



Международно Висше Бизнес Училище
International Business School

REVIEW OPINION

Assoc. Prof. Ivan Andreev, Ph. D.

International Business School

Subject: public defence of a dissertation for the award of the Educational and scientific degree "Doctor" in the field of higher educational 3. Social, economic and legal sciences professional direction 3.7. Administration and Management, doctoral program Administration and Management (Business administration).

Author of the dissertation: Stefan Predrag Djordjevic, PhD student in an independent form of education in International Business School

The topic of the dissertation: The leadership role in managing project teams

Scientific supervisor: Assoc. Prof. Daryan Boykov, Ph. D.

Grounds for presenting the report: member of the Scientific Jury, according to Order № 61 of April 2, 2024 of the Rector of the International Business School

I. Information about the Ph.D. student

Stefan Predrag Djordjevic graduated from the Bachelor's Degree in Computer Science at the State University of Niš, then obtained the Master's Degree from the International Business School, majoring in Project Management. According to Order No. 130/06.07.2021 of the Rector of the International Business School, he is enrolled in an independent form of study in PN 3.7 Administration and Management, doctoral program "Administration and Management" (Business Administration). The professional career of PhD student Stefan Djordjevic is related to the development of software solutions through the management of project teams, which is the basis for the formation of sustainable research interests in the field of project management.

II. General characteristics of the dissertation work

The dissertation presented by PhD student Stefan Djordjevic on the topic "Leadership in managing project teams" is developed in a volume of 186 standard pages and structurally includes: an introduction, a main text systematized in three chapters, a conclusion, a list of the literature used and two separate appendices related to the empirical studies conducted. The content of the scientific research is appropriately visualized by means of 16 nos. tables, 13 pcs. graphics and 8 pcs. figures. The bibliographic reference includes 234 literary sources and information resources, of which 119 nos. are in Bulgarian and 100 pcs. in English and 15 pcs. references to Internet sites. The selected literary sources and the work with them confirm the deep awareness of the author on the selected issues and the possibilities to systematize, analyze and critically consider the theoretical concepts and opinions.

The relevance of the chosen issue for the dissertation research is determined by the importance of the role of the leader and the management style for the effectiveness of the activity in the management of project teams. The author's attention is directed to the search, argumentation and implementation of flexible, adaptive and innovative management solutions in the construction of "integrated management systems of project-oriented organizations". The title of the dissertation is precisely formulated. The object, subject, purpose, tasks, research thesis and working hypotheses of the study are clearly defined. The restrictive conditions are correctly presented in terms of content and topic. The scientific apparatus is appropriately chosen and the methodological framework of the research is rationally presented.

In accordance with established academic and scientific standards, the dissertation work, together with the author's abstract on it and the developed scientific publications on the topic are a finished product of independent scientific research.

III. Evaluation of the content of the dissertation

In terms of content, the development is distinguished by a solid theoretical foundation, critical-constructive analysis of scientific achievements and rational justification of own conclusions and results.

In chapter one, the emphasis is placed on researching the theoretical statements and conceptual concepts of the essence of project management, by presenting its distinctive characteristics and applicable approaches. The author's attention is focused on outlining the role and importance of approaches and mechanisms for effective project management. The position is argued that teamwork is a key factor for the successful implementation of any project. The formulations of the key concepts used in the dissertation (approach, principle, management method, project, team, teamwork, etc.) are rationally derived. Theoretical models for the rational design of project teams are presented. The fundamental criteria for evaluating the effectiveness of teamwork are

systematized. As a result of a thorough and constructive analysis of a portfolio of author's views, PhD student Stefan Djordjevic formed the theoretical basis of the dissertation research.

The content of the second chapter of the dissertation is aimed at revealing the essence of leadership in the formation, functioning and management of project teams. Different leadership theories are analyzed, and the main characteristics of successful leadership styles are outlined, leading among them are intelligence, initiative, confidence. In this context, the author justifies the need to adapt an appropriate management leadership style in the specific project team, with a view to providing opportunities to reveal the potential of each team member. At the end of the structural part, justified conclusions and conclusions on the considered problems are presented.

The conducted empirical studies and the implemented factorial analysis are the basis of the content of the third chapter of the dissertation. Participating respondents include 168 managers and members of project teams from different levels of management and responsibilities in organizations from a cross-border region - the city of Nis and the city of Sofia. PhD student Stefan Djordjevic applies Patrick Lencioni's teamwork test to assess and measure the leadership characteristics-teamwork effectiveness relationship. Based on the test, 120 participants were selected for the survey. The results of the empirical study are the basis for the conclusion that there are three main groups of effective organizational skills: Skills for organizing and evaluating the organization; Skills for emotional and volitional influence and Skills for organizing a team. The proposed model for factor analysis allows the author to derive the functional dependencies between managerial skills and the management level in the organization, outlining the framework of leadership behavior in the management of project teams.

In the conclusion of the dissertation, the results and summaries of the conducted research are systematically presented. The guidelines for deepening the scientific research in the considered area are presented.

IV. Evaluation of the received scientific and scientific-applied results

The realization of the research results substantiates the theoretical-conceptual and methodological content of the dissertation work. The author's views are defended with arguments, the applied research approach is original. I accept without reservations the formulated scientific and scientific-applied contributions, based on a thorough study of the content of the dissertation, which objectively reflect the achieved research results and enrich the theory of project management and outline the role of the leader in the management of project teams.

V. Evaluation of dissertation publications

Deposited under the defense procedure, 9 (nine) scientific publications (independent and co-authored), of which 5 (five) scientific articles and 4 (four) scientific reports are directly related to the topic and content of the dissertation work. They sufficiently publicly present the achievements of PhD student Stefan Djordjevic to the scientific community and interested parties.

The number and volume of the presented publications cover the minimum scientometric indicators for obtaining the educational and scientific degree "doctor" determined by the Law on the Development of the Academic Staff in the Republic of Bulgaria and the rules for its implementation.

VI. Evaluation of the autoreferat

The abstract has a volume of 45 standard pages. It objectively corresponds to the dissertation work and faithfully presents in a synthesized form the content structure, the main conclusions and the research results of the scientific study, and meets the established requirements for its development.

VII. Critical notes, recommendations, and questions

During the period of training in the doctoral program and discussions of the dissertation project, doctoral student Stefan Djordjevic conscientiously and responsibly corrected the content of the work in accordance with the guidelines and recommendations made both by me and by the members of the Academic and Scientific Council of the International Higher business school, which is why I don't have critical notes and questions. I allow myself to recommend the author to continue his scientific research in the direction of practical testing of a toolkit for evaluating the effectiveness of project management.

VIII. Summary conclusion

The dissertation work on the topic "The leadership role in the management of project teams" is a complete, independent scientific study containing scientific and practical-applied results and contributions. The development fully meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. Doctoral student Stefan Djordjevic demonstrates abilities to research, investigate and critically analyze scientific theories, concepts, systematize knowledge, conduct empirical studies and independently formulate conclusions, recommendations and solutions to the problems under consideration.

With this Opinion, I give a positive assessment of the qualities of the dissertation work and allow myself to unreservedly propose to the honorable members of the

Scientific Jury to vote for awarding the educational and scientific degree "doctor" to Stefan Predrag Djordjevic in the field of higher education 3. Social, economic and legal sciences, professional direction 3.7. Administration and Management, PhD program "Administration and Management" (Business Administration).

May 28, 2024

Prepared the opinion:

Assoc. Prof. Ivan Andreev, Ph. D.