



OPINION

By: *Prof. Dr. Tsvetana Aleksandrova Stoyanova - Department of "Management", UNSS - Sofia, scientific specialty "Social Management", professional direction 3.7. Administration and Management*

Subject: dissertation work for the award of an educational and scientific degree "**doctor**" field of higher education 3. Social, economic and legal sciences, by professional direction 3.7. Administration and Management (Business Administration)

Reason for presenting the opinion : participation in the composition of the scientific jury for the defense of the dissertation according to Order No. 240/03.11.2023 of the Rector of the Ministry of Education and Culture.

Author of the dissertation : *Militsa Nebojsa Milenkovich*

Dissertation topic : The role of intercultural communication in the management and development of modern business organizations

1. Information about the PhD student

Militsa Milenkovic is a doctoral student in an independent form of study at the International Business School, according to Order No. 243/30.11. 2021 of the Rector of MVBU. The PhD student has a bachelor's degree in "Business Economics, Accounting and Auditing" from the Singidonum University , Niš branch from 2019 and a master's degree in Engineering Management, module "International Project Management" from 2021. Her professional path is connected with the company " Ojinka " , as already after completing her secondary education, she was appointed as a business administrator, and in 2019 she was promoted to the position of financial director with the main duties of business organization, management, planning and presentation of financial statements. There are numerous certificates from participation in trainings and seminars.

2. General characteristics of the presented dissertation work

The dissertation has a volume of 245 pages and consists of an introduction, an exposition in three chapters, a conclusion, references and appendices .

The presented bibliography contains 217 sources , of which 14 are in Cyrillic and 203 are in Latin. The dissertation work includes 42 tables and 18 figures.

The presented dissertation work is dedicated to a significant and current problem for the development of business organizations, namely their intercultural communications. As many companies today move towards an increasingly global presence, the importance and impact of intercultural differences is growing. Managing these differences is also important for achieving the competitive advantage that modern organizations need. The topicality of the issue under consideration is also determined by the growing need for organizations to hire more and more diverse employees in order to meet the increasingly rapidly changing demands of the external environment and the market. And this can be done through the use of various modern approaches to communication in a multicultural environment.

The topicality of the topic stems from the fact that for the successful management of business organizations, employees need certain levels of intercultural communication competence, which can be improved and perfected in order to overcome cultural distances and barriers and the successful functioning of organizations in conditions of intercultural interaction.

From the point of view of the qualities of the work, one can highlight the good theoretical basis of the considered problems, the correctly formulated object, subject of the research, doctoral thesis and hypotheses. The developed methodology successfully combines approaches and tools and supports its approbation.

In terms of structure. The relevance of the topic is justified in the introduction. The purpose of the research is formulated, which is specified in 3

research tasks. The object and subject of the research are correctly defined. The limitations are indicated and the author's thesis and hypotheses are substantiated.

The first chapter of the dissertation consists of 6 paragraphs. In the first paragraph, the terminological features are outlined and the main concepts are defined, including through the author's definitions. It is argued that intercultural differences provide an opportunity to generate creative ideas that lead to better solutions to the problems that have arisen. In the second paragraph, a distinction is made between "intercultural communication" and "intercultural communication". The main characteristics are analyzed and the importance of intercultural communication competence for more effective communication is derived. In the third paragraph, the main approaches to the study of intercultural communications are presented - social, interpretive, critical and dialectical. A fourth paragraph explores the relationship between cultural identities and intercultural communication. In the fifth and sixth paragraphs, cultural profiling is presented in the context of intercultural communication and the role of the leader for the success of companies in conditions of globalization is indicated. The chapter ends with conclusions and summaries, which gives a complete character to this part of the development.

I can summarize that the doctoral student knows well the state of the problem and analytically and creatively evaluates and interprets the overview-informational material.

The second chapter entitled "Intercultural communication in the management of organizations" consists of 6 paragraphs and has a methodological focus. I appreciate the 5th paragraph the most, in which numerous studies of intercultural communication competence from 1976 to the present are analyzed.

In the third chapter, a study was carried out among 129 employees of different companies working with culturally different representatives. The research was conducted using a survey method. The questions included in the survey analysis are oriented to the main research constructs: (1) significance of

intercultural communication for the management of organizations; engagement of modern organizations in communication interaction with people from different cultures; support in communications with representatives of different cultures by managers/leaders; omissions and deficits for organizations in their communication with representatives of different cultures; (2) the existence of interrelationships between the factors of intercultural communication competence and the components of intercultural sensitivity. After the analysis of the answers in the survey, justified conclusions were drawn and subsequent guidelines and recommendations were formulated for the improvement and improvement of intercultural communication competence in the management and development of organizations. I believe that the thesis and working hypotheses are protected in the dissertation research

The conclusion summarizes the main points of the dissertation work.

3. Scientific and scientific-applied achievements in the dissertation work

Based on what is presented in the dissertation, I accept the stated scientific and scientific-applied achievements in the dissertation and consider them to be the personal work of the doctoral student. In my opinion, they could be distinguished into those of a theoretical (the first) and of an applied nature (the other 3 contributions).

4. Other matters

An abstract with a volume of 41 pages is presented, which presents in a synthesized form the theoretical analysis and the scientific research carried out by the doctoral student and the results achieved from it. The abstract meets the requirements, complying with the rules for its structure and content.

The dissertation contains a list of 8 publications - 3 independent and 5 co-authored. They reflect moments of the researched problems in the dissertation,

both in theoretical and applied aspect. In terms of the quantity and quality of publications, the doctoral student exceeds many times the requirements.

I do not know the doctoral student and have no personal impressions of her work, but based on what I have read in the dissertation and the publications presented to it, I am satisfied with the demonstrated skills for analysis, synthesis and interpretation of the theoretical sources and the practical research done.

5. Critical notes to the content part of the dissertation, recommendations to the doctoral student

The topic of intercultural communications today is highly significant, current and interesting, but also rather difficult to analyze, given the different definitions of the concepts, the concepts of different theories and practices. Despite this specificity and difficulty, the doctoral student managed and presented a dissertation research that meets the requirements in terms of content and structure. In this regard, I have no critical remarks about it.

CONCLUSION:

In conclusion, it can be said that the dissertation is a complete, scientific study on a current topic and contains scientific contributions in the field of intercultural communication management . The PhD student knows and analyzes the literature on the subject, can formulate research problems, systematize classic and new theories and concepts, construct a research apparatus, conduct empirical research and justify proposals for improvement of existing practice. The above gives me grounds for a **positive** conclusion that the dissertation work entitled "The role of intercultural communication in the management and development of modern business organizations" corresponds to the requirements of ЗРАСРБ, the Regulations for its application and the Regulations for the conduct of competitions for the acquisition of scientific degrees and for holding academic positions at the MVBU, therefore I propose to the esteemed members of the scientific jury to vote **for** awarding the educational degree "Doctor" to *Militsa Nebojša Milenković* in

the field of higher education 3. Social, economic and legal sciences, professional
direction 3.7. Administration and Management (Business Administration).

Sofia, 05.01.2024

SIGNATURE:

(Prof. Dr. Tsvetana Stoyanova)