

# **STANDPOINT**

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Regarding doctoral dissertation for obtaining educational and scientific degree “doctor” in professional field 3.7. Administration and management, doctoral program „Business administration“

Topic of the dissertation: „ORGANIZATIONAL CAPACITY FOR CHANGE, ADAPTABILITY AND ORGANIZATIONAL PERFORMANCE”

Author: Irena Borisova Mladenova

Scientific consultant: Assoc. prof. dr. Olympia Velichkova-Vedar

Grounds for the review: Order RD 38-629/30.11.2022 of the Rector of Sofia University “St. Kliment Ohridski”.

## **I. General overview and relevance of the doctoral dissertation**

The presented for reviewing doctoral dissertation is dedicated to the topic of organizational adaptability and organizational capacity for change of Bulgarian organizations. This is a significant problem for management theory and practice, which was not investigated thoroughly and systematically in the countries in Eastern Europe. The doctoral dissertation is an attempt to fill in this gap in the scientific literature.

The doctoral dissertation contains an introduction, two chapters, conclusions, references, and six appendices with total size of 189 pages. The author has cited 174 references in Bulgarian and English. The text of the dissertation includes 30 figures and 39 tables.

## **II. Content of the doctoral dissertation and evaluation of the of the research and applied scientific contributions.**

In the introduction the author presents the scientific relevance and significance of the topic, research subject, research objects, research aims, research tasks, and research thesis. Special attention is placed on the scope of the existing research on the studied topic. The defined subject and object of the study are directly related to the research aim. The structure of the dissertation corresponds to the formulated research tasks and is well balanced.

In the first chapter of the doctoral dissertation the author presents a literature review in the field of organizational adaptability and organizational capacity for change. The approach organizational development is described, and different theories and concepts used in the scientific research in the field of organizational development. A review of the definitions and dimensions of the concept of organizational capacity for change is presented. The critical literature review on the topic of the doctoral dissertation is thorough and wide-scope and contributes to the formulation of several theoretical generalizations about organizational adaptability and organizational capacity for change. The author identifies 11 factors for organizational capacity for change and formulates 2 hypotheses about the effects of these factors on organizational adaptability and organizational results. The presented hypotheses are well grounded in the presented critical analysis of the scientific literature on the topic.

The second chapter is dedicated to the analysis of the empirical results of the study. The author presents the model and the indicators of the study. The approbation of the questionnaire, the data collection and the characteristics of the sample are described in detail. A special attention is devoted to the applicability of the identified statistical analyses. Factor analysis and regression analysis are conducted on the dataset. The empirical findings are comprehensively discussed. The author outlines the limitations of the study and applicability of the empirical results.

The summary of the results, the main contributions, the limitations of the study and the recommendations for future research are presented in the conclusions. The research aim and research tasks are achieved in the doctoral dissertation. The achieved results describe

realistically the role of the organizational capacity for change for organizational adaptability and organizational results of Bulgarian organizations.

### **III. Contributions, abstract of the dissertation and publications on the topic of the dissertation.**

The presented reference correctly describes the main contributions of the doctoral dissertation. The formulated five contributions are based on the scientific results in the dissertation and are a personal achievement of the doctoral student. The most important contributions of the author are the creation of a research instrument for assessment of organizational capacity for change and explaining the role of organizational capacity for change for organizational adaptability and organizational results. The abstract of the dissertation contains 46 pages. It is formatted according to the requirements and its content presents correctly the content and the contributions of the dissertations. The presented three publications on the topic of the dissertation are dedicated to the main results and contributions of the study and fulfill the minimal requirement for publication activity.

### **IV. Critical remarks and recommendations**

All my critical remarks to the previous version of the dissertation have been considered by the author. A further edition of the text can help to remove some inaccuracies in the text. For example, on pages 73 and 75 the author states different number of indicators used to measure the dependent variable organizational results. I recommend to the author to continue to publish results of the dissertation in international scientific journals indexed in the scientific databases Web of Science and Scopus.

### **V. Conclusions**

The reviewed doctoral dissertation is complete and thorough analysis of the organizational adaptability and organizational capacity for change of Bulgarian organizations, which

demonstrates the preparedness and abilities of the author to conduct independent scientific research. The doctoral dissertation fulfills the requirements for obtaining educational and scientific degree “doctor” in the Law for the development of academic staff in the Republic of Bulgaria, the Regulations for its application, and the Regulations for the conditions and the order for receiving scientific degrees and obtaining academic positions of Sofia University “St. Kliment Ohridski”. **I recommend to the distinguished members of the Scientific Jury to vote for awarding the educational and scientific degree “doctor” in professional field 3.7. Administration and management, doctoral program „Business administration“ to Ms. Irena Borisova Mladenova.**

Signature: .....

/prof. dr. of sciences Desislava Yordanova /

25.01.2023

Sofia