

STATEMENT

on his dissertation for the award of the educational and scientific degree "Doctor",

3.7. Administration and Management

Theme: Organisational capacity for change, organisational adaptability and organisational performance

Doctoral student: Irena Borisova Mladenova

Scientific supervisor: Assoc. Prof. Dr. Olympia Velichkova-Vedar

Associate Professor: Assoc. Prof., Yoana Pavlova, PhD

The actuality of the issues.

Relevance of the issues.

The dynamism of the modern world caused by continuous technological development, social, political and economic processes poses various challenges to organizations. Their ability to take adequate measures to deal with unforeseen situations is essential for their development. For this reason, the identification and study of the factors constituting organizational capacity for change and their interrelationship with adaptability and organizational performance is highly relevant.

Structure of the thesis.

The dissertation is 188 standard pages in length and is structured into an introduction; two chapters with their associated sections and subsections; a conclusion with conclusions and recommendations, references and appendices. The list of references includes 174 titles, of which 161 are in English.

Content Features.

The introduction of the dissertation consistently and logically sets out the main propositions outlining the relevance of the research problem. The aim, object, subject, tasks and hypotheses of the research are formulated in detail, competently and correctly, which is a sign of a professional research approach.

In the first chapter of the dissertation a thorough theoretical study and critical analysis of numerous current literature sources is carried out, which enables the PhD student to reach significant conclusions and generalizations for the empirical study. The basic concepts and theories of organizational change are introduced and explained. Research on organizational ambidexterity, resource-based theory, and dynamic organizational capability is analyzed and summarized. The doctoral student has proposed a concept of organizational change and based on the literature review has identified 11 factors that are involved in organizational change capacity.

Chapter two of the dissertation presents two models for examining organizational capacity for change. The study was conducted using an online questionnaire containing 50 indicators that assessed the factors and outcomes included. The PhD student has justified the

use of a quantitative method to explore organisational capacity for change by making some adaptations to the statements in the assessment indicators for the purposes of her research.

Results are correctly statistically processed and important conclusions and recommendations are drawn. The study shows the relationship of the factors of leadership, organizational flexibility and previous experience with change as significant for organizational adaptability. Organizational adaptability also depends on the size of the organization and the origin of ownership.

The value of the study lies in the formulation of guidelines for assessing and developing organizational capacity for change.

Very good impression is made by the convincingly expressed personal position of the doctoral student, defended with appropriate references, logical reasoning and conclusions. The analyses, reflections and summaries after each section betray an excellent knowledge of both the topic and the ability to work with statistical data and their analysis.

Contributions of the thesis

The dissertation is distinguished by a clear structure and logical exposition that summarizes the main literature sources.

It proposes a definition of organizational capacity for change and identifies factors that influence the capacity of organizations to implement change.

An author's tool for assessing the capacity for change is proposed and a study is conducted presenting the level of organizational capacity among Bulgarian organizations with different profiles.

Conclusion:

In the dissertation work presented by Irena Mladenova a number of significant results of scientific and scientifically applied nature have been obtained. I consider that it meets the requirements for the scientific and educational degree "PhD" and is in compliance with the Law on the Development of Academic Staff in the Republic of Bulgaria (LADRB), the Regulations for the Application of the LADRB and the Regulations of the Sofia University "St. This gives me grounds to propose to the Scientific Jury to award Irena Mladenova the scientific and educational degree of Doctor in the professional field 3.7 Administration and Management.

Date:

14.01.2023

jury Member:

Assoc. Prof. Dr. Yoana Pavlova