

STANDPOINT

By Prof. D.Sc. Marin Paunov, UNWE

of the materials submitted for participation in the competition
to occupy the academic position “professor”
of the Higher School of Insurance and Finance

by field of higher education 3. Social, economic and legal sciences, professional direction 3.7. Administration and Management (Human Resource Management, Leadership and Organizational Change)

In the competition for a professor, announced in the State Gazette, no. 52 of 05.07.2022 and on the website of the Higher School of Insurance and Finance, as a candidate participates Teodora Milcheva Lazarova, VUZF

1. General presentation of the procedure and the candidate/s

In the announced competition, documents were submitted by one candidate – Teodora Lazarova. After the dissertation work for awarding the scientific and educational degree of Doctor, the candidate presents a habilitation monograph and 23 articles and reports published in the last 2 years. The reference list also includes two textbooks and one workbook, published as an independent author. There is a list of 27 citations of her works. Also listed are 8 educational and research projects from 2013 to date. From the presented scientometric reference, it is clear that the candidate meets the requirements of the ZRASRB and the internal regulations of VUZF for participation in the competition.

2. General characteristics of the applicant’s activity

The candidate graduated from a mathematics high school and then obtained a bachelor’s degree in psychology at SU “Kliment Ohridski”. She completed two master’s programs at the same university – in business management and in organizational consulting, PhD in psychology from the Institute for Population and Human Research (Institute of Psychology). As additional training,

she went through a series of courses (on conflict theory, building resilience, cognitive flexibility, emotional intelligence, organizational change and leadership, on positive psychotherapy, etc.). She started working as a psychologist at the UN Bulgaria, after which she continued her professional path as an expert and manager of human resources in the banking sector. Since 2013, she has been a lecturer at UNWE, NSA, VUZF and NBU, mainly in areas related to psychology, organizational behavior and management. From 2012 until now, she has been an associate professor at VUZF, while at the same time continuing her development as a practitioner of management positions in the human resources sector in five companies.

It can be summarized that the biography of Associate Professor Lazarova contains impressive educational, teaching and empirical-management elements, proving the high levels of her training and her successful implementation to date.

3. General characteristics of the candidate's publications

The monograph presented for review regarding the current contest is titled "Leadership and management of organizational change". In this main work, the candidate examines (and makes scientific and applied scientific contributions in) several areas: leadership styles, human resources management resources and management of organizational change, as connections and interdependencies between the researched areas are also brought out. An interesting and important point of contribution is also contained in relation to the concept of self-management and current programs and models of human resource management in the context of modern organizations.

Summarizing the other publications (articles and reports) of the candidate, I could summarize the following main topics and contributions achieved in them:

- innovations in the management of human resources in modern organizations
- the innovative tools and techniques for optimization and digitization of recruitment processes
- online education
- the traditional classroom model and the flipped classroom model as an effective alternative
- motivation and its relationship with leadership behavior
- the interaction between leadership actions and various organizational group processes
- the challenges of remote team management

- the strategic management of human resources in the information technology sector and in particular retention strategies

- leadership, coaching and crisis management, as well as organizational changes in the context of crisis management

- research of the main differences in the perceptions of representatives of different generations in an organizational context and successful leadership practices to overcome the differences

- the impact of the economy of fear on the management of modern organizations

- leadership styles and entrepreneurship, etc.

I would like to emphasize the presence of very good erudition, maturity of research approaches, complexity and associativeness of thinking, scientific correctness and multidirectional interests of the candidate demonstrated in her publications.

4. Critical remarks and recommendations

I have no critical remarks and as a recommendation I could advise the candidate to summarize some of her reports and articles in another monographic publication.

CONCLUSION

In my opinion, Associate Professor Teodora Lazarova meets the regulatory requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for the Implementation of this Law, as well as the Regulations for the Terms and Conditions for Holding Academic Positions at VUZF. My personal impressions of the documentation submitted for review are that the candidate is an established researcher, lecturer and practitioner who is at the level of the current competition. Therefore, I give my *positive assessment and propose to the members of the scientific jury to vote for the election of Teodora Lazarova to the academic position of “professor”* in the field of higher education 3. Social, economic and legal sciences and professional direction 3.7. Administration and Management (Human Resource Management, Leadership and Organizational Change).

22.11.2022

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(Prof. D.Sc. Marin Paunov)