

OPINION

from Prof. Dr. Ivan Tenev Dimitrov, University "Prof. Dr. Asen Zlatarov" - Burgas

of the materials submitted for participation in a competition for the academic position "Associate Professor" in the Field of higher education - 3. Social, economic and legal sciences,
by Professional field - 3.7 Administration and management,
Specialty - "Management and development of the organization and human resources

In the competition for associate professor, announced in the State Gazette, issue 50 / 15.06.2021 and on the website of TU-Gabrovo for the needs of the Department of Management at the Faculty of Economics, as a candidate participates Ch. Assistant Professor Dr. Eng. Nelly Ivanova Nikolova.

1. Overview of the content and results in the presented works

The monograph "Entrepreneurship and Sustainable Organizational Development - Management Theoretical and Applied Aspects" includes an in-depth study of the most important and current results of research in the subject areas. The research conducted in existing organizations proves that modern management is aware of the need to change the organizational culture and professional development of managers in the direction of leading people and teams. A model for improvement of the human resources, perceived as a leading intangible asset of the organization, is proposed. The thesis is that the higher efficiency of the internal factors in the processes of adaptation and ensuring compliance with the external environment can be ensured by combining the constructive entrepreneurial ideas with theoretical concepts and models. The inclusion of parts of the monograph in the taught disciplines demonstrates skills for transferring the results of scientific research into the educational process.

The study "Transforming Model for Organizational Development through Improving Interpersonal Relationships" focuses on issues related to human resource management. Empirical studies have been used to substantiate a transformative social-adaptive model for improving interpersonal relationships in order to improve organizational development. The application of this model allows the creation of integrated forms of labor activity, stimulating the application of approaches and procedures for building human and organizational capacity for sustainable development of small and medium enterprises.

The articles and reports of the candidate in the competition are in the two thematic areas Management and Entrepreneurial Organizational Development and Human Resources Management.

The following more important results can be highlighted in the first area: The need for knowledge and application of flexible organizational forms of behavior that ensure sustainability, adaptability and competitiveness in the development of organizations is highlighted. The analysis of the features, advantages and disadvantages of the innovative organizational and management structures and internal entrepreneurship enables the management teams to choose and combine the most appropriate ones, taking into account the available organizational resources. Based on statistics and research results, the contribution of women entrepreneurs and the need to rethink women's leadership at various management levels has been proven. Problems and contradictions in the restructuring of organizations working with knowledge in Bulgaria have been identified and analyzed, and the need to activate the processes of learning and sharing knowledge to achieve better results has been taken into account. An exemplary framework for conducting an intelligence audit in an organizational environment is proposed, which contributes to the creation of a company mission and the development of competitive strategies for sustainable smart growth. The role and degree of digitalization in Bulgarian organizations was assessed. The methodical sequence for conducting the reengineering process is highlighted, on the basis of which the business processes of the organization, its ICT infrastructure and the coordination between the organizational units are improved. A matrix of priorities is proposed, which rethinks and clarifies the responsibilities with which the managers commit attention and time. A model for sustainable organizational development has been developed in the context of the concept of sustainable development and the strategies related to it in regional, national and global aspects.

In the second area, more important results are as follows: The need for more and more informed workers with computer knowledge and new knowledge to work with flexible production lines and digitized operational processes is justified. The role of knowledge is derived, which turns man into a basic, inexhaustible resource and strategic factor in the modern management and development of organizations. Specific requirements are formulated through described management mechanisms, techniques and models for the transformation of a

group of people into a team. The necessity of finding a balance of basic skills according to the defined requirements for team effectiveness and the described techniques and approaches for improving interpersonal relationships is substantiated. An approach is proposed for building a successful branding strategy, which improves the relationship of the individual with others. Based on surveys, motivation and motivational profile have been determined and it has been proven that the management and control of one's own emotions increase the professional suitability of the individual, and the ability to influence the attitudes of other members in the organization is a prerequisite for effective leadership. Creative motivational approaches to stimulate leadership skills to increase productivity, work activity, commitment and teamwork are summarized. Value characteristics for building engaged work teams with organizational goals by changing the thinking in a humanitarian direction and communication based on shared values between managers and subordinates are derived. Solutions have been proposed for overcoming the intergenerational conflict in the workplace, which negatively affects the sustainability and development of modern organizations.

The presented scientific results demonstrate the research capabilities of Dr. Ne-li Nikolova and her qualities to study and achieve results on current issues related to human resource management and organizational development.

2. General characteristics of the candidate's activity

2.1. Educational and pedagogical activity

Ch. Assistant Professor Dr. Eng. Nelly Nikolova leads classes in the disciplines: "Fundamentals of Management", "Human Resources Management", "Fundamentals of Project Management", "Project Management", "Entrepreneurship and Entrepreneurial Behavior", "Strategic Management", "Strategies for Human Resources Development", "Organization's culture", "Insurance and insurance", "Risk and insurance", "Investment risk and insurance", "Financial markets and intermediaries"..

The work with the students includes: management of graduates from the Master's and Bachelor's degrees - 45; review of diploma theses of students - 129; scientific guide of students with reports - 7.

From all this it can be concluded that the teaching activity of Ch. Assistant Professor Dr. Ne-Niko Nikolova fully corresponds to the scientific specialty of the announced competition for the academic position of "Associate Professor".

2.2. Scientific and scientific-applied activity

The candidate Ch. Assistant Professor Dr. Nelly Ivanova Nikolova presented for the competition 27 publications, including: one monograph; one studio; articles - 6, reports - 19.

Two of the publications are in English, referenced and indexed in world's databases of scientific information.

He is the author of three textbooks, two independent and two textbooks. 27 participations in national and international conferences held in the country and abroad, are indicated.

He has participated in 12 research and educational projects, two of which he is a leader.

2.3. Implementation activity

A motivational model for building a positive work atmosphere and effective interpersonal relationships has been implemented, which transforms the organizational behavior of qualified specialists into an innovative one in Alfrida Peev EOOD - Gabrovo.

3. Yields. Significance of contributions to science and practice

I accept as correctly described and defensible, the scientific and scientific-applied contributions, for which the candidate Ch. Assistant Professor Dr. Eng. Nelly Ivanova Nikolova is applying for this competition. The specific contributions in these aspects can be summarized as follows:

Scientific contributions:

- the theoretical formulations for organizational development are enriched on the basis of defined problems and strategic goals in the process of restructuring and technological changes;
- supplementing the process and content motivational theories in HRM with an algorithm for developing a transformative social-adaptive model for more effective interpersonal relationships;
- the motivational profile of the staff has been determined through a toolkit for diagnostics and complex assessment of the motivational environment in surveyed enterprises in the branch "Mechanical Engineering";
- derived methodology for creating a new motivational model for managing creative staff in order to establish the level of motivation and achieve intelligent organizational growth.

Scientific and applied contributions:

- developed and tested motivational model for attracting, developing and retaining talented human resources, as well as its adaptation for application in specific organizations;

- Modified methods for studying the role of the human factor in the management and communications in the organization are proposed;

- the relation "work motivation - organizational development" is studied.

The publications of Ch. Assistant Professor Dr. Nelly Nikolova also contain a number of applied results:

- A methodology for diagnostics of the company environment for reengineering is proposed;

- An algorithm for application of the transforming business model for management of human, innovation and organizational capacity in enterprises based on Industry 4.0 is proposed;

- the technological change and management of the transformed business processes has been realized through the construction of communicative teams and application of flexible organizational structures for fast and optimal adaptation;

- A balanced motivational model has been implemented in the human resources management of Alfrida Peev EOOD - Gabrovo.

4. Assessment of the personal contribution of the candidate

In the presented scientific works Dr. Eng. Nelly Nikolova is the only author. I consider that the submitted contributions are the personal work of the candidate. The personal contribution of the candidate is evident from the independent implementation of applied research and from the skilful transfer of scientific results in teaching practice.

5. Critical remarks and recommendations

No special critical remarks can be made about the scientific production submitted for the competition for associate professor. To the future research and applied activity of Ch. Assistant Professor Dr. Eng. Nelly Ivanova Nikolova the following most general recommendations can be made:

- To emphasize the conduct of empirical studies to establish the results of the application of modern concepts and practices in the field of human resources management and organizational development and to make recommendations for their adaptation to the practice of Bulgarian enterprises.

- To look for opportunities to expand its research and include them as part of international and national projects.

6. Personal impressions

I know Dr. Nelly Nikolova from her participation in scientific conferences. Impressive is the serious attitude towards the conducted scientific research and the depth of the scientific conclusions. The presentations of the reports show confidence and the presence of serious teaching experience.

7. Conclusion

The presented scientific production of the candidate Ch. Assistant Professor Dr. Eng. Nelly Ivanova Nikolova exceeds the minimum legal and additional scientific requirements of the Technical University - Gabrovo for the position of "Associate Professor". The established scientific and scientific-applied contributions in the presented scientific works and the accumulated solid academic experience allow me to give a convincingly positive assessment of the candidate for the academic position "Associate Professor".

Having in mind the above, I propose Ch. Assistant Professor Dr. Eng. Nelly Ivanova Nikolova to be elected "Associate Professor" in the field of higher education - 3. Social, economic and legal sciences, professional field 3.7 Administration and management, specialty "Management and development of organization and human resources"

21/10/2021

Member of the Scientific Jury: /signature/
/ Prof. Dr. Ivan Dimitrov /