

REVIEW

by Prof. Dr. Anastasia Milanova Bankova,

member of a scientific jury in a competition for the academic position of "associate professor" in scientific field 3.7. Administration and management (Management, organizational behavior, leadership - in Bulgarian and English), at the Faculty of Economics and Business Administration, Sofia University "St. Kliment Ohridski ", announced in SG, issue 21 of March 13, 2020 (the jury was appointed by order of the Rector RD 38-195, May 21, 2020)

Subject: evaluation of the scientific, scientific-applied and professional-academic activity and production presented by the candidates in the competition.

One candidate participates in the competition - Iya Todorova Petkova-Gurbalova.

All formal legal requirements for applying to the competition have been met, all necessary references, documents and publications have been submitted.

I. General assessment of the candidate.

I know the candidate as a student at the Faculty of Economics and Business Administration at Sofia University "St. Kl. Ohridski ", and later as a doctoral student in the Department of Business Administration and as an assistant.

Iya Petkova-Gurbalova is an intelligent young woman who takes care of her growth and development as a scientist and teacher, and also has an active participation in public life in the country and extensive practical experience in managing important organizations. It should be emphasized that she is one of the few who manages to find a balance between family - practical work - social commitments and research and teaching, something that deserves respect and, unfortunately, is not common. Iya Petkova-Gurbalova is a candidate who has all the necessary qualities to develop as a teacher and to occupy the academic position for which the competition was announced.

Iya Petkova-Gurbalova graduated from an English language high school in Plovdiv, did an internship in the United States (Institute of World Resources,

Washington) and the European Parliament, and taught in English at City University. She participated in the programs with English teaching at the faculty, including in the courses conducted jointly with American universities with Prof. D. Elenkov, to which activities I was directly related. In this sense, she meets the requirements of the competition for teaching the relevant subjects in Bulgarian and English.

The candidate has a regular overfulfillment of teaching employment. She teaches in two compulsory bachelor's disciplines as an assistant and in three master's disciplines, in one of which she is a holder.

A reference for fulfillment of the minimum requirements according to art. 26 of the LDASRB (Low on the Development of the Academic Staff) for scientific field "Social, economic and legal sciences", professional field 3.7. "Administration and Management" is presented.

II. Evaluation of the scientific and practical results and contributions of the candidate.

The candidate participates in the competition with the following scientific and applied production:

Brief summary data, according to the materials submitted by the candidate:

Habilitation thesis, monograph: Doctoral dissertation:	"Leadership - current trends: the example of Bulgaria" "Leadership style of men and women - leaders in Bulgaria"
Articles and reports in peer-reviewed publications: Studies published in peer-reviewed scientific journals: Published chapter in a collective monograph:	25 published articles and reports, 12 of them co-authored, 15 after obtaining a doctoral degree 2 monographs 6 participations in 3 collective monographs
Presented list of publications for participation in the competition:	Published dissertation and monograph. 20 articles and reports, 5 publications published before the acquisition of the doctoral degree (they are not on the topic of the dissertation, but concern other management topics on the issues of the competition). 6 participations in three collective monographs.

	2 monographs. <i>Total number of publications submitted for review: 30 issues (habilitation thesis and dissertation - 2 issues, articles and reports - 20 issues, 6 participations in collective monographs and 2 monographs); 12 publications are with coauthors.</i>
Accents:	The accents in the work and teaching of Dr. Petkova-Gurbalova are in the field of leadership and organizational behavior.
Quotations and reviews:	5 publications are cited in 11 different works, 5 of the citations are of publications with which the candidate participates in the competition. A reference from NACID is also presented for the citations. 4 cited publications have coauthors.
Participation in projects:	A list of the candidate's participation in 3 national and two university projects is presented. The candidate is also involved in other, smaller research projects that she has not mentioned.

The main contributions of Iya Gurbalova are dedicated to various aspects of leadership as theory and practice - existing models, adaptation and development of models; factors determining successful leadership and the impact of the socio-cultural environment on it; “leader - followers/ employees” relations; developing (formal) leaders; new trends in leadership (for example - e-leadership). Numerous studies of leadership in the country have been conducted. In addition, a number of studies and publications are devoted to other management issues, mainly related to leadership such as motivation, cultural environment, work values, etc.

The scientific and scientific-applied contributions of the candidate can be summarized in the following areas:

1. In-depth research and results in the field of leadership - the theoretical concepts, research and analysis of practice are systematized both internationally and in the country. The candidate's publications are characterized by intelligent, detailed and in-depth review presentation of existing theories, models, trends in the field of leadership, which are useful for the Bulgarian reader and researcher. It should be noted that, in addition to the excellent presentation of foreign

research, the author has given a serious place to the Bulgarian contributions and the state of research - from defended dissertations in the field to published books, articles and research.

2. The factors that are important for successful and sustainable leadership behavior are presented. Prerequisites are created for monitoring the manifestation and the influence of these factors on the dynamics of the orientation towards leadership behavior.

3. A model for studying the leadership styles in Bulgaria has been tested, and the tools used are verified. A model for studying the authenticity of leaders has been partially developed and tested. The candidate works with a variety of research tools - quantitative methods for data processing, qualitative methods, cases.

4. Contributions can be noted, oriented towards the qualification in the field of leadership and leader's performance, the organizational behavior, the role of the trainers and the other roles of educators in that.

5. Study of work behavior and values, sustainable patterns in it, the influence of socio-cultural environment.

6. Based on the specific research, the candidate has gained new knowledge about the management practice in Bulgaria in certain areas, the preferred leadership styles in them, the formation and development of these styles. This knowledge is useful for creating an understanding of leadership practices in Bulgaria. These studies also allow us to take a look at existing schemes and models for leadership in Bulgaria. The author also makes a comparative analysis of leadership style based on the gender of leaders.

7. The candidate's research is important for leaders/ managers - to build a conscious attitude to their own style, opportunities for improvement, to balance its performance with environmental factors, so that they could develop a truly "authentic leadership", leading to success. They are also useful for teachers in the field of leadership in various institutions, for researchers - as a basis for comparative analysis, as a tool, as models, arguments and conclusions. The thesis about the development of leadership skills throughout the whole life due to the changing environment is consistently presented.

8. The essence of e-leadership, its dimensions, challenges to modern leaders and significance for the future are presented.

I accept the contributions, given by the candidate and set out in the relevant report.

The candidate has presented the necessary volume of scientific production with the necessary quality for participation in a competition for the academic position.

III. Evaluation of the evidence for the teaching activity of the candidate.

The candidate is already an established lecturer. She has a taste for modern teaching practices, uses creatively new information technologies, has an active connection with business practice by inviting representatives of large international companies operating in Bulgaria, as well as managers/ formal leaders of our companies with interesting achievements. Her classes cover a balanced theory and practice in business both in Bulgaria and internationally. She works actively with students - promoting diploma theses and interns, involves them in research projects, prepares publications with the best of them.

A detailed reference, required by law, for the teaching activity of Iya Gurbalova is presented.

IV. Critical remarks and recommendations.

The notes below are essentially recommendations for the candidate's future work.

I must point out that, for the first time, I have difficulty finding the right way to formulate the notes. That's why I choose the way that is presented below.

I must point out at the outset that leadership is a complex area of research.

First, in different languages there is a specificity in the naming of phenomena, which is a prerequisite for eclecticism.

Second, leadership is:

- multi-layered (there are intellectual, organizational, emotional, etc. leaders and usually one person does not have outstanding qualities in all directions, and organizations need different degrees of these layers, which is achieved within its framework through conscious use or spontaneous influence of the potential of the members of the leadership team, of the other employees - of the informal leaders among them);

- multidimensional (many factors influence the formation and expression of leaders - the qualities of their personality, the conditions that allow to develop them, different environments);

- “multidirected” - leaders can seek success and benefit, but to whom - for themselves, for the people around them, for the organization, for the society, and their performance can be extremely harmful to some of the above.

It's just that leadership in organizations is a complex problem, and breaking or neglecting some important connections distorts the picture. In addition, great care must be taken with hasty generalizations, which may turn out to be illegitimate in general - usually true for a private manifestation.

In the constructivists' approach to leadership, the phenomena of "tying" and "untying" are known. This means that in order to be effective, managers must behave and demonstrate the qualities that society expects of them, so that they gain access to public resources. Inside the organization, however, they can unleash their creativity and experiment with those practices they find correct and useful. Accepting dual morality with good intentions always leads also to its harmful manifestations. A large study in Germany showed that about 30% of people in power positions present themselves as manipulative "activists", in fact they are often not only useless to the organization (do not help it solve its problems), but on the contrary - harm it significantly, they only care about their careers and deal unscrupulously with anyone who stands in their way. The advice to the organizations was if they could recognize these people and have the opportunity, to get rid of them. Taking into account the cultural peculiarities and traditions, it can be assumed that this percentage in our country is significantly higher. This assumption is not entirely unfounded. I was impressed (in research I have participated in) that executives, even in large and serious international companies, known for their interesting organizational culture and industries that involve intelligent leadership, are valued by the people they work with and who knows them, too negative (on the agenda is authoritarianism, intrigue, unprincipled behavior, inability to work in a team, etc.). Interestingly, these people usually went through training, had the opportunity to observe and experience other styles of behavior, even, I guess, presented themselves in an appropriate way to whom they should. Nevertheless, they fail to overcome their true nature and demonstrate it to their subordinates in our country. The various results in this area make me think that the reasons for this need in-depth study.

The author has chosen and presented precisely a model for authentic leadership and this is very useful. However, the authenticity of leadership will also long time in advance be understood in the ways it is presented in other works - namely, leaders with different qualities (being authentic in their way) can lead to the success the same organization if they can find the necessary harmony in the different factors having impact on this.

Despite all this, I propose to Dr. Gurbalova in the future to try to reflect more fully the complexity of the phenomenon of leadership, and when limiting the object of her research, carefully to assess the important links that cannot be ignored, not to generalize the results of leadership (She actually explores formal leaders/ managers - appointed or elected, who have a stable position in the organization and have its resources and this is not reprehensible).

The candidate may also be advised to choose more carefully the expression of the things she is talking about. For example, she says that the authentic leader is a leader "by belief (persuasion)"; naming a type of leadership in a way that in Bulgarian is associated more with compliance (servile, uncharacteristic) leadership, rather than "serving" (for high purposes, for example), needs refinement. I would prefer to speak in Bulgarian about formal leaders/ managers and their leadership qualities, rather than leaders "in one person" with someone.

Given all this, it must be said that full-fledged leadership research is expensive, involving diverse specialists. That is why I accept that anyone who with minimal funding has undertaken and has conducted research almost on his own and has achieved results is commendable. It is also understandable for these studies to be limited in some respects. Nevertheless, I think it would be useful for the candidate if she tries to make sense of the above considerations and keep them in mind in her future work.

V. Conclusion.

I strongly recommend that the title of “**Associate Professor**” in the professional field 3.7. Administration and Management (Management, organizational behavior, leadership - in Bulgarian and English) in the competition for occupation of academic position at the Faculty of Economics and Business Administration, Sofia University “St. Kl. Ohridski”, to be awarded to **Dr. Iya Todorova Petkova-Gurbalova**.

Jury member and reviewer:



/prof. Dr. Anastasia Bankova /

August 20, 2020

Sofia