

OPINION

From Assoc. Prof. Veryana Todorova Boeva, PhD, Technical University – Gabrovo

of the materials submitted for participation in a competition for the academic position "Associate Professor" in the Field of higher education - 3. Social, economic and legal sciences, by Professional field - 3.7 Administration and management, Specialty - "Management and development of the organization and human resources In the competition for associate professor, announced in the State Gazette, issue 50 / 15.06.2021 and on the website of TU-Gabrovo for the needs of the Department of Management at the Faculty of Economics, as a candidate participates Ch. Assistant Professor Eng. Neli Ivanova Nikolova, PhD

1. Overview of the content and results in the presented works

The scientific works of Ch. Assistant Professor Neli Nikolova, PhD can be presented in three main areas:

Thematic area 1. Management and entrepreneurial organizational development.

A significant part of the publications are related to the choice of entrepreneurial solutions in the field of generation and transfer of new knowledge in order to achieve sustainable competitiveness of the modern organization. The role of effective knowledge management and management of company activities through the construction of innovative organizational and management structures and internal entrepreneurship is proven. Attention is paid to the new company culture as a new style of life of the organization, formed under the influence of effective knowledge management. An exemplary framework for conducting an intelligence audit of the intelligence in an organizational environment is proposed, with the help of which managers will be able to determine how to achieve higher competitive intelligence.

Innovative opportunities for changing the economic environment through the establishment of a "blue" economy that uses technological innovations to achieve the perfection of ecosystems in the natural environment are considered. Consideration is also paid to women's entrepreneurship, and the researches prove the contribution of women entrepreneurs and women's leadership at various levels of government nationally and globally.

Another area in the study of organizational development is the assessment of the role and degree of digitalization in Bulgarian organizations. Based on empirical researches, the ability to use digital tools and channels in the context of the development of Industry 4.0 has been studied. The role of digitalization in creating conditions for the development of new business processes has been proven.

In the field of formulation and ranking of the organization's priorities, the proposed matrix of priorities deserves attention - an analytical tool for classifying priorities of similar importance. The role of the internal units with entrepreneurial orientation as a tool for establishing the principles of creativity and innovation policy in the organizations is also highlighted.

Thematic area 2. Human resources management

The publications in this thematic area are dedicated to the strategic management of human resources as the most valuable asset of the modern organization. First of all, management in this area is considered in the context of the development of information technology. The necessity of

management in which the intellectual potential of the employees is realized is substantiated. The main aspects of modern educational policy are considered, including good practices of education in a virtual environment. Some of the publications are devoted to the strategic planning of human resources and team building through described management mechanisms, techniques and models.

Within the thematic area, empirical researches of the motivation and motivational profile of persons employed in real business organizations have been carried out. The relation "emotional intelligence - motivation – employability ", which is extremely important for organizational behavior and company culture, has been studied.

Thematic area 3. Educational technologies and training - textbooks, manuals and handbooks – annotations

In the third thematic area are presented textbooks on the main subjects in which the candidate teaches at the Technical University - Gabrovo. The first part of the textbook on "Strategic Management" and the textbook on "Fundamentals of Management" are intended for students studying in these disciplines, but can also help managers in practice in solving problems with strategic, tactical and operational nature. Particularly valuable are the case studies, tests and tasks included in the textbook on the basics of management, which help students to consolidate their theoretical knowledge and build practical skills for analyzing and making decisions in various management situations. The textbook "Management and development of human resources" presents the main modern principles, methods and tools in the field of human resources management. The content is aimed at helping future managers to manage and motivate their staff in a way that determines high satisfaction and high personal achievements of employees. Valuable support for teaching the discipline "Human Resources Management" is provided by the textbook "Human Resources Management and Organizational Behavior (Cases, Tests, Business Management Games and Tasks)". Eleven of the thirteen cases presented here consider situations in which the author is a direct participant. The cases are divided into illustrative, diagnostic and prognostic. The most complex and presenting the highest cognitive difficulty for learners are the prognostic cases, because in them the problems in the situation must be diagnosed and then their solution must be found.

The handbook for students "Personality Branding" is aimed at students graduating from secondary education in professional technical high schools with dual education. Its purpose is to help young people to build in themselves qualities and style of behavior that will help them in the initial stage of their professional realization. Topics from the manual are also taught to students in a master's degree at the Department of Management at the Technical University - Gabrovo within the discipline "Strategies for Human Resources Development".

2. General characteristics of the candidate's activity

2.1. Teaching and pedagogical activity

Teaching activities Ch. Assistant Professor Neli Nikolova PhD is distinguished by high academic commitment, high quality of presentation of lecture material and a strong orientation to the practice of conducting seminars. Her teaching activities are closely related to the presented research. Ch. Assistant Professor Neli Nikolova, PhD conducts lecture courses and seminars in the following disciplines in the bachelor's and master's degrees: Fundamentals of Management, Human Resources Management, Strategic Management, Entrepreneurship and Entrepreneurial Behavior, Human Resources Development Strategies, Risk and Insurance, Insurance and Labor Insurance, Investment Risk and Insurance, Financial Markets and Intermediaries. In addition to these disciplines, she has developed curricula in: Corporate Culture, Change Management,

Management Psychology. Ch. Assistant Professor Neli Nikolova, PhD has led and reviewed dozens of diploma theses of students and has led student participation in student scientific sessions.

The calculations for the workload of the teaching staff of the Department of Management show that during the current and next academic years the necessary hours (lectures and seminars) are provided, which meet the rules for the workload of the habilitated lecturers at TU-Gabrovo.

2.2. Scientific and scientific-applied activity

Ch. Assistant Professor Neli Nikolova, PhD has presented 27 publications of scientific and applied nature. The highest rating can be given to papers related to:

- Enrichment of theoretical formulations for organizational development based on defined problems and strategic goals in the process of restructuring and technological changes.
- Motivational model in human resources management, presented in the monograph and tested in practice
- Research of the relation "work motivation - organizational development".
- Supporting the development of enterprises based on Industry 4.0 using a transformative business model for managing human, innovation and organizational capacity.

2.3. Implementation activity

Ch. Assistant Professor Neli Nikolova, PhD is the author of an implemented motivational model in the human resources management of "Alfrida Peev" Ltd. - Gabrovo.

3. Contributions (scientific, scientific-applied, applied) . Significance of contributions to science and practice

I accept the above four groups of contributions from the candidate for the academic position of "Associate Professor" Ch. Assistant Professor Neli Nikolova, PhD in the Author's reference for the contributions as corresponding to the presented publications.

4. Assessment of the personal contribution of the candidate

It should be noted as a personal contribution the long-term research work of Ch. Assistant Professor Neli Nikolova PhD in the field of human resources management and development. Special attention deserves the monographic work "Entrepreneurship and sustainable organizational development - management theoretical and applied aspects", which based on theoretical and empirical research are deduced ways to effectively manage human capital, considered as essential resource crucial for modern organization.

5. Critical remarks and recommendations

To continue more intensively the publishing activity in foreign editions.

6. Personal impressions

I know ch. Assistant Professor Neli Nikolova, PhD from our long-term joint work in the Department of Management at the Technical University - Gabrovo. In my opinion, she is hardworking and collegial and is a wonderful teacher and researcher.

7. Conclusion

Having in mind the above, I propose Ch. Assistant Professor Neli Ivanova Nikolova, PhD to be elected "associate professor" in field of higher education - 3. Social, economic and legal sciences, professional direction - 3.7. Administration and Management, specialty - Management and development of the organization and human resources.

Member of the Scientific Jury: /signature/

Assoc. Prof. Veryana Todorova Boeva, PhD