

## REVIEW

by prof. Evgeni Georgiev Evgeniev, DSc  
from VUZF University-Sofia  
of the materials submitted for participation in the competition  
for holding the academic position of professor  
in VUZF University-Sofia  
in field of higher education: 3.7. Administration and Management  
professional area: Human resource management, leadership and organizational change

In the competition for professor, announced in the State Gazette, no. 52 of 07/05/2022 and on the website of VUZF University-Sofia (VUZF), as a sole candidate participates assoc. prof. Teodora Milcheva Lazarova, Ph.D. from VUZF.

### **1. General presentation of the received materials**

By order No. 368 of 10.11.2022. of the Rector of VUZF, I have been appointed as a member of the scientific jury of competition for the appointment to the academic position of “professor” at VUZF in the field of higher education 3.7. "Administration and management", professional area “Management of human resources, leadership, and organizational change”.

Associate professor Teodora Milcheva Lazarova submitted documents for participation in the announced competition at VUZF.

The paper/electronic set of materials presented by the candidate is in accordance with the Regulations specifying the terms and conditions for holding academic positions at VUZF and includes the following documents:

1. Curriculum Vitae (European format);
2. Copy of the diploma for the educational and scientific degree "Philosophiae Doctop“;
3. Document certifying the occupied academic position "associate professor";
4. Monograph with summary;
5. List of publications after being appointed for the academic position of "associate professor";
8. Certificate of criminal record;
9. Certificate of the required experience under Art. 33, para. 1, item 2;
10. Separation protocols for the joint publications;
11. Evidence of supervision of doctoral students;
12. Evidence of leading scientific and other research projects tasks;
13. Reference on the implementation of the minimum national requirements for occupying the academic position "professor";
14. Reference to the original scientific contributions in the works and to the citations (without self-citations);
15. Form - consent to the processing of personal data in connection with participation in the competition.

The candidate has submitted a total of 26 scientific papers, of which 22 articles and reports, 1 monograph, 3 textbooks, and study aids. Documents certifying participation in scientific projects have also been filed for review.

### **2. Brief biographical data of the applicant**

Associate professor Lazarova has a bachelor's degree in Psychology and master's degrees in Business Administration and Organizational Consulting and Human Resource Management. In 2012 she defended her Ph.D. in Labor and Organizational Psychology at the Institute for Population and Human Research at the Bulgarian Academy of Sciences, since the same year she is an associate professor at VUZF. The candidate has large teaching experience not only from VUZF but also from other universities: University of National and World Economy – Sofia, New Bulgarian University, and others.

It is clear from the presented CV that Associate Professor Lazarova has significant professional experience in the field of human resources management and organizational behavior, having held a number of management positions in various structures of business practice.

### **3. General description of the activity of the candidate/s**

The candidate associate professor Lazarova has extensive teaching experience, and she has developed three textbooks for her teaching activities in the following areas:

- Selection of human resources;
- Training and development of human resources;
- Personal and organizational development.

In the monographic work submitted for review entitled “Leadership and Management of Organizational Change”, the author examines and analyzes an important and under-researched issue of the relationship and impact of leadership on organizational change. In this habilitation work, the connection between the main challenges to the effective management of human resources and organizational change is analyzed.

While basic and contemporary theories of leadership style are examined, the stages of human resource management are defined and the challenges of managing organizational change in various business sectors are discussed. The monograph is organized into three parts. In the first part, fundamental and modern leadership theories are examined, and innovative techniques and practices that would contribute to increasing the effectiveness of the management process in the organization are studied and presented in analytical discourse.

The second part is dedicated to the stages of human resources management.

Key factors for long-term motivation and attachment of employees to the company are analyzed. In the third part, the main interactions related to the higher effectiveness of certain leadership styles in different business contexts as well as different organizational dynamics are brought out.

Based on the research carried out and the conclusions of the analysis, the author has successfully defended the thesis in her habilitation work that the effective management of human resources and organizational change are related and depend primarily on:

- effective leadership in organizations;
- non-standard and innovative approaches in the management of human resources, for achieving higher levels of motivation, satisfaction and retention of the employees;
- the development and application of new management techniques, not applied until now in practice.

The presented habilitation work illustrates the candidate's ability to independently and thoroughly research important and topical issues of management theory and practice.

In the scientific and scientific-applied activity of assoc. prof. Lazarova there is a significant number of scientific contributions, the most important of which are:

- Interrelationships between leadership style and organizational environment are derived, successful leadership styles in the context of organizational change are analyzed;

- The field of scientific knowledge in the area of the research topic has been expanded and upgraded;
- Models and techniques for effective management of organizations, human resources in the context of a dynamic and innovative organizational environment are derived;
- Main theoretical concepts from the field of leadership, human resource management and organizational change management are analyzed;
- The world's successful practices for the implementation and management of the overall cycle of human resources selection in the context of modern organizations is elucidated;
- A conceptual framework has been developed that supports the acquisition of the necessary knowledge and skills for managing the selection process in organizations;
- A conceptual framework has been developed that facilitates the acquisition of knowledge about the sequence of managing the stages of personal and organizational development.

The candidate has also presented numerous papers and scientific conference proceedings which reinforce the view of the high scientific and practical expertise and the thoroughness of her research.

#### **4. Assessment of the candidate's personal contribution**

An analysis of the submitted documents in the competition gives reason to conclude that associate professor Teodora Lazarova possesses the qualities of an established professional in the field of human resource management, has significant contributions both in theory as well as in its practical application. She has fulfilled the minimum scientific and metrical requirements for the occupation of the academic position "Professor", according to the Law on the Development of the Academic Staff in the Republic of Bulgaria (LDASRB).

#### **5. Critical remarks and recommendations**

I have no criticism on the candidate works.

I would recommend assoc. prof. Lazarova to continue her research in the field of human resources management, paying special attention to the relationship between personal human qualities with the effective organization and management of labor activity.

#### **6. Personal impressions**

My personal opinion, based on the materials reviewed and personal contacts with assoc. prof. Lazarova is that she would take her rightful place in the academic staff of VUZF occupying the academic position "Professor" for which she is a candidate.

#### **CONCLUSION**

In conclusion, I believe that the documents and materials presented by associate professor Teodora Lazalova meet all the requirements of the LDASRB, the Regulations for its implementation and the relevant Regulations of VUZF. They present her scientific activity in full.

On the basis of what I have stated so far, as a member of the scientific jury, I support the occupation of the academic position of "professor" at VUZF by assoc. prof. Teodora Milcheva Lazarova.

I recommend to the respected Scientific Jury to prepare a report-proposal to the Academic Council for the election of Teodora Milcheva Lazarova to the academic position of "Professor"

at VUZF in the professional area "Management of human resources, leadership and organizational change".

1 Dec 2022

Reviewer \_\_\_\_\_  
Prof. Ph.D. Evgeny Evgeniev