

OPINION

By **Assoc. Prof. Yuliana Galabinova**, New Bulgarian University,

PF 3.7. *Administration and Management (Cohesion Policy and Regional Development)*,

Member of the Academic Panel, assigned by Order 3-PK-258/17.06.2022 by the Rector of
NBU,

For reviewing the academic papers, submitted for participating in the contest for taking up the academic position Professor, PF 3.7. *Administration and Management (Managing Virtual Teams)*, announced in SG, issue 08/28.01.2022, with candidate **Assoc. Prof. Kristiyan**

Stoyanov Hadzhiev, PhD

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

There is one participant in the announced contest for taking up the academic position *Professor* – Assoc. Prof. Kristiyan Stoyanov Hadzhiev, PhD, who has submitted self-assessment with evidence, in full compliance with the provisions of the national legislation and with the regulatory documents of the NBU.

With his activities, Assoc. Prof. Hadzhiev, PhD meets the minimum requirements for academic and teaching activities in the area three. *Social, Business, and Legal Studies*, professional field 3.7. Administration and Management, determined in the *Rules for Implementation of the Development of Academic Staff in the Republic of Bulgaria Act* (DASRBA), as well as the requirements determined by the Ordinance for Faculty Development at NBU, to be met by applicants for the academic position *Professor*. The total number of points on all indicators amounts to more than twice as many as the minimum number of points under RIDARSBA – evidence has been submitted, amounting to 1707 points, with required minimum of 760 points, and in some groups of indicators (D, E, F, G) the excess is significant.

In 2009, VAK awarded a doctoral degree to Kristian Stoyanov Hadzhiev in professional field 3.7. *Administration and Management*, certified by Diploma No 33037/06.04.2009, confirmed by Protocol No 2-16/03.02.2009. The theme of the dissertation work is *Designing Excellent Organizations*, amounting to 190 pages., with tutor: Assoc. Prof. Ruslan Peychev, PhD and two reviewers: Prof. Asen Kovachev, DSc, and Assoc. Prof. Evangeliy Andronov, PhD.

This information as well as the academic position of Assoc. Prof. Kristiyan Stoyanov Hadzhiev, PhD, with scientometric indicators is available on the website of the National Centre for Information and Documentation, at: <https://ras.nacid.bg/dissertation-preview/25666> .

II. Research (creative) activities and results

1. Assessment of the monograph, the creative performances, or other publications, corresponding to a monograph in volume and integrity, including an assessment of the author's academic, research and applied contributions

The main habilitation work submitted for the contest for the academic degree *Professor*, by Assoc. Prof. Kristiyan Stoyanov Hadzhiev, PhD is the monograph *Managing Virtual Teams*

(Theory and Methodology), Sofia, NBU, 2021, 407 p., ISBN 978-619-233-160-3, Reviewers: Prof. Galina Georgieva Kurteva PhD, Prof. Asen Kovachev, DSc, academic editor: Assoc. Prof. Dimitar Panayotov, PhD. The information on the monograph of Assoc. Prof. Kristiyan Stoyanov Hadzhiev, PhD is available in the COBISS platform at <https://plus.bg.cobiss.net/opac7/bib/47635976> .

In my opinion, Kristiyan Hadzhiev's monograph contains a thorough study of the types of management teams, discerning the essential features of organizational models applied in practice: working group, team, self-managed work team and virtual team. The author thoroughly analyses the key organisational prerequisites and elements, related to the design and functioning of highly efficient virtual teams, from the structural, governance and operational point of view. Assoc. Prof. Kristiyan Hadzhiev, PhD precisely determines the team performance indicators and emphasizes on the multifaceted relations in the integrative models, most commonly analysed in the last 20 years, not only at the entrance, but also in the process of interaction, as well as ways to strike a balance and achieve a genuine bond between team members, justifying a new conceptual integrative model for the effectiveness of virtual teams.

I believe that the monograph by Assoc. Prof. Hadzhiev, PhD has a theoretical and practical focus; it is also up to date in terms of modern trends in the management field. My assessment of the academic, research and applied contributions of the work is positive, and what I consider as the most significant among these contributions are:

- The theoretical synthesis of models for the management and effectiveness of virtual teams.
- The new conceptual integrative model for the effectiveness of virtual teams.
- The methodology for building effective virtual teams.
- The technological procedure for approbation of the proposed methodology in practice.

2. Evaluation of the contributions of the other attached publications (creative performances), made after being awarded the academic position *Chief Assistant Professor*

In the self-assessment and the evidence presented, Assoc. Prof. Hadzhiev has included studies published after being awarded with the academic degree *Chief Assistant Professor*, with total points amounting to 366,4, while the minimum required is two hundred points for Group D indicators.

Assoc. Prof. Kristiyan Hadzhiev, PhD participates in the contest for taking up the academic position Professor with:

- A published book based on a defended dissertation: *Designing Excellent Organizations*. Sofia, Publisher: Lyuren 2000, 224 s., ISBN 954-568-062-8, reviewed by Prof. Kamen Kamenov, DSc.
- Twenty-six academically reviewed articles and reports,
- Four academically reviewed studies,
- published chapter of a collective monograph.

The main contributions of Assoc. Prof. Hadzhiev, PhD in the publications submitted for participation in the contest for the academic position *Professor* can be summarised as follows:

- The project management's theoretical and methodological features, as well as its practical aspects have been studied, developed further, and specified, in order to make it an effective tool that organisations can use to respond to changes and develop their innovation capacity and competitiveness.
- Trends in the development of modern organizations have been thoroughly explored and innovative solutions have been proposed introducing the planned change in the Bulgarian socio-cultural conditions and establishing the sustainability of the management process.

- Detailed analyses of theoretical models have been conducted and the key organisational prerequisites, regularities and processes related to the design and functioning of highly effective virtual teams have been identified.
- The specific dimensions of leadership in a virtual team environment have been explored and arguments, emphasising the strategic role of e-leadership as a phenomenon of group dynamics, have been formulated.
- New integrative approaches to leadership and a new paradigm through the prism of leadership roles have been analysed.

In my opinion, all publications submitted for participation in the contest for taking up the academic position by Professor of Assoc. Prof. Hadzhiev, PhD, focus on improving organizational models and managing teamwork in the organization, managing organizational change, improving the process of designing and effectively managing virtual teams, and reflect the scientific potential of the author, by supporting the promotion of the achievements in his work among the scientific and professional community. They prove the author's theses, they are based on representative academic literature, and have both theoretical and applied contribution in the professional field of the contest: 3.7. *Administration and Management*, with a focus on the management of virtual teams.

3. Citation by other authors

The applicant has submitted information and evidence of forty-five citations in academically reviewed monographs and collective volumes of nineteen of his publications and for twenty-six citations in academically reviewed non-referenced journals of twelve publications. The citations of his works are indisputable evidence of the positive assessment received by the studies of Assoc. Prof. Hadzhiev from other researchers in the field of management, organizational models, and teamwork.

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

Assoc. Prof. Kristiyan Hadzhiev, PhD has participated in eight national projects under the *Horizon 2020* Programme, the European Union funding for Research and Innovation: under *OP Human Resources Development*, and under PHARE Programme *Professional Development Perspectives*. He has been member of research teams of six projects. In his work on the implementation of the projects, Assoc. Prof. Kristiyan Hadzhiev, PhD manifests himself as a professional in the field of management and teamwork, and the results of his participations have become available to the public by presenting them as reports at academic events and in publications.

III. Tutoring and teaching activities

Courses taught on-site and individual assignments, contribution to the online educational platform Moodle NBU, organizing student internships and working with doctoral students

Assoc. Prof. Kristiyan Hadzhiev's teaching and tutoring activities are closely related to the subject of the *Professor* contest. He has many years of experience as a faculty member with tenure (since 1997), and his competences and qualifications are fully in line with the standards for the academic position *Professor* in professional Field 3.7. *Administration and Management*. The number of classes throughout the period discussed in the self-assessment, significantly exceeds that specified as a minimum workload.

I think it is important to highlight the following significant contributions of Assoc. Prof. Hadzhiev, PhD for developing the study programmes in PF 3.7. and PF 3.9.:

- He has been leader of the team that developed one of NBU's most successful study programs: BA *Business and Entrepreneurship Management* in both regular and distance modes of study, Successor to BA *Business Administration*.
- He has been member of the team that created a MA Business Administration, in both regular and distance modes, with three specializations.
- Active participation in the development of many new and improvement of existing courses in professional fields 3.7. and 3.9. to update their content in the context of dynamically changing business requirements.
- Head and member of the accreditation team of the NEAA, for the programmes, administered by the *Business Administration/Administration and Management* Department, in two professional fields (3.7. and 3.9.) in the last 20 years – from 2002 to 2022.

The students' evaluation of Assoc. Prof. Kristian Hadzhiev, PhD is excellent (according to data from The Centre for Quality and Assessment at NBU) the average grade for the students' satisfaction with the courses being 4,53 of 5.00 as a maximum grade.

To support the students' training, Assoc. Prof. Hadzhiev, PhD has developed (alone and co-authored) four paper-based sets of study materials:

- Hadzhiev, Kr., *Organization Theory*, Sofia, NBU 2011, 370 pages, ISBN: 978-954-535-663-6 – a textbook for BA *Business and Entrepreneurship Management* for the course BABB517/BUBB506D *Organization Theory*, as well as a multimedia e-textbook published by NBU, 2014; <https://e-edu.nbu.bg/course/view.php?id=22965>
- Hadzhiev, Kr. *Models of Organizational Excellence*. Sofia, NBU 2013, 342 pages, ISBN 978-954-535-756-5 – a textbook for MA *Business Administration* regular and distance courses: MBAM170/MBAM177D *Models of Organizational Excellence*; MBAM127/MBAM089D *Project: Models for Organizational Excellence*.
- Kamenov, K., Hadzhiev, Kr., Marinova N., *Management Process and Teamwork*, Sofia, NBU 2005, 291 pages, (Hadzhiev, Kr. – 115 pages – Units: V, VI, VII and *Glossary of Terms*), ISBN: 954-535-418-6 – textbook for MA *Business Administration* regular and distance courses: MBAM174/MBAM165D *Management Process and Teamwork*; MBAM165/MBAM094D: *Team Management*; MBAM129 *Seminar: Team Dynamics, Group Processes and Leadership (Research Studies)*
- Hadzhiev, Kr. Et. al. *Human Resources Management (Chapter 6. Team Management (Team Performance Criteria)*, NBU, *Business Administration* Department, 2014, pp. 317-365, ISBN: 978-954-535-831-9

In the educational platform of NBU Assoc. Prof. Hadzhiev has published a significant number of various original study materials for each of his courses, in both regular and distance mode of study, including electronic textbooks: Hadzhiev, Kr., *Fundamentals of Management* (2019) and a multimedia e-textbook, integrated into Moodle for the following courses BAEB006/BAEB301D/BUTB300/ BUTB301D *Fundamentals of Business Management*. <https://e-edu.nbu.bg/course/view.php?id=22992>, <https://e-edu.nbu.bg/mod/book/view.php?id=480640>; Hadzhiev, Kr., *Project Management* (2019) for BA *Business and Entrepreneurship Management* for the following courses: BABB843/BUBB804D *Project Management*, BATB826 *Project Management in Tourism*, BUBB806 *Project and Program Management* <https://e-edu.nbu.bg/course/view.php?id=16251>.

Assoc. Prof. Hadzhiev works with students on the implementation of research projects, including: *Economy Film Days Festival*, 25-27th October 2018 – a joint project of the *Administration and Management* Department of NBU and Lucerne University of Applied Sciences and Arts, University of Fribourg, under the auspices of the Swiss Ambassador, Her Excellency Mrs Muriel Berset Kohen; 17th Vienna Economic Forum - Vienna Future Dialogue

2020, *Economy Meets Politics in a Digital World*, joint project with VEF and NBU; Sofia Business School, 28.06-30.06.2019, a project of NBU and *Reform Union Club*.

In the last 10 years, Assoc. Prof. Hadzhiev has been the academic supervisor of twenty-one students, he has provided seventeen reviews of bachelor's and master's theses, he has participated in 280 exam panels. He participates in the provision of practical training to students through traineeships in VSK Kentavar/ IZ Dinamika, Ltd., Happy Bar&Grill NESTLÉ, Actavis Generics, Teva Pharmaceutical Industries, Etap-Adres AD, and Group Plus Ltd., and in JAF Bulgaria, Ltd. He provides to students from BA *Business and Entrepreneurship Management* the opportunity to participate in the XIX, XX, XXI, XXII International Fair of Training Firms, the TF Fest 2020, and Young Entrepreneur, Plovdiv.

Assoc. Prof. Kristiyan Hadzhiev, PhD is also actively involved as a learner, he has also participated as a trainer in the training programmes of the teaching and administrative staff of NBU with New Bulgarian University's Centre for Training Resources.

IV. Administrative and Public Activities

Since 2012, Assoc. Prof. Kristiyan Hadzhiev, PhD has been performing administrative functions at New Bulgarian University, as a Head of *Business Administration/Administration and Management* Department. manages and participates regularly in the meetings of the departments and programme councils, he is available during his administrative and lecturer's office hours, and he holds his classes with the due diligence and responsibility. He participates in the organisation and the holding of academic events, practical and applied seminars, student discussion forums, public lectures, and workshops in NBU. As Head of *Business Administration/Administration and Management* Department, he creates and develops a team with a research focus in the fields of corporate management, innovation management, public administration, tourism, hospitality and European transport policies, institutional experience, and sustainable development trends in the Member States of the European Union.

In terms of administrative duty, Assoc. Prof. Kristiyan Hadzhiev, PhD is involved in the following committees and collective bodies of government in NBU: Academic Council of the School of Distance, Online and Continuing Education (SDOCE) and the School of Graduate Studies; Vice-President of the Faculty Council of SDOCE since 2018/2019; the commission assessing the annual basic workload of faculty members with tenure; The commission for reviewing the projects under the Study Programs Fund of SDOCE; the committee electing the Rector of NBU, pursuant to a decision of the AC, meeting No. 5 on 21 January 2020; Committees, reviewing documents under announced contests for academic degrees.

Assoc. Prof. Hadzhiev is a member of the following associations, active in PF 3.7. *Administration and Management*: Advisory Council of the *Risk Management Laboratory*, later transformed to *Risk Analysis and Risk Management Centre* (RARAMC), NBU (2013-2019); Advisory Board of *Laboratory for Quantitative Methods and Modelling* (since 2019); the *Association of Economics and Industry Management Educators* (since 2014); *Bulgarian Human Resources Management Association* (BHRM).

V. Personal impressions of the candidate

My personal impressions of the research, teaching, administrative and public activities of Assoc. Prof. Kristiyan Stoyanov Hadzhiev are positive – he has excellent organisational and management skills in his capacity as head of one of the largest departments in New Bulgarian University in terms of faculty numbers, number of students and number of undergraduate, master's and doctoral programmes successfully functioning over the years; he is a diligent and

consistent researcher, working on current problems; he is a lecturer, respected and appreciated by students and colleagues alike.

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

I do not have critical notes to the application submitted by Assoc. Prof. Kristiyan Hadzhiev, PhD, his self-assessment and the attached documents and materials, proving the achievements and contributions, to be reviewed for awarding the academic position *Associate Professor*.

I would like to make the following recommendation to Assoc. Prof. Hadzhiev: for his future academic studies, it would be advisable to expand and deepen his research interests in examining and implementation of a model for the management of hybrid team structures in the organizational practice, including: prerequisites, tools and processes, as well as to the overcoming the phenomenon of disjointed groups, which has a negative impact on the organisational effectiveness.

Conclusion

The applicant in the contest for the academic position Professor Assoc. Prof. Kristiyan Hadzhiev, PhD fully meets the requirements of the *Development of Academic Staff in the Republic of Bulgaria Act*, its Rules for implementation and the Ordinance for developing the faculty of New Bulgarian University.

The above arguments are grounds for giving my positive assessment to the research, teaching, administrative and public activities of the applicant and to strongly support the choice of Assoc. Prof. Kristiyan Stoyanov Hadzhiev, PhD for the academic position *Professor* в NBU in professional Field 3.7 *Administration and Management (Managing Virtual Teams)*.

14.09.2022 г.

Signature