

STANDPOINT

From: Prof D.Sc. Zhelyu Dechev Vladimirov, Sofia University "St. Kliment Ohridski", professional field: 3.7. "Administration and Management"

On: the scientific works of Ch. Assistant Professor Dr Iya Todorova Petkova - Gurbalova, presented for participation in a competition for the academic position of "Associate Professor" in the professional field 3.7. Administration and management (Management, Organizational Behavior, Leadership - in Bulgarian and English), announced in SG, issue 21 of 13.03.2020

Reason for the standpoint: order of the Rector of Sofia University "St. Kliment Ohridski" RD 93Ж-13 / 26.06.2020

1. General characteristics of the candidate's works

The candidate has a total of 33 publications, and 29 of these have been submitted for participation in the competition. These publications include: a monograph; two studies and five articles in peer-reviewed scientific journals; 14 articles and published reports from international scientific conferences; one report from a national conference and six chapters from collective monographs. The total volume of independent authorship of these publications is 400 pages, of which 74 pages are in English. From the attached reference for NACID citations it can be seen that the candidate has a total of 11 citations. The publications submitted for participation in the competition do not repeat those for obtaining the educational and scientific degree "Doctor". With the submitted works the candidate fully meets the minimum national requirements under Art. 2b of the Law on the development of the academic staff in the Republic of Bulgaria, professional field 3.7. Administration and Management

The scientific works of the candidate can be grouped in the following areas: (1) Leadership (№№: 2, 3, 4, 5, 6, 7, 10, 11, 12, 16, 23, 24 in Bulgarian and №№ 9, 15, 30 - in English); (2) Organizational behavior and entrepreneurship (№№ 7, 13, 19, 21 - in Bulgarian and 20, 22, 29 - in English); (3) Management and culture (№№ 8, 14, 17, 18 - in Bulgarian); (4) Publications of educational and methodological nature (25, 26, 27, and 28 - in Bulgarian). Of these publications, 13 are independent and the rest are co-authored

1.1. Leadership (№№: 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 15, 16, 23, 24, and 30).

The monograph "Leadership - current trends: the example of Bulgaria" (2019) presents the situation in Bulgaria in 2018-2019 in terms of two types of leadership - transformational and authentic leadership. The data are based on a qualitative survey (among 20 people) and a quantitative survey (among 348 people in management positions). A theoretical overview of leading scientific developments in the field of authentic leadership is made in Article № 9. The basic definitions are systematized, as well as a model for the relationship between the authenticity of the leader and the behavior of employees. Current models that describe contemporary leadership styles with an emphasis on authentic leadership are presented in Publication № 10. The two studies № 23 and № 24 discuss contemporary models and methods of leadership research. The chapter of the monograph (№30 in English) also discusses modern research methods in the field of leadership, as well as the research potential in the field of leadership in Bulgaria.

Based on the "Full-range leadership model", Publication № 12 examines the dominant leadership style of Bulgarian managers. Data from a survey of 418 employees show that Bulgarian managers use both transformational and transactional leadership styles. Similar results are presented in Article № 16 in English. The role of the socio-cultural environment as

a determinant of the leadership style has been confirmed. Article 15 also paints a picture of the prevailing leadership style of Bulgarian managers.

The opportunities and difficulties associated with the new type of leadership mediated by information technology are analysed in Publication № 3. Leading research in the field of e-leadership is presented, with special attention on building trust in virtual teams. The need for continuous development of leadership skills is explored in Article № 4. Article №6 also discusses the importance of conducting training for managers. Tomorrow's leadership and the manager-subordinate relationship are the subject of a study in Article № 5. It is concluded that a stronger commitment of employees can be expected if their managers show an attitude to protect, support and even sacrifice for his subordinates. Formal and informal communication approaches as a factor for successful leadership are analysed in Article № 7. Article № 11 examines successful leadership practices among educational institutions. It is proven here that communication also plays a key role in this success.

1.2. Organizational Behavior and Entrepreneurship (№№ 13, 19, 20, 21, 22, and 29)

Article № 13 discusses the possibility of building a tool for identifying the motivational profile of specific factors in the work situation. It is argued that comparing these factors in terms of significance and satisfaction can provide insight into their motivational potential. The chapter of the monograph (№29) describes the main procedures related to the study of labor values. The influence of the type of geographical location on the attitude of entrepreneurs to work is presented in Article № 19. It is revealed that entrepreneurs from smaller settlements have a stronger paternalistic attitude, and also more strongly demonstrate commitment to work as unconditional value. The impact of entrepreneurs' values on innovative behavior in a sample of 200 Bulgarian organizations was studied in Article № 20 (in English). Article № 21 tests the hypothesis of whether the difference between entrepreneurs and non-entrepreneurs on the criterion *Individualism* increases or decreases.

Publication № 22 is dedicated to decision-making lobbying in the EU. It presents the most important lobbying mechanisms, as well as data on lobbying institutions in the EU.

1.3. Management and culture (№№ 8, 14, 17, 18).

Article № 8 presents 25 top management tools, the use of which is considered in four time points - 1993, 2000, 2014 and 2017. The data from a survey of 199 people through the LinkedIn network show the preferences of managers to specific management tools. The heuristic possibilities of the results of the research on cultural orientations in management are analysed in article № 14. The labor values in Bulgarian organizations for the period 1995-2004 are studied in article № 17, where the sustainability and dynamics of 14 work values are considered. The role of gender in the cultural orientations in management is analysed in Article № 18. It is revealed that the differences between men and women related to the criterion *Individualism* are significant, but with limited differentiating ability.

1.4. Educational and methodological publications (№ 25, 26, 27, 28).

These publications include four chapters from a monograph entitled: "Choice of topic and problem - thematic field. Orientations of the choice"; "Theoretical bases of the research"; "General exemplary structure of a master's thesis - first part. Main structural parts"; "General exemplary structure of a master's thesis - second part. Features in the content". These chapters present the first steps that the young researcher takes in developing his thesis. The main characteristics of the master's thesis are described as a serious scientific text, the problems facing the graduate before starting work are systematized, including personal interests, financial resources, scope, state of knowledge, importance for practice, etc. The main elements of the research model are discussed: object and subject of research, hypotheses

(when a hypothesis is accepted or rejected), and guidelines for data collection, processing, analysis and presentation. Some typical mistakes related to the theoretical substantiation of the master's theses are shown.

2. Contributions to science and practice

The review of the works submitted for the competition of Ch. Assistant Professor Dr Iya Petkova-Gurbalova shows that these are studies that meet scientific standards. The analysis of the publications reveals that the candidate has contributions in promising areas of leadership, organizational behavior, management culture and teaching methodology. In particular, the theoretical contributions are the following:

- Systematization of basic theoretical concepts in the field of leadership, social management and organizational behavior;
- Critical analysis of models related to transformational, transactional and authentic leadership;
- Approbation and verification of a model and analytical tools for research of leadership styles in the Bulgarian socio-cultural reality;
- Identification of key factors for building and sustainability of successful leadership behavior;
- Demonstrating the need for continuing education and development of management staff, including teachers and lecturers as leading role models.
- Outlining the role of management cultural orientations on the sustainability and dynamics of labor values.

Practical contributions are related to:

- Gaining new knowledge about the orientation of business leaders in Bulgaria to specific leadership styles.
- Use of the obtained results as a means of awareness/self-awareness of managers for the development of successful organizational behavioral strategies;
- Enriching the curriculum and improving the quality of academic and other courses.

3. Conclusion

The presented publications of the candidate reveal an in-depth knowledge of the problems related to leadership styles, the relations between leaders and employees, the cultural orientations of management and the methodology of teaching management disciplines. Dr Petkova-Gurbalova has conducted independently and in collaboration with other researchers a significant number of theoretical and empirical studies, showing high skills for summarizing the results and substantiating significant conclusions. The problems she has been studied are among the leading ones in the respective scientific fields and the obtained results add value to the existing knowledge. A significant part of the presented works are directly related to the courses taught by the candidate. With these publications and with his active research and teaching activities, Ch. Assistant Professor Dr Iya Petkova-Gurbalova appears as a very promising researcher and lecturer.

All this gives me reason to recommend to the esteemed scientific jury to award Ch. Assistant Professor Dr Iya Petkova-Gurbalova the position of "Associate Professor" in the professional field 3.7. Administration and management (Management, Organizational Behavior, Leadership - in Bulgarian and English).

27.08.2020
Sofia

Prof D.Sc. Zhelyu Vladimirov