



STATEMENT

Statement written by **Associate Professor Desislava Borislavova Serafimova, Ph.D.**, Department of Management and Administration, Faculty of Management, University of Economics – Varna, Bulgaria, 77 Knyaz Boris Blvd, e-mail: serafimova_d@ue-varna.bg

Regarding: dissertation work for obtaining a scientific-educational degree "Doctor" in professional field 3.7 Administration and management

Grounds for preparing the statement: participation in a scientific jury for the defense of a dissertation according to the order of the Rector of Sofia University "St. Kliment Ohridski" № RD 38-629/30.11.2022.

Author of the dissertation: Irena Borisova Mladenova, PhD candidate at the Faculty of Economics and Business of the University of St. Kliment Ohridski"

Dissertation topic: ORGANIZATIONAL CAPACITY FOR CHANGE, ADAPTABILITY AND ORGANIZATIONAL PERFORMANCE

I. General presentation of the dissertation work

1.1. Subject

The relevance of the thesis and the under-researched issues in it are argued very well, justifying the subject of the study - the factors that make up the organizational capacity for change and their interrelationship with adaptability and organizational performance. The purpose of the dissertation work is clearly formulated, the object of the research is specified. The formulated thesis and two hypotheses are logically linked and are presented in two research models constructed by the author.

1.2. Content

The dissertation is 188 pages long, of which 23 pages are appendices. It contains an introduction, two chapters, a conclusion, a bibliography and appendices.

1.3. Structure

The text is presented in the format of a monographic manuscript, and the structural balance and logical sequence between its parts are divided. The first chapter presents the concepts of organizational change, considered in the context of the concept of organizational development, linked to resource theory, dynamic capabilities and organizational ambidexterity. Special attention is given to understandings of organizational capacity for change and the factors that influence it. In the second chapter, the research methodology is justified, and the study results of the factors influencing the capacity and their relationship with the adaptability and organizational

results of Bulgarian organizations are interpreted. The results and conclusions are described in the last part of the dissertation.

1.4. Literature

The bibliographic reference contains 174 literary sources, of which 161 are in English and 13 in Bulgarian.

1.5. Appendices

6 appendices present the questionnaire of the empirical study and statistical data characterizing the sample and the proof of hypotheses

II. Assessment of the form and content of the dissertation

2.1. Assessment of the relevance and development of research in the scientific problem of the dissertation.

The degree of investigation of the problem in a theoretical and pragmatic aspect is well presented and characterized chronologically. The relevance is presented undeniably. Focus is placed on exploring assessment tools and dimensions of organizational capacity for change. 11 factors that make up organizational capacity for change are derived, and their impact on adaptability and organizational performance is explored. The role of adaptability for organizations to cope with changes in a dynamic environment is examined, and it is presented as one of the two sets of activities that make up organizational ambidexterity.

2.2. Assessment of the language, volume and instrumentation of the dissertation work

A very good writing style is demonstrated, with a well-chosen and purposefully interpreted theoretical foundation. Literary sources of considerable volume and quality were processed, and scientific good faith was demonstrated by correctly quoting foreign concepts. The dissertation student has the skills to express justified critical opinions on the researched issues. Based on his theoretical knowledge and his own experience, she formulates problems and draws conclusions and generalizations on the researched topic. Established research approaches and methods and appropriate tools for gathering information and testing research hypotheses were used. Appropriate statistical analyses were applied, and their information was interpreted correctly and purposefully.

Based on this, I consider that the doctoral student has successfully demonstrated her skills in conducting and correctly presenting the results of her own research, making generalizations and arguing for practical recommendations.

2.3. Evaluation of the abstract

The abstract meets the requirements for structure and content, being 46 pages in total. Precisely presents the dissertation work in a synthesized form, and the most important results of the research, incl. achieved contributions. It lists 4 publications related to the subject of the dissertation work, developed independently.

III. Scientific and applied contributions of the dissertation work

I accept the contributions made by the PhD student. According to my personal judgment, the proposed author's tool for assessing the capacity for change can be evaluated as the most significant scientific applied contribution. I would also highlight the benefit of the conducted author's research, outlining a momentary picture of the level of organizational capacity for change among Bulgarian organizations with different sectoral and demographic profiles. Of great

practical value are the identified most important factors affecting adaptability and organizational performance, as well as formulated guidelines for developing organizational capacity for change

IV. Notes and questions to the PhD student

Regarding the content, technical layout and presentation of the dissertation work, I could not make significant critical comments. It is noteworthy, however, that in the list of literature from 174 sources, only 13 are in Bulgarian (with 2 presenting data from the Ministry of Finance and the National Institute of Statistics). The development would benefit if the studies of more Bulgarian scientists were covered, through which the analysis of the organizational capacity for change among Bulgarian organizations would be more complete and in-depth.

I have the following **questions**:

1. On p.139, it is argued that "ambidexterity can be achieved by creating a context that encourages individuals to make their judgments about allocating their time between conflicting tasks of synchronization and adaptation". Comment in more detail on this statement and clarify what techniques can be used to create the specified context in Bulgarian organizations.

2. It is concluded that "identifying factors that influence organizational ambidexterity is still at an early stage, and endogenous ones need to be examined more thoroughly" (p. 139). Elaborate on the meaning and significance of 'endogenous factors' in this context.

V. Summary evaluation of the dissertation work and conclusion

Based on the above, I believe that the work presented on the topic " ORGANIZATIONAL CAPACITY FOR CHANGE, ADAPTABILITY AND ORGANIZATIONAL PERFORMANCE" represents a completed scientific study and meets all legal requirements and the relevant Regulations of Sofia University "St. Kliment Ohridski".

The author demonstrates skills in conducting independent research work at an excellent theoretical and practical level, using traditional and modern scientific methods. The proposed dissertation contains scientific and scientific-applied contributions.

The presented arguments give me reason with full conviction to propose to the members of the respected scientific jury to award the educational and scientific degree "doctor" to the doctoral student Irena Borisova Mladenova in the field of higher education: 3.7 Administration and management.

25.01.2023
Varna

Statement prepared by:
(assoc. prof. D. Serafimova, PhD)