

STANDPOINT

by

Assoc. Prof. Dr. Dimitar Alexandrov Panayotov

Professional direction 3.4. Social activities / 3.7 Administration and management - Social management, 05.02.20

New Bulgarian University, Department of Administration and Management

for

the scientific works, the overall research, teaching and administrative activity for participation in a competition and occupying the academic position of

"Professor"

in the professional direction "3.7 Administration and management (management of virtual teams), published in State Gazette, issue. No. 38 of 20. 05.2022,

with candidate associate professor Dr. Kristiyan Stoyanov Hadjiev

The opinion is in accordance with the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria (ZRASRB), the Regulations for its Implementation (PPZRASRB), the requirements of the Regulations for the Application of the Law and the Ordinance on the Development of the Academic Staff in the NBU (**Appendix No. 3 to the Ordinance on the development of the academic staff of the NBU) and Order of the Rector - 3-PK-258 of 17. 06. 2022, as a member of the Scientific Jury from 09.08. 2022.** And it follows the structure of a model applied for competitions for filling academic positions.

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

The candidate for professor Kristiyan Hadjiev meets and repeatedly exceeds the minimum requirements for *scientific, teaching and research activities* for holding the academic position of "professor", according to PPZRASRB by groups of indicators (**A-E**) and the corresponding number of points: *from 2 to 3 times more*, especially on indicator **G - 7, 9**, but also on **D - 12,13, E - 16, 20**. As well as on the fulfillment of criteria and indicators related to educational, organizational and public work (**G-I**). As the ratio to overperformance according to indicator **G** is 70/150, **3** – 70/120 and **I** – 70/90 points, meeting the requirements for a professor.

II. Research (creative) activity and results

1. Evaluation of a monographic work, creative performances or other publications, including an evaluation of the author's scientific and scientific-applied contributions

The candidate for professor Kristiyan Hadjiev submits for **review 1 independent monograph, 31 articles (according to indicators № 7, 9, 10), textbooks for regular and distance education - a total of 12 (according to indicators № 20, 36), including numerous participations with reports of conferences, symposia, round tables and projects.**

The main habilitation thesis "**Management of virtual teams (theory and methodology)**" - structured in *three parts, 12 chapters, conclusion, bibliography, 407 pages*, emphasizes a number of new content features for virtual teams (VE), focusing also on some of the significant merits of the author's interpretation in the development. With justification and analysis of the key concepts, components and relationships outlining the theoretical framework for the studied phenomenon, clearly outlining **the following achievements** in the monograph:

1. All parts, chapters and paragraphs are **subordinated to a clearly defined logical line**, tying the actuality of the issue under consideration with the need to substantiate a *conceptual integrative model* for the effectiveness of virtual teams, and it *is particularly productive*: tying the classical theories under consideration to the virtual team perspective; the evolutionary development of situational theories of virtual team effectiveness;
2. The structural sequence covers the **conceptual, theoretical and applied dimensions** of the studied phenomenon, successfully deriving dimensions of this "new paradigm" in management theory: the competitive advantages of VE and their possible prerequisites for their design, functioning, characteristics, properties and structures, as the author correctly emphasizes that they are inextricably linked with complex dependencies of relevant skills and a reasoned configuration of internal and external factors. The main merit in this sequence is the finalization of the model with **systems for measuring the studied phenomenon**: forms of assessment; criteria and means of measurement; factors determining the dynamics of its development.
3. The theoretical and methodological foundations are built with **a well-ordered systematization, classification of models and subordination of classical management theories**, with the theories of sociotechnical systems and the laws of the situational theory, from which follows the framework of the necessary organizational infrastructure of the internal environment, adapted for the purpose – specifying seven components and seven principles for achieving effective VE. Here, the discussion of their key basic theses, synthesis of ideas and analysis of each of these structural components/principles shows the author's established style in the presentation of his scientific works.
4. **Deductive and inductive approaches** are used in the monograph, which suggests a high degree of structural order, upgrading and creative possibilities for formulating new theoretical-applied dimensions of the studied phenomenon.

The author's chosen approach to constantly expanding the scope of the conceptual apparatus, categories, interdisciplinary areas of knowledge included in the structural composition of the monograph implies a thorough analysis of a variety of factors, comparative characteristics, previous studies and requires, on this basis, *to highlight* the significant theses in relation to of the studied phenomenon. Therefore, it would be good - in this comparative approach, for the more important parts, chapters or paragraphs to end with more categorical conclusions, advantages or

disadvantages of the considered theories, models, which lead directly to a relationship with the studied phenomenon, and they also to the main conclusions in the conclusion. The maximalism of the author towards a comprehensive range of theories, models, sometimes overdoses the explanatory at the expense of the evidential (relative), namely it leads to the essence of the subject and the object.

2. Evaluation of the contributions in the other attached publications, made after the appointment of the academic position "associate professor", including an evaluation of the requirement for peer review of the publications.

When following the previous works of Kristiyan Hadjiev, it is striking that the tendency towards a constant expansion of the theoretical-applied scope of the investigated phenomena is demonstrated. As in "*Self-managing work teams*", where the intersections of the general and the specific in knowledge, of interdisciplinary connections, approaches and their productive possibilities are again sought for the complex understanding and functioning of highly effective self-managing work teams, where on the basis of *eight theoretical models are derived evaluation criteria*. And here, a significant dominant in his research is the consideration of the wide range of conditions of *the macro environment influencing* the functioning of modern organizations, thoroughly analyzed in "*Theory of Organization*". Already in these works, his scientific principle to consider the construction of effective team structures in parallel with the evolution of key ideas in management theory and practice is emphasized. It is on this basis that it will look for new approaches in the integration of aspects in the analysis of different dimensions, roles, typologies, styles and models, but will also propose criteria for organizational modeling, different organizational perspectives and competitive advantages. But also to turn theoretical constructs and components into applied tools, to approve techniques and matrices for identifying problem areas in organizations, and also to present arguments for the design of effective management approaches.

The focus of the many articles, studies and reports presented by the author in our and foreign publications are studies on significant relationships: *strategies - organizational change; virtual teams - performance criteria - design; conceptual – specific dimensions of RE; innovative leadership models - team environment - multicultural business environment*. In this direction, the following publications stand out, with the **set qualitative parameters and conclusions**: 3, 4, 5, 7, 8, 9, 13, 16, 18, 21 (Indicator 7) and 1, 2, 4 (Indicator 9).

These listed publications clearly show its natural growth, the accumulation of a certain capacity of knowledge expanding its profile, but also their constant transformation into implementation mechanisms and expert solutions. Held in discussion at various scientific forums, seminars and new courses. Therefore, **my assessment is categorically positive**.

3. Citation from other authors

The candidate has been cited a total of **71 times** by other authors - 45 under indicator №12 and 26 under indicator №13. The most cited publications №6 - *8 times*, as well as publications 5 and 7 - *6 times each*. A total of 31 of his publications were cited - 19 under indicator №12 and 12 under indicator №13.

These quantitative characteristics indicate a high degree of recognition as a researcher in the scientific fields, studies and topics that he has identified as leading in his expertise.

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

The candidate has participated in a total of **14 projects** - 8 projects under indicator No. 16, long-term scientific and educational projects, financed by the EU, Ministry of Education and Science and Research Institute; 6 projects under indicator No. 25, with participation in the development of UPIZ - "*Laboratory for risk management*", "*Educational training company*", etc.

III. Learning and teaching activity

1. Auditory and non-auditory employment, work in the electronic training module "MOODLE - NBU", provision of student practices and internships, work with students and doctoral students

The professor candidate has developed *10 courses* for BP, *10 courses* for MP and conducts *5 courses in a foreign language* for regular and distance learning, which are fully linked to author's materials and textbooks - a total of 6 for RO and DO, presentations, tests and case studies. As can be seen in the inquiries made, his classroom and non-auditory employment significantly exceeds the specified standard for the position. Indicators of student scientific leadership, peer review and committee participation also outline a high degree of activity and presence in the department. Of particular importance are the concluded student internship contracts with business companies, as well as joint projects with regular participation of students in the *Vienna Economic Forum*, *Sofia Business School*, etc. (Indicator 39). There are also two PhD students.

2. Work with Erasmus students

Kristiyan Hadjiev participates in all student selection committees under the Erasmus program and participates in concluding contracts with foreign universities.

3. Student survey ratings

Kristiyan Hadjiev's average grade for the last 10 semesters (5 years) is high: **excellent (4.53)**, at the maximum (5.00) - the reference is from the Center for Career Development and Training Resources at the NBU (Group 3, Indicator 35, 1).

IV. Administrative and public activity

1. Participation in collective management bodies of the NBU

Candidate Kristiyan Hadjiev initially held the position of program director until 2011, as head of the "Business Administration" department and later of the "Administration and Management" department - from 2012, participated in all accreditation committees, as well as in Academic and Faculty Councils.

2. Public activity

Kristiyan Hadjiev exhibits exceptional activity and certain abilities for *mobilization, operational qualities, contacts with business and universities regarding the organization of national/international conferences*, which receive a high public resonance, ensuring a permanent connection: science - training - practice. He also became the *leading moderator* of the NBU in the scientific seminar "*The Diplomat of the 21st Century*", popular for the academic community, which was held under the auspices of H.E. Stefano Baldi, Ambassador of the Republic of Italy in Sofia and Dr. Georgi Tekev. He is a member of the editorial boards of all the key publications of the department, but also of the externally *renowned magazine "Economic Thought"*.

3. Attracting students to the program

The department under the leadership of Kristiyan Hadjiev has *been honored several times* for the *active, well-organized, team-based and productive participation* of all its professors in *candidate-student campaigns* to attract students to NBU, who traditionally visit, explain and present the department's programs in colleges and vocational high schools.

V. Personal impressions of the candidate

I know Kristiyan Hadjiev from our joint work in the department. He has a clearly *established scientific profile in the field of management, organizations and teams* - constantly developed towards the use of a wider methodology and multidisciplinary toolkit for the scope of the studied phenomena, with analysis, systematization and relying on a maximum database and literary sources for his studies. Shows *a high degree of loyalty, efficiency and tolerance* in his long-term work as head of the department. Accepts the *critical opinion* of his colleagues completely benevolently - with attention and thoroughness. These are serious prerequisites for his further scientific, career and managerial development.

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

When following the scientific, research and teaching activities of candidate Kristiyan Hadjiev, one can ascertain both systematicity and thoroughness in the theoretical analysis, as well as the productivity of his practical-applied contributions. The already accumulated great organizational experience and scientific expertise in the problematics analyzed above in the chain: *organizations - management - teams - leadership*, allows him to offer further to our academic community and the construction of a **Master Class "Leadership and Team Effectiveness"**. Therefore, *my recommendation* is regarding the creation of a methodology and mechanism for the functioning of such a class, aimed at professors from our and foreign universities, doctoral students, students and managers from business and public administration.

Conclusion

On the basis of everything stated above, I believe that the materials presented by Associate Prof. Dr. Kristiyan Hadzhiev for the competition fully meet the requirements for obtaining the academic position "professor" in the professional direction *3.7. Administration and management (virtual team management)*. His overall scientific and teaching performance is in accordance with the Procedure for long-term attestation of teachers at the NBU. This gives me the reason to give a

positive assessment to the submitted candidacy of Assoc. Dr. Kristiyan Hadjiev for the academic position of "**Professor**".

14/09/2022 Signature:

/Assoc. Prof. Dr. Dimitar Alexandrov Panayotov/