation of the composition of the Scientific jury for the open procedure for public defense of a thesis.

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### **I. Overview of the thesis**

The basis for drawing up the thesis statement is the Order No 239/08.03.2023 confirming the composition of the Scientific Jury for the open procedure for the public protection of a dissertation on the topic "Management of media communications for the formation of public opinion in the Republic of North Macedonia" with author Magdalena Slave Andonovska, for the acquisition of the educational and scientific doctoral degree in the professional field 3.7. Administration and Management, Subject "Organization and Management outside the sphere of

tangible production (Public Administration)". The documents submitted during the procedure show that the doctoral candidate has the necessary knowledge and skills, both on the specific topic and for conducting independent scientific research and disseminating the results among the scientific community.

The thesis statement was developed taking into account the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria - ZRASRB, the Regulations for the Implementation of the ZRASRB and the Regulations for the Development of the Academic Staff at the D.A. Tsenov Academy of Economics - Svishtov.

The influence of the media on socio-economic and political life largely predetermines the relevance of thesis development as a problem. As an active participant in the communication process, it is important that the media be properly managed and regulated. This statement is reflected in the **aim** of the proposed thesis, which directed to identify aspects of information modelling and the impact of overall media communication on public opinion, and of course assess how this affects individual citizens. What is the harm or benefit to society, to citizens or to the various other parties to the process? The aim is consistent with the author's intention to propose measures and mechanisms for change and development, combined with a better regulatory system.

The **object** of the dissertation research is the media in the Republic of North Macedonia (RNM), and the subject - the management of communications with the media for the formation of public opinion in the country. They are embodied in **three main tasks**, which largely shape the contributing moments of the research and support the **research thesis** defined by the author, namely that institutionally supported and scientifically based management of the media and media communications is a key condition for the formation of public opinion, for the credibility and truth of media publications in the RNM and supported by a strategic approach becomes a factor of stability in future accession and full integration into the EU. In addition, three sub-theses are defined that provide clarity regarding the author's research pursuits.

The present thesis includes 240 pages, of which 210 pages are main text, 7 pages are literary sources and 23 pages are appendices. The bibliography lists 117 sources. The work is visualized with 22 figures and 47 tables. There is a proportionality between the volumes of the different chapters.

## **II. Assessment of the form and content of the thesis**

Structurally, the thesis includes an introduction, three chapters and a conclusion, which provide the logical construction of the work.

The **introduction** is comprehensive and contains the main elements for scientific research - justification of relevance, object, subject, goal, thesis, tasks.



**The first chapter** interprets the known theoretical determinants of communication in a media environment. The role of media communications in the development of society is clarified, the main determinants of media are outlined, with particular attention to media pluralism and the specificities of internet communications and social media, and important issues related to the formation of public opinion are emphasised. Emphasis is also placed on the standards of media work in the RNM, with the results of a benchmarking study of good practice presented. It also reviewed existing principles and instruments governing freedom of expression.

**The second chapter** examines the media management process in the RNM. An in-depth study of the organization and management of the media is presented, including of their functions, tools for regulation and self-regulation. Key dimensions and concepts in the context of the media management process are examined, with an emphasis on the media organization as an object of management. An interesting overview of media as business units is given and basic models for value creation in media organizations are presented. An extensive analysis of the commitments of public and public organizations, which have functions of regulation and management of the media environment in the RNM, has been made.

**The third chapter** contains the results of the empirical study of the influence of media communications on the formation of public opinion in the RNM. The research methodology is presented in detail. An appropriate set of methods and techniques for data analysis and visualization shall be used. Key moments for successful media communications are defined. The strategic initiatives are outlined on the basis of a proposed concept for the development of media communications in the RNM.

The empirical study carried out is presented in detail, with detailed methodology, including a method of collection of answers by means of an open-ended and closed-ended questionnaire, the structure of the 40 respondents formed by random non-repetitive selection. The focus of the study is to examine the specifics of work and practices in the development of program content, aspects of external pressure on the media, managerial and editorial approaches used, outline current problems of defending freedom of expression and meeting the public interest, as well as other democratic values. The data collected are processed with a statistical analysis software product - SPSS® Statistics. The analysis was carried out using one-dimensional and two-dimensional distributions (cross tables). Conclusions are defined and guidelines are outlined.

**The conclusion** provides an overview of the main conclusions and assertions drawn in the individual chapters of the dissertation, with a logical link between them. The author's research thesis stated in the introduction of the dissertation is thus supported.

A positive impression of the work is made by the reviews made in the separate chapters, which are organized into important summaries. They provide additional clarity and information on the interpreted topic, complementing the author's findings and defined statements.



The thesis has a multidisciplinary and interdisciplinary character. It examines various aspects of the activity of a media - legal, financial, organizational-administrative, marketing, communication, ethical. In this way, the overall functioning of the media in the PNM, which are subject to regulations, both normative and institutional, is clarified. The question of the influence of the media on the formation of public opinion is clearly raised, and in this context media freedom is considered as an essential condition for achieving transparency and good information. The prospects for the media are outlined and strategic guidelines are outlined to increase public trust in them, make them more competitive, and hence more independent.

The submitted thesis summary of 35 pages, which in terms of structure and content contains information that correctly reflects the dissertation work and the contributions made.

The publication reference shows that the doctoral candidate has published a study and three articles, one of which in a publication indexed in world scientific databases.

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

In the Reference for Scientific Contributions, three contributions are outlined, which are correctly formulated and reflect the actual achievements of the doctoral student and are sufficient to acquire the doctoral degree. I accept the scientific contributions thus indicated.

### **IV. Questions on the thesis**

I have no questions about the dissertation work, as such are currently clarified in the training process of the doctoral student within the Department of Strategic Planning at the D.A. Tsenov Academy of Economics.

I recommend Magdalena Andonovska to further study the topic in the future, improve it and publish the results in the form of a monograph. The relevance of the topic suggests a scientific and public interest to which such a thematic monograph can contribute.

### **V. Summary assessment of the thesis and conclusion**

The submitted thesis entitled **Management of Media Communications for the Formation of Public Opinion in the Republic of North Macedonia** has the characteristics of independent scientific research with contributing points. In terms of structure and content, I consider that it covers the requirements for a dissertation, as well as the requirements of the ZRASRB, the regulations for its application and the Regulations for the Development of Academic Staff at the D.A. Tsenov Academy of Economics. The material is characterized by completeness, logical coherence, clearly defined premises, in-depth theoretical and empirical research, the author's view on a topic relevant to society and science.

This gives me reason to give a *positive assessment and I propose to the Scientific jury to award Magdalena Slava Andonovska the educational and scientific doctoral degree in the Professional field 3.7. Administration and Management, Scientific specialty „Organization and management outside the sphere of material production (Public Administration)“.*

10.04.2023

The Statement was prepared by: ....

(Assoc. Prof. Evelina Parashkevova-Velikova, PhD)