

REVIEW

By: Assoc. Prof. Dr. Tsvetana Aleksandrova Stoyanova - Department "Management", UNWE – Sofia,
Professional field 3.7. Administration and Management

On: Scientific papers for participation in a competition for the occupation of the academic position
Professor in Professional field 3.7. Administration and Management (Virtual teams management)
announced in SG issue 38/20.05.2022, with applicant **Assoc. Prof. Dr. Kristian Stoyanov
Hadzhiev**

The review has been prepared in accordance with the Law of Development of the Academic Staff of the Republic of Bulgaria, the rules for the application of this law, and the Ordinance on the Development of Academic Staff in the NBU.

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

In order to participate in the competition for the occupation of the academic position "Professor" Assoc. Prof. Dr. Kristian Hadzhiev presents a self-assessment and evidence, which are in full compliance with the provisions of the national legislation and the normative documents of NBU. The applicant has fulfilled the minimum requirements on the scientific and lecturer activity for field 3. Social, Business and Legal Sciences, professional strand 3.7. Administration and Management, determined by the Rules for Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria, as well as the requirements of the Ordinance on the Development of the NBU Academic Staff, to which the candidates for the academic position "professor" must comply.

The points on all indicators exceed the minimum number of points, and for some groups of indicators, the excess is significant. Assoc. Prof. Dr. Kristian Hadzhiev has a Master's Degree in International Tourism from UNWE, he has acquired the educational and scientific degree "Doctor" at the Higher Attestation Committee in the scientific specialty 05.02.20 "Social administration", which is certified by Diploma No. 33037/06.04.2009, approved by Record No. 2/03.02.2009 and has a diploma for Doctor of NBU at the Master's Faculty No. 18 of 2004.

The monograph that Assoc. Prof. Dr. Hadzhiev presents- "Management of Virtual Teams (Theory and Methodology)", ISBN 978-619-233-160-3 is in the volume of 407 pages and is reviewed by Prof. Ph.D. Assen Kovachev and Prof. Dr. Galina Kurteva.



For the different groups of indicators, the applicant has provided evidence through which the following points can be confirmed:

- Group D "Additional Scientific Publications" - 366.4 points with 200 points required;
- Group E "Cited in Monographs and Collective Volumes with Scientific Review and in Non-Ferried Magazines with Scientific Review" - 580 points with 100 points required;
- Group F "Participation in/management of Scientific Projects" - evidence of 250.6 points is presented with a minimum of 100 points;
- Group G -150 points with 70 points required;
- Group H -120 points with 70 points required;
- Group I - 90 points with 70 points required;

II. Research (Creative) Activity and Results

1. Assessment of the monograph work, creative appearances, or other publications corresponding to the volume and integrity of a monograph work, including assessment of the author's scientific and scientific and applied contributions.

The topic of the monograph "Management of Virtual Teams (Theory and Methodology)" is extremely relevant, all the more, throughout the last two years, companies have been forced to generally work through virtual teams. It identifies the key prerequisites, regularities, mechanisms, and processes related to the design and functioning of highly effective virtual teams.

Emphasis is also placed on ways to achieve balance and collaboration among team members. The key organizational prerequisites and elements related to the design and functioning of a highly effective virtual team from structural, management and process point of view are being explored.

The basic characteristics and properties of virtual teams (input elements), the factors for effective functioning (social and emotional, technological and managerial processes), and the immediate results of the activities of virtual teams based on modern integration models under the "Input-Process-Output" scheme. The team efficiency indicators are refined.

Multilateral connections are examined in the most cited integrative models in the last 20 years not only at the input but also in the interaction process, as well as the ways to achieve balance and cooperation among team members. A new conceptual integrative model for the efficiency of virtual teams is justified. It is a kind of synthesis of existing theoretical models. The matrix of the "Input-Process-Output" model offers a different way to convert the input and output factors into working processes, which is much more



complicated to achieve in a virtual team environment than in the traditional hierarchical structure. The aim is to find a common theoretical and methodological basis that combines the fundamental models for the efficiency of virtual teams.

The claim that the ability of virtual teams to adapt to new ways of working is one of the key determinants of effective teamwork, has been brought out. In this direction, the role of the leader in the success of such teams is correctly emphasized, as he has to design the training in the virtual structures and through his behavior create an environment of psychological security, and motivation to acquire new skills and competence.

The theoretical review, the developed general theoretical and methodological basis that combines the fundamental concepts for the efficiency of virtual teams, and the reasoned new integrative model, which receives specific dimensions give me a reason to conclude that the presented monograph work has the characteristics of an independent and completed study. The contribution moments that stand out are in the following ranges:

- Theoretical synthesis of management and efficiency of virtual teams (VT) models;
- The developed new conceptual integrative model for the VT efficiency;
- The created methodology for the construction of effective VT;
- The new technological order developed for implementing the proposed methodology in practice.

2. Assessment of the contributions to the other enclosed publications (creative appearances) made after the appointment of the academic position "Associate Professor".

In the self-assessment and the material evidence, Assoc. prof. Hadzhiev has presented publications made after he has been assigned to the academic position Assoc. Professor which are accounted for 366.4 points at 200 points required according to the D group of indicators. In the year 2000, the applicant published a book (Designing Highly Perfect Organizations.

Sofia: PH Luren, 224 p., ISBN 954-568-062-8, Reviewer: Prof.Dr.Ec.Sc. Kamen Kamenov) based on his dissertation paper that has been updated.

Assoc. Prof. Dr. Kristian Hadzhiev has also presented 1 collective monograph, 4 papers (1 in English), 26 articles and reports in scientific collections and periodicals, 6 of which are in a foreign language. The content analysis of the scientific production of the candidate for professor presented at the competition shows that it matches the field of the announced competition, that it is up-to-date, and that it



is significant for science, practice and education. The publications are related to the study of a wide range of issues in the management of organizations - human resources, leadership styles, management styles, management decisions, corporate culture and more. The scientific and scientific and applied contributions in these publications are related to the following:

- Study of basic theoretical models and identify the key organizational prerequisites, patterns and processes related to the design and functioning of highly efficient virtual teams (VT) from structural, management and process point of view. Analysis of the basic characteristics and properties of virtual teams (input elements), the factors for effective functioning (social and emotional, technological, operational, and managerial processes), and the immediate results of the activities of virtual teams based on modern integration models under the “Input-Process-Output” scheme. Developing a new integrative model for the efficiency of VT specifying the indicators for team efficiency and analysis of the factors that impact the immediate results. A detailed study of the multilateral connections in the model not only at the input but also in the process of interaction, as well as the ways to achieve balance and collaboration among team members. Developing a general theoretical and methodological basis to unite the fundamental VT models. Refining the specific requirements related to the process of purpose-setting in VT.
- Study of the **specific dimensions** (characteristic features) of leadership in a virtual team environment. Bringing forward arguments that emphasize the strategic role of e-leadership as a phenomenon of group dynamics have been. Analyzing the new (integrative) approaches to leadership, the new paradigm through the prism of leadership roles. Identification of dependencies related to the phases through which the construction of the team and the situational leadership models passes.
- As a result of research, analysis, and summary, **the theoretical-methodological characteristics of project management and its practical dimensions** are specified and further developed, as an *effective instrument (new general management)*, through which organizations meet change, and develop their innovative capacity and competitiveness.
- The trends in the development of modern organizations are revealed and new solutions are proposed to introduce the planned change in Bulgarian social and cultural conditions and the establishment of sustainability of the management process.

3. Citations by other authors.



The publications by Assoc. Prof. Dr. Hadzhiev, presented for participation in the competition for the academic position "Professor" are cited in monographs and collective volumes with scientific reviews and in magazines with scientific reviews (a total of 69 citations have been found).

I believe that the scientific production of the applicant has a high scientific quality, it is presented in authoritative publications and is accessible to the broad public. The subject of scientific production is focused on specific issues of science and practice and has modern scientific and applied significance.

4. Assessment of the results of participation in research and creative projects and implementation of the results obtained in practice

Assoc. Prof. Dr. Kristian Hadzhiev is involved in 8 national scientific and research projects. I believe that the applicant has an indisputable potential to expand his participation in research projects in the European scientific space as a leader, as well as to continue his efforts to integrate his research work with contemporary aspects of teaching.

III. Learning and teaching

1. Auditorium and out-of-an-auditorium work, work on the electronic training module "MOODLE-NBU", provision of student practices and internships, working with students and doctoral students.

Assoc. Prof. Dr. Kristian Hadzhiev has developed 20 training courses for student training-10 in the Bachelor's Business and Entrepreneurship Management Program, 7 in the Master's Program in Business Administration (full-time and distance learning), and 3 for MP "Travel Business Management" and MP "Luxury Hospitality Management" - in full-time training. He has 5 courses in a foreign language. The courses are updated annually in the electronic training module "Moodle - NBU". He has fulfilled the auditorium and out-of-an-auditorium engagement. He has published 4 textbooks in hard copy and 2 in Moodle-NBU. He is a communicative personality and works successfully with students in his lecturing activity. Proof of that is the project under the auspices of Switzerland's Ambassador "Internationalization of Training Practices through Alternative Didactic Means" (30 Students), 2015-2022 academic mentorship in the framework of the Student Practices project phase 1 and 2, a project jointly with the Vienna Economic Forum for Students from the specialty Business and Entrepreneurship Management", the Master Class - Sofia Business School (SBU) with 10 scholarships awarded to students and more. It is evident from the report to the e-mail that Assoc. prof. Kristian Hadzhiev has a scientific mentorship of over 21 students and 17 recensions, and has participated in various commissions 280 times. He has



secured internships for students from the department at leading companies. He has provided the participation of students from BP Business and Entrepreneurship Management in the editions of XIX, XX, XXI, XXII International Fair UTF TF FEST 2020 „Young Entrepreneur“, Plovdiv.

2. Work with Erasmus students.

Assoc. Prof. Dr. Kristian Hadzhiev has worked with Erasmus students in the Master's Program in Economics and Sustainable Development Management

3. Assessment from the survey among students.

As seen from the report by the Quality and Assessment Center, the lecturer's activity of Assoc. Prof. Dr. Hadzhiev was appreciated by the students as perfect. The average rating of their courses in the last 10 semesters is 4.53 out of 5. Students' assessments are proof of his knowledge, competence, and lecturer's skills.

IV. Administrative and public activities

1. Participation in collective governing bodies at NBU.

Assoc. Prof. Dr. Kristian Hadzhiev has been the Head of the Administration and Management Department since 2012. Vice-chairman of the FC of the REUEF since 2018/2019. He has participated in:

- Meetings of the NBU Academic Council.
- Meetings of the Faculty councils of REUEF and MF.
- Commission for Evaluating the Annual Basic Engagement of the Full Employment Lecturers at the MF.
- The work of the Program Council on Strategic Affairs as the Head of the Department.
- Committee on Consideration of Projects under the Curriculum Fund at the REUEF.
- Committee on Review of Documents for Announced Competitions for AD;

As the Head of the Business Administration Department/Administration and Management - he has created and developed a team with a research focus in the field of corporate management, innovation management, public administration, tourism, hotel and European transport policies, institutional experience, and lasting trends of Development in the EU Member States. The research is based on modern theoretical systems of the institutional economy and management and creates scientific products in the field of business and administration following the Bulgarian characteristics of the institutional environment and structure.



The team leader created one of the most successful programs at NBU - BP Business Management and Entrepreneurship - both full-time and remote education, the successor of a bachelor's program in Business Administration.

Member of the team that created MP Business Administration full-time and remote education.

Head and member of the team in the accreditation at the National Evaluation and Accreditation Agency of the programs at the Department of Business Administration/Administration and Management in two professional strands 3.7 and 3.9 during all accreditation periods from 2002 to 2021.

2. Public activity.

During the period 2013-2015, he participated in the development of a project for the creation and transformation of the UPIZ "Risk Management Laboratory" into a non-profit association "Center for Analysis and Management of Risk" (CEUR). His purpose was to consolidate the scientific potential of four departments ("Business Administration", "Economics", "Political Science" and "National and International Security") and to build a capacity to provide consulting services and expertise in the field of risk Management. Founder and member of the Board of Directors of the Center. In 2013, he participated in the Business Incubator project team together with the BRC. Its main goal was to allow marginalized people who wish to start their own businesses to develop their personal and professional qualities to prove their social status by entering the labor market by creating their independent work strategies. He is a member of the editorial board of Economic Thought Magazine, Institute for Economic Research at the Bulgarian Academy of Sciences of 2018. Member of the Editorial Board: The Yearbook of the Department of Administration and Management of 2015. Member of the editorial board of "Methodology, Interdisciplinary, Analysis, Strategies" (series "Leadership, Society, Strategic Visions" - Periodical edition of the Department of Administration and Management at NBU). He was the chairman/deputy chairman of the Scientific and Organizing Committee of 9 International and National Scientific Conferences. Moderator at the General University Scientific Seminar "The 21st Century Diplomat"/"Getting to Know Diplomacy and Diplomats", which takes place under the auspices of His Highness Stephano Baldi, Ambassador of the Republic of Italy in Sofia, and Dr. Georgi Takev, Executive Director of NBU (2018 - 2020).

3. Attracting students to the program.

Assoc. Prof. Dr. K. Hadzhiev has participated in a project for evaluation of the Covid-19 crisis on the student admission campaign and analysis of the determination enrolling for the next semester and the



annual admission to NBU programs-2020, phase 1 and phase 2.

V. Personal impressions of the applicant (if any)

I know Assoc. Prof. Dr. Kristian Hadzhiev because of the fact that our professional interests are in the same scientific fields and we have had the opportunity to exchange ideas in different forums and participation in scientific juries. My impressions of research, lecturing, and public activities are positive. He is an in-depth researcher, and an erudite lecturer, he has active professional contacts with the practice.

VI. Opinions, recommendations, and notes on the applicant's activity and achievements

I don't have critical notes about the materials presented by Assoc. Prof. Dr. Kristian Hadzhiev. I recommend he continue his studies in the field of virtual teams and add to the current studies the effect of Covid-19 on their work. I believe that the candidate has undeniable potential for participation in research projects in the European scientific space and has the knowledge to expand his research in the field of project management, heuristic methods, management decisions, and strategic thinking.

Conclusion

The application of *Assoc. Prof. Dr. Kristian Stoyanov Hadzhiev* for the academic position "Professor" fully corresponds to the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Rules for its implementation, and the Ordinance on the Development of the Academic Staff in NBU. The applicant's scientific publications for the competition contain important theoretical, methodological, and practical-applied contributions, which are the result of her scientific research and further develop management science.

Based on this, I express my positive assessment of the submitted application and declare that I will definitely support *Assoc. Prof. Dr. Kristian Stoyanov Hadzhiev* in stepping into the academic position "Professor" in the NBU in the professional field 3.7. Administration and Management (Virtual teams management).

09.09.2022
Sofia

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Prof. D-r Tsvetana Stoyanova