

OPINION

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Subject: Competition for an **associate professor** in a **professional field 3.7. Administration and management, announced in SG No. 8 / 28.01.2022, with candidate Ch. Assistant Professor Dr. Mariya Aleksandrova Ivanova**

Grounds for presenting the opinion: participation in the composition of the Scientific Jury of the competition according to Order № 3-PK-151 / 01.03.2022 of the Rector of NBU and decision of the first meeting of the Scientific Jury of 11.04.2022.

The opinion has been prepared in accordance with the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria (RASRB), the Regulations for its implementation (PPZRASRB) and the Ordinance on the Development of Academic Staff at NBU. Structurally, the opinion consists of VI parts and a conclusion in accordance with the model for the preparation of an opinion for holding the academic position of "Associate Professor" at NBU.

I. Assessment of compliance with the minimum national requirements and the requirements of the New Bulgarian University

One candidate participates in the announced competition - Chief Assistant. Dr. Maria Alexandrova Ivanova. The submitted documentation for the competition meets the requirements of the Law for development of the academic staff in the Republic of Bulgaria (art. 2b) and the Regulations for its implementation (art. 1a, para 1), as well as the Ordinance for development of the academic staff in NBU 2, Edition 21 / 29.11.2021 in force from 23.12.2021).

From the provided by the candidate Chief Assistant. Dr. Mariya Aleksandrova Ivanova self-assessment report shows that it meets the necessary minimum requirements for scientific, teaching and research activities to hold the academic position of "Associate Professor", in accordance with PPZRASRB, as follows:

Part I: Minimum requirements to the scientific, teaching and / or artistic and creative activity of the candidates for the academic positions in professional fields, compliant with PPZRASRB (groups of indicators A-E) and the corresponding number of points above the required minimum: A 50 of 50 t., B 100 of 100 points, D 717.5 of 200 points, D 100 of 50 points and E 325 of O points - not required for associate professor.

Part II: Fulfillment of criteria and indicators for long-term certification for announcing a competition for a higher academic position, according to the current ordinance of the NBU - academic work, organizational and social work (groups of indicators G-I): G 150 of 50 points, H 120 of 70 points and 90 of 50 points.

The total number of points of the candidate (1652.5 points) on the evaluation indicators is significantly higher than the required minimum (570 points).

II. Research (creative) activity and results

Ch. Assistant Professor Dr. Mariya Ivanova participates in the competition for the academic position of "Associate Professor" in the professional field 3.7. Administration and management in the NBU with:

- one monograph (habilitation thesis);

- a book published on the basis of a defended dissertation;
- 5 studies, one of which was published in a referenced and indexed scientific journal;
- 48 articles and reports, of which 34 are independent publications; and 2 articles have been published in refereed and indexed editions.
- 7 participations in collective monographs (developed individual chapters and topics).

Two articles and one study by Chief Assistant Dr. M. Ivanova are published in scientific journals, referenced and indexed in world-famous databases of scientific information.

1. Evaluation of the monographic work, creative performances or other publications, corresponding in volume and integrity of the monographic work, including evaluation of the scientific and scientific-applied contributions of the author.

In the presented monograph on "Management of the employer brand in the XXI century - opportunities and limitations" Chief Assistant Dr. Maria Ivanova focuses on the management of the employer brand in order to effectively "sell" jobs and attract the best candidates for work. A successful relationship has been made with marketing tools in the context of manipulating the minds of large audiences, and the tolerance of relevant manipulation has been adequately researched and analyzed.

The specifics of the activities related to the management of the employer brand through the prism of the new dimensions arising from the introduction of digital technologies, changes in the values and attitudes of new generations, job seekers and societal changes caused by business globalization are identified. The results achieved by the author's research can be assessed as contributions of theoretical and practical nature.

The main scientific and applied contribution of the monographic work should be noted the analysis of the labor market situation and the role of the employer brand in a country like Bulgaria, which has its own specifics and therefore there are significant differences between the conditions offered by elite Bulgarian companies and organizations owned by large international corporations, on the other hand companies that do not have large financial resources but good management, and on the third hand small mostly family companies that are intuitively managed and offer pay and working conditions which have no motivating force.

Theoretically, the introduction of the term "generalized employer brand" can be considered as a contribution of the author, when a set of desired characteristics is attributed to a group of employers and this is transferred to each company that belongs to the category. The use of this phenomenon has a stronger effect among not very highly educated candidates for work with average emotional intelligence, who do not have a high economic culture and are more susceptible to general prejudices, for which there is not always real evidence. The monographic work of Ch. Assistant Professor Dr. Maria Ivanova is a current research with a certain practical focus, as the issue of the employer brand is intertwined in the complex set of activities for human resources management and reveals adequate opportunities to influence the motivation and commitment of people, as well as the attraction and retention of talent.

2. Evaluation of the contributions in the other attached publications (creative performances) made after the appointment of the academic position "Chief Assistant" or the academic position "Associate Professor" (for candidates for professor). It also includes an assessment of the peer review requirement.

The presented publications outside the habilitation work can be divided into two large groups.

The first group is related to the management of the employer brand (group D, indicator 7 - № 6, № 7, № 11, № 27). In this group of publications the emphasis is on the management of the employer brand. The systematized restrictions arising from the modern factors

influencing the employer brand can be defined as contributions; comparative analysis of good practices in the use of the employer brand to attract talent; the identified stages in the process of creating an employer brand and the proposed indicators for measuring investment in an employer brand.

The second group is generally related to Human Resources Management. Publications in this group (group D, indicator 7 - № 1, № 3, № 5, № 9, №12, 15, № 16, № 17, №25, № 28, № 36, № 45; group D, indicator 10 - № 1) are dedicated to current and significant issues in the field of human capital development; human resources management in the organization, building motivation systems, systems for selection and certification of human resources; management of knowledge and information in the process of human resources training, systematization of the stages in the implementation of the competence model in human resources management. Emphasis in the research work in this field, the candidate has placed on the specifics of talent management in the organization. In her publications (group D, indicator 7 -№13, № 14) she has substantiated the connection between the strong organizational culture and the attraction and retention of talents in the organization; identified the specifics of developing a strategy for talent management in the organization.

Another main focus in the candidate's research is the analysis of the relationship between digitalization and leadership (group D, indicator 7 -№ 2, № 18, № 20, № 21, № 26, № 30, № 32; group D, indicator 10 - № 6, № 7). In this group of publications, the main contributions are related to assessing the organization's readiness for digital transformation and the role of the leader in this process; the proposed model of leadership competencies; the proposed methods for effective training of managers; the application of transformational learning in people with experience in achieving organizational leadership; the use of portfolio as a tool for managerial development; identified differences in leadership styles by gender.

Main conclusion: Consistency in the scientific interests and research of the candidate Ch. Assistant Professor Dr. Maria Ivanova in selected areas. All publications are relevant to the context of the announced competition - 3.7. Administration and Management. The presented scientific production has its own scientific and scientific-applied contributions, evaluated by the practice and expert activity of the candidate. The presented scientific production is not at the level of the acquisition of the ONS "Doctor" and the academic position "Chief Assistant".

3. Citation from other authors.

The required number of citations are certified by a reference from the Book Center, NBU Library. Among the verified sources are 20 references to publications by Dr. Maria Ivanova, of which 14 are self-citations. One of her publications is cited in scientific journals, referenced and indexed in world-famous databases (Group E, indicator 11 № 1). The candidate meets the requirements.

4. Evaluation of the results of participation in research and creative projects and application of the obtained results in practice.

The candidate Ch. Assistant Professor Dr. Maria Ivanova reports participation in 5 national projects (Group E, indicator 16) and 3 international projects (Group E, indicator 17). He is the leader of one of the international projects (group E, indicator 17 - № 6).

She participated in the preparation of the Memorandum of Development (the positive concept). The memorandum was prepared on the basis of academic events, forums, seminars and conferences held in 2018/2019. and dedicated to the 25th anniversary of the first BA / MBA programs in Bulgaria.

My general assessment of the research activity of Chief Assistant Dr. Mariya Ivanova is positive.

III. Teaching and learning activities

The candidate in the competition is a full-time lecturer at NBU. Based on the reference for long-term attestation (for the period 2013/14/2019/2020) it can be seen that Chief Assistant Dr. Maria Ivanova repeatedly fulfills the standards for classroom and extracurricular employment. As a senior assistant in the Department of Administration and Management, Dr. Maria Ivanova has developed and improved the content of courses (indicator 31 of the self-assessment) mainly in two master's programs:

- MoJ Management and development of human resources in Bulgarian and English in full-time and distance learning;
- Ministry of Management for organizational excellence in full-time and distance learning;

For the purposes of the training she has published in textbook and electronic form independently one textbook and two textbooks (resource book). In co-authorship, Dr. Maria Ivanova has published three textbooks and one manual (group E indicator 20, 21). In Moodle the platform of NBU, Chief Assistant Dr. Maria Ivanova has published her own teaching materials for basic courses "Human Capital and Talent Management"; Labor relations management (labor valuation and remuneration); "Business Context and Human Resource Management". She teaches in many foreign language courses (reference in the Electronic Catalog of Curricula of NBU).

For the analyzed period Chief Assistant Dr. Mariya Ivanova has been the research supervisor of 23 students, has prepared 53 reviews and participated in 14 examination commissions. (Group 3, indicator 38).

Her teaching activity is evaluated positively by the students. For the last 5 years the average assessment of the students for the satisfaction with the courses of the chief assistant Dr. Maria Ivanova is 4.35 out of a maximum of 5 (according to a Report from the Center for Quality and Evaluation and a Report from an e-lecturer: Monitoring - surveyed students).

In her teaching activity, Chief Assistant Dr. Maria Ivanova actively participates in providing practical training for students (Group H, Indicator 39 № 1, № 2, № 3, № 4, № 5) and other creative events - "Training companies" (Group H, Indicator 40 - № 2, № 3, № 4, № 5, № 6). Together with the students she conducts a number of studies, the results of which she presents at national and international conferences (Group H, Indicator 37 - № 1, № 2, № 3).

Chief Assistant Dr. Mariya Ivanova has given public lectures to international students Rovaniemi, Finland (2017); before the academic community of NBU (2021) she was a moderator and methodologist); she was a lecturer on ERASMUS + TEACHING ACTIVITIES (2018, 2019); She participated as a moderator and methodologist in the WP2 conference "Survey of the main renewable energy sources in RES in the cross-border region Constanta-Dobrich", Kranevo, under the project Green Energy Cluster "Constanta - Dobrich" 47313 / 26-06.2014, MIS ETC 328 2014/15 Autumn.

To improve and expand his teaching skills and knowledge, Chief Assistant Dr. Maria Ivanova is actively involved in the training programs of the teaching and administrative staff of NBU (Group I, indicator 42; Information from the Center for Career Development and Training Resources).

All this gives me reason to appreciate Chief Assistant. Dr. Mariya Ivanova as an established lecturer, responsible and correct lecturer. Her teaching and teaching activities are categorically related to the subject of the competition, and the accumulated teaching experience is completely satisfactory for holding the academic position of "Associate Professor" in the professional field 3.7. Administration and Management.

IV. Administrative and public activities

Administratively, Ch. Assistant Professor Dr. Mariya Ivanova is engaged as a Program Consultant of the Ministry of Justice "Management and Development of Human Resources - in Bulgarian and English RO and DO and MP Management for Organizational Excellence - RO and DO; tobacco to BF. Actively participates in SSC and admissions committees. Participates in the regular meetings of departmental / program councils, observes the reception time as a lecturer and conducts his / her classes regularly. Actively participates in organizing and conducting scientific events, workshops, scientific seminars, training seminars, practical and applied seminars, student discussion forums, public lectures at NBU.

Chief Assistant Dr. Mariya Ivanova has been a member of a number of national and international organizations - the European Society for Research on Adult Education (ESREA) since 2009; ESREA Network on Gender and Adult Learning; ESREA Network on Adult Educators, Trainers and their Professional Development; European Distance and E-learning Network (EDEN) from 2006 to the present; Bulgarian Association for People Management and Development (BFSA); Bulgarian Association for Development of Society, Culture and Education (BAROCCO) since 2010; Balkan Association for Regional Initiatives (B.A.R.I.) since 2012; Early Childhood Development Association since 2011.

With the administrative and public activity ch. Assistant Professor Dr. Maria Ivanova contributes to the development and improvement of the educational process in various master's and bachelor's programs at NBU.

V. Personal impressions of the candidate (if any)

My personal impressions of Maria Ivanova are that she is highly responsible, creative, precise and proactive in her work. In her teaching activity she widely uses interactive teaching aids, and in her research - the system-integrated approach. She enjoys authority among his colleagues and a good reputation among students, maintains good contacts with business experts.

VI. Opinions, recommendations and notes on the activities and achievements of the candidate

The scientific publications of Ch. Assistant Professor Dr. Maria Ivanova are developed on a fundamental theoretical and empirical basis. The practical recommendations contained in them are well-argued. I have no specific critical remarks on the content of the candidate's scientific papers.

The following recommendations can be addressed to her future research and teaching activities:

- continue to combine her research and teaching work with that of an expert and consultant;
- to continue publishing textbooks on the subjects she teaches;

Conclusion

The candidate in the competition Ch. Assistant Professor Dr. Maria Ivanova meets the requirements for holding the academic position of "Associate Professor", according to ZRASBRB, the regulations for its implementation (PPZRASRB) and the Ordinance on the development of academic staff at NBU.

I propose to the members of the Scientific Jury the candidate for the competition Ch. Assistant Professor Dr. Maria Alexandrova Ivanova to be elected to hold the academic position of "Associate Professor" in the professional field 3.7 Administration and Management at NBU.

Date 3.05.2022

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