

REVIEW

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Professional field: 3.7 Administration and Management

Industrial Management Department

Technical University of Sofia, Plovdiv branch

Regarding: competition for obtaining the academic position PhD in:

Field of higher education: 3. Social, economic, and legal sciences

Professional field: 3.7 Administration and Management

Author: **Lilia Nedkova Nedeva**

Dissertation topic: **Social Capital Management In Municipal Organizations (By
The Example Of Plovdiv Municipality)**

Scientific supervisor: **Prof. Dr. Petar Petrov**

Plovdiv

2026

1. Relevance and significance of the developed scientific problem

The sustainable development of municipalities is a significant topic for both society and business. It is at the local level that important social, political and economic problems clearly emerge. In the dynamic and rapidly developing economic environment, effective management of processes in municipalities can be a decisive factor in achieving sustainable development. The development of civil society, the regional economy, and the state of the population in Bulgaria depend on the effective capital management in municipal organizations.

The specificity of municipal organizations, distinguishing them from traditional ones, is embedded in their mission, related to carrying out social activities, which justifies the need for the presence of social capital. The significance of social capital in local government is based on the need to build social networks, norms, and trust, through which individuals connected in the social network can carry out their activities together to solve public problems. Social capital contributes to the quality of life of local populations by transforming social relationships into functional resources, leading to better social support, economic opportunities, and and collective problem-solving. In this regard, the considered issue related to the management of social capital is significant and relevant in scientific and applied aspects.

2. General characteristics and structure of the dissertation work

The dissertation contains: introduction, three chapters, conclusions, scientific contributions, scientific publications, bibliography and an appendix and covers 190 pages. The structure corresponds to the purpose and the tasks set to be solved. The bibliography contains 136 sources, including 76 in Bulgarian and 60 in English. The research results are illustrated through 13 tables and 12 figures. A number of modern scientific sources in Bulgarian and foreign languages are used, as well as normative acts of Bulgarian and European legislation, strategic and program documents, statistical data from the National Statistical Institute and territorial statistical bureaus - city of Plovdiv.

For the purposes of the research, the doctoral student uses scientific methods of literature analysis, comparative analysis, induction and deduction, systematic approach, survey, interview, and statistical methods.

The goal is well formulated, meaning it's clear, quantifiable, realistic, aligned with broader objectives. The tasks are precisely defined, each task has clear, specific details, steps,

resources, specific outputs, assigned responsibilities, defined resources, and measurable success criteria.

The main research thesis of the dissertation is that the development of social capital in the Municipality of Plovdiv is facing a number of problems that affect the established social ties between people, which is a prerequisite for its insufficient effectiveness and the inability to coordinate actions to achieve the desired goals.

The **first chapter** provides a literature review of the concepts of social capital. Based on an in-depth analysis of the various theories, views and definitions of the essence of social capital, the doctoral student manages to clarify the essence, features and components of the key concept for the dissertation project. The focus is on the specifics of social capital in municipal organizations. The importance of social capital during a crisis is substantiated.

The focus is on the specifics of social capital in municipal organizations – it operates through specific networks, norms, and trust mechanisms that facilitate cooperation between the local government, municipal enterprises, and the community. The importance of social capital during a crisis is well-founded.

The doctoral student has excellent theoretical background in the research topic, expressed in her knowledge of the concepts and theories of social capital. The comparative analysis she makes of the different definitions and the expressed author's position are evidence of her scientific and research skills.

The **second chapter** contains the methodology and methods of dissertation research. The tools used are indicated, as well as the procedure for conducting the study itself.

The **third chapter** analyzes the results of the research and the opportunities for improving the management of social capital in municipal organizations. Based on the analysis of the results obtained from the survey and in-depth interviews, opportunities for improving the management of social capital are formulated. The third chapter ends with conclusions that summarize the guidelines formulated by the doctoral student for improving the management of social capital.

To conclude this section, I summarize that it selects the exact quantitative and qualitative methods for conducting the study, analyzes the results and makes substantiated proposals for improving the management of social capital in the municipalities of Plovdiv, Maritsa, Rodopi and Asenovgrad. The doctoral student demonstrates the qualities of a scientific researcher, with which she manages to fulfill the purpose of the study.

3. Scientific and practical contributions and significance of the dissertation work

I accept the report of scientific and applied scientific contributions presented by the doctoral student. I highly appreciate the following:

scientific contribution:

1. A comparative analysis of the various theories, concepts, views and definitions has been developed and a clearly defined author's position on the essence, features and components of social capital has been expressed..

scientific and applied contributions:

1. A survey was conducted to establish the opinions of employees in municipalities and municipal organizations on significant issues that underlie the achievement of effective social capital management.
2. Possibilities for improving the management of social capital in municipal organizations are formulated.

4. Assessment of dissertation publications

In connection with the dissertation work, six independent articles have been published. It is necessary for the articles in the scientometric table to be listed according to the requirements: author, year, title, pages, ISBN, publisher, link. The indicated articles 1.2 and 1.3. do not have pages and ISBN.

5. Abstract

The presented autoabstract is 46 pages long and reflects the structure and content of the dissertation. It includes the main chapters, results of the research, conclusions, scientific contributions and a list of publications on the dissertation.

6. Critical remarks and recommendations

The recommendations made during the advance discussion have been removed by the doctoral student in the final version of the dissertation work. The remarks in no way diminish the value of the work.

1. The second chapter of the dissertation, „Methodology and Results of the Research“, is 10 pages long, of which the first two pages repeat elements of the introduction. It could be expanded with a description of the research methods used. The results of the study are presented in the third chapter.

2. In order to balance the structure of the dissertation (77:10:6), the theoretical part could be shortened and the second part supplemented with a detailed description of the research methods.

3. A more in-depth analysis of the results and conclusions aimed at social capital management should be carried out.

7. Recommendations for future use of the dissertation contributions and results

I recommend that the doctoral student make the results of the research public at various forums - seminars, round tables, trainings, with the participation of local government representatives, as well as publish the results of the dissertation in prestigious scientific journals with an impact factor in English.

CONCLUSION

The dissertation of Lilia Nedkova Nedeva proposed for defense, is in accordance with the norms of the Law on the Development of the Academic Staff in the Republic of Bulgaria (DASRBA), the Regulations for its Implementation and the Regulations of the Higher School of Security and Economics (HSSE).

The work represents a completed study with certain scientific and applied scientific results and meets the requirements for obtaining the educational and scientific degree "doctor".

Taking into account the achieved scientific and applied scientific results in the dissertation, the fulfillment of the national scientometric criteria and the successful scientific research activity of the doctoral student, I give my positive assessment of the dissertation on the topic Social Capital Management In Municipal Organizations (By The Example Of Plovdiv Municipality)

I propose that the esteemed scientific jury decide to award Lilia Nedkova Nedeva the educational and scientific degree "Doctor" in the field of higher education 3. Social, economic and legal sciences, professional field 3.7. Administration and management.

Plovdiv:
14.01. 2026

REVIEWER:
/ Prof. Dr. Toni Mihova /

