

Review

by Prof. D.Sc. (econ.) Julia Markova Doitchinova - University of National and a World Economy, member of a scientific jury for occupying the academic Position "Associated Professor" on a announced competition from D. A. Tsenov Academy of Economics – Svishtov, in the field of higher education 3. Social, Economic and Legal Sciences, Professional area 3.8. Economics, Scientific Specialty "Economics and Management (Agrarian Economics)", State Gazette, issue 92/03.11.2023

1. Presentation of the candidate

The only candidate for the announced competition for the needs of the Department of Agrarian Economy at the D. A. Tsenov Academy of Economics - Svishtov is Senior Assistant Doctor Elena Yordanova Shopova.

2. The grounds for writing the review

Prof. Ph.D. Yulia Doychinova is included in the scientific jury under the announced competition on the basis of the decision of the Faculty Board of the Faculty of Production and Commercial Business, Protocol N 4/13. 12. 2023, and order of the Rector No. 1189/15.12.2023. She was elected a reviewer by the scientific jury at his first meeting on 10.01.2024.

3. Personal characteristics of the candidate

Dr. Shopova has a Master Degree from the University of Veliko Turnovo with a major in Bulgarian Philology (1996) and Master Degree -Economist-Financial Manager of D. A. Tsenov Academy of Economics (2001). In 2014 she obtained the Education and Scientific Degree Doctor of Management of Economy in D. A. Tsenov Academy of Economics (Diploma 2014001/ 13.01.2014).

According to the submitted certificate of work experience, as of 20.11.2023 Sen. Assist. Prof. Elena Yordanova Shopova has a total work experience of 27 years, 2 months and 14 days, including at the Academy of Economics for 15 years, 8 months and 16 days at the academic positions assistant and senior assistant professor.

Since October 2022. Shopova is a senior assistant professor at the Department of Agrarian Economics. She is the Department Alumni Coordinator since 2017 of Department of Management at the Faculty of Management and Marketing and of Department of Agrarian Economy at the Faculty of Production and Commercial Business.

Together with her teaching activity, the applicant also develops active expert activity as an expert on digital educational content joint programs under project BG05M2OP001-2.016-0004-C01 "Economic Education in Bulgaria 2030" as of 03.07.2023. to 31.10.2023. and as an academic mentor under project BG05M2OP001-2.013-0001 Student Practices-Phase 2, 29/05/2020-31/03/2023 and project BG05M2OP001-2.001-0001 "Student Practices"-Phase 1, 29/09/09/09 2016 - 31/08/2018.

Shopova is a municipal councilor in the Municipal Council of Svishtov Municipality for a term of 2023-2027 and has been elected as a Chairman of the Standing Committee on the "Corruption Countering Act and to Seize Illegally Acquired Property" and as a Vice-President of the Standing Committee on "Regulations, civil rights, public order and security. "

4. Quantitative and qualitative assessment (analysis) by the criteria and indicators for educational work and compliance with the requirements.

The candidate for the competition has academic employment for the last five years as of 2700 h., the normative being 2300 h. She has an over-fulfillment of 17.4 %, the greatest is during the school year of 2020/2021.

Dr. Shopova's academic employment

| School years | Hours | |
|--------------|-----------|---------|
| | Normative | Teacher |
| 2019/2020 | 400 | 458 |
| 2020/2021 | 400 | 591,20 |
| 2021/2022 | 500 | 561,5 |
| 2022/2023 | 500 | 566,55 |
| 2023/2024 | 500 | 522,9 |
| Total | 2300 | 2700,15 |

The applicant has submitted a report with 18 documents in accordance with the requirements of the Rules for the Development of the Academic Staff in D. A. Tsenov Academy of Economics D. A. Tsenov Academy of Economics .They prove his professional training, teaching activity, scientific production and achievements necessary for the position of Associated Professor.

The applicant's teaching activity includes participation in the development of curricula and teaching in 13 disciplines in the Bachelor's Degree and 4 disciplines in the Master's Degree in the Plans of Agrarian Economics and Management as follows:

- Bachelor's Degree: Agrarian Management; Agrarian ecology; Rural and agricultural tourism; Rural Development; Environmental and sustainable development of the agrocompany; Agrarian entrepreneurship; Regulations and standardization of agricultural production; Environmental and sustainable business development; Environmental tourism; Introduction to Agribusiness; Strategic solutions in agribusiness; Small and family agribusiness; Conflict Management (Department of Management).

- Master's degree: Alternative sources of income in rural areas; Small and family agribusiness; Rural Development; Management communication and corporate behavior (Department of Management).

The applicant is actively involved in the work of the Center for Vocational Training at the D. A. Tsenov Academy of Economics - Svishtov with developed educational content and curricula in the disciplines:

- "Classroom behavior management" studied in a qualification course for awarding qualification credits to pedagogical specialists

- "Appraisal of the activity of pedagogical specials" studied in a qualification course for awarding qualification credits to pedagogical specialists

- "Organization of business meetings and events" studied in qualification training as part of the profession "Office Secretary", specialty "Administrative Services", project "Successful together by the National Employment Action Action", under contract between D. A. Tsenov Academy of Economics and AICB Sofia;

- "Increasing Personal Responsibility and Discipline by Time Management" studied in qualification training "Increase personal liability and discipline by time management", project "Successful together by the National Employment Action Plan", under contract between D. A. Tsenov Academy of Economics and AICB Sofia;

- "Communication in Bulgarian language" studied in key competence training: communication in their native language, course "Communication in Bulgarian" under contract between D. A. Tsenov Academy of Economics and the Municipality of Svishtov, Project No. BG05M9OP001-2.056.0015- C01 "Socioeconomic integration of vulnerable groups. Integrated measures to improve access to education in Svishtov Municipality", funded by OP "Human Resources Development" 2014-2020 and OP "Science and Education for Intelligent Growth" 2014-2020. EU co -financed through the European Social Fund (ESF).

Dr. Shopova fulfills the requirements of Article 116 (2) of the Rules of the Academy, as she co-authored three monographs (with participation of one to 5 chapters) as follows:

1. Kamenov, K., Yordanova, E. (2014). Administration in Management and Public Administration, V. Turnovo: Faber. ISBN: 978-619-00-0107-2, chapters VI, VII, VIII, IX and X in Part Two.

2. Syrashki, H., Yordanova, E. et al. (2016). Quality management. Svishtov: Ai Tsenov. ISBN: 978-954-23-1128-7, Topic 4; Topic 5; Test 4 and test 5.

3. Asenov, A., Dilkov, Ts., Emilova, I., Panayotov, V., Alexieva, D., Yordanova, E. et al. (2020). Management aspects of the organization. Svishtov: AI Tsenov, ISBN: 978-954-23-1795-1, Topic 3.

The candidate is also the author of a guide to seminar classes on Ecological Policy and Social Responsibility in the volume of 100 pages, issued in 2016 in Veliko Turnovo: Vesta, ISBN: 978-954-543-059-6

The information presented on the developed curricula and participation in monographs gives grounds for the conclusion that Dr. Shopova meets the criteria for the assessment of the educational work in the D. A. Tsenov Academy of Economics.

Conclusion: The submitted by the applicant documentation is correct, meets the regulatory requirements and allows the preparation of an argumentated review in the competition for the academic position "Associated Professor". The developed curricula and participation in textbooks gives grounds for the conclusion that Dr. Shopova meets the criteria for the evaluation of the educational work in D. A. Tsenov Academy of Economics .

5. Quantitative and qualitative evaluation (analysis) by the criteria and indicators of research work and compliance with the requirements

The applicant has submitted documents and scientific products for which she forms 499 points, as shown in the table.

Of these, the relative share of the assessments of "Articles and Reports published in scientific publications, referenced and indexed in globally renowned databases with scientific information " (41.1 %), followed by monograph (20 %) and citations or reviews in non-referenced magazines with scientific review (15%).

The total number of points formed exceeds with 24.75% the minimum requirements, incl. with 70 % the citation in monographs and collective volumes with scientific reviews and citations or reviews in non-referenced magazines with scientific review and with 27 % the published articles and reports in referenced and non-referenced scientific publications.

Quantitative assessment and compliance with national requirements

| Indicators | Shopova | National Requirements | % |
|--|---------|-----------------------|--------|
| A. . Doctor's Thesis for Awarding the Doctor Education and Scientific Degree | 50 | 50 | 100 |
| B. Monograph | 100 | 100 | 100 |
| Г. Articles and Reports published in scientific publications, referenced and indexed in world-renowned scientific databases | 15 | 200 | 127 |
| Г. Articles and reports published in non-referenced magazines with scientific review or published in edited collective volumes | 205 | | |
| Г. Studias published in non-referenced magazines with scientific review or published in edited collective volumes | 44 | | |
| Д. Citations in monographs and collective volumes with scientific review | 10 | 50 | 170 |
| Д. Citations or reviews in non-referenced magazines with scientific review | 75 | | |
| Total | 499 | 400 | 124.75 |

The presented monograph of management aspects in modern agriculture is in a volume of 200 pages. It was issued by the Publishing House: Domino Ltd., V. Turnovo, ISBN 978-619-040026-4. In the introduction, the author defends the importance of the analyzed issues through the conscious need for the study of management aspects in modern agriculture in connection with the adaptation with dynamic changes in the organizational and environment and ensuring the effectiveness of management activity and sustainability of agricultural practices. The emphasis in the study is on the role of the human factor for the sustainability of modern agro - organizations and its importance for the overall development of the agricultural sector. The main thesis of the monographic work is that the effectiveness of the management process contributes to the sustainability and development of modern agriculture.

The object of study are the environmental and ethical management aspects and their importance for the efficiency and sustainability of the management process in agricultural holdings. The subject of research are the methodological and practical and applied aspects of management through an environmental and ethical structure of management in agricultural

holdings in the Veliko Turnovo region. The purpose of the monographic examination is to analyze the possibilities to influence in an environmentally-ethical direction on the behavior of the human factor, which will contribute to the better realization and environmentalization of the management process.

The Seven Paragraphs of Chapter one bring together management and environmental guidelines of the research goal on theoretical level, examining concepts on the behavioral change of the human factor in the management process. A systematic review of literature, author's commentary and summaries derives research trends related to problems in the development of modern society, and in particular in organizations in the agricultural sector. The main factors for the sustainability of the management process as an integral part of the sustainable development of modern society, and in particular the social and environmental aspect of organizational development, are considered. The drawn conclusions are a logical transition to the next chapter - the reasonable attitude towards the environment and the frugal use of its resources, so that the future generations can satisfy their needs, we define as rational behavior against the environment, and with the derived formulations, it is deepened and extended the field of knowledge in the studied area.

In Chapter Second, the study is structured in two main aspects, whose touch point has been sought and derived from the basic strategic documents studied in the first paragraph. The first, managerial aspect of reasoning, includes highlighted and analyzed management skills, methodology for building and implementing suitable for the new social and natural conditions considered management skills and a new innovative approach that promote the principles of sustainable development. The second, environmentally friendly aspect, looks at the gist, principles and importance of social and environmental responsibility. It is concluded that the main prerequisite for the ethics and efficiency of the management process in modern agriculture is the construction of management skills and the adoption of a management approach, combining individual needs and organizational goals, as well as the goals of the farm for economic development and growth with the principles of sustainable development.

Although the topic of the monograph does not specify the level of study (sector or at the level of holdings), the results of a survey of the attitude towards environmental problems in agricultural holdings are presented in the third chapter. Following the empirical testing of the methodological algorithm, along with the formulated generalizations representing the management and relations in agricultural holdings, conclusions and recommendations formed by the theoretical reasoning and practical studies were highlighted. In conclusion, the increasing requirements of agriculture and the entry of new European standards related to agricultural sector have been the ground of the need for new management approaches to combine traditional

practice with news in a changing environment. The innovative approach of the management of agro-organizations, proposed and studied in monographic work, combines traditional management approaches, styles and practices, focusing on the human factor in agricultural holdings in the face of a looking for sustainability economy.

According to the additional requirements for Art. 116. (2) of the CA Rules, the applicant has submitted information about participation in three research projects as follows

1. Research project №16-2015 "Modern forms of joint business", implemented in the period 24.03.2015. - 01.12.2015. headed by Prof. Dr. Aneta Deneva.

2. Research project №2-2016 "Ethics and competence in management", implemented in the period 04.04.2016. - 01.12.2016. headed by Sen Assist. Prof. Dr. Elena Yordanova.

3. Research project №3-2019 "Interests and behavior-management aspects", carried out in the period 28.03.2019-15.11.2019 with the head of Ch. Prof. Dr. Desislava Alexieva.

Conclusion: The above data give me reason to conclude that in the competition we have a candidate with a wide general economic and special training and extensive experience as a teacher and researcher who uses a rich arsenal of methodological approaches and means of teaching.

6. Compliance of the contributions to the scientific requirements

I do not accept the applicant's report on the contributions. It is very detailed and some of the presented contributions have the nature of a summary. This creates prerequisites for known repetitions and inaccuracies. The reference does not reflect how the approaches and methodologies developed by the author can be used for future research.

I accept for scientific contributions of theoretical nature:

- The chronology of the evolution of the importance of the human factor in the management of organizations is presented and is proved its leading importance to achieve a sustainable management process. [Monograph, Group D publications 7.8., 7.9., 7.10., 7.15, 7.17., 7.20., 21.].

- The theory of the role of the human factor and the development of human relations within the governing process in the face of national specificity, European social environment and globalizing world economy is systematized and further developed. [Monograph, Group D publications 7.13, 7.21., 9.3, 9.5.].

- Concepts of the behavioral change in the human factor in the management process have been investigated and research tendencies have been derived from the problems in the development of organizations in the agrarian sector. Are summarized the factors for the sustainability of the management process as an integral part of sustainable development, and in particular the social and environmental aspect of organizational development, which expand

the field of knowledge in the study area. [Monograph, Group D Publications 7.1, 7.2, 7.4, 7.5, 7.6, 7.7, 7.8, 7.9, 7.15, 7.15, 9.1]

- The training factor is derived as a leading priority in the management for the sustainability and environmentalization of the management process and the achievement of rational behavior of the human factor, as a result of improving the organizational long-term and effective strategy of the management team. [Monograph, Group D publications 6.1., 7.9., 7.10., 7.11., 7.15., 9.2.]

- Author definitions and classifications are proposed to improve agro-organization management and clarify the nature and importance of the proposed author's eco-ethical valuable approach in modern agriculture. [Monograph, Group D publications 7.7., 7.14., 7.17, 9.1].

- The need to improve human management is established and justified by highlighting leading management skills, ethical management practices and competence, analyzing the impact on behavior in the occurrence of ethical dilemmas and solving ethical problems, as factors for the sustainability of management process [Monograph, Group D publications 6.1., 7.4., 7.11., 17., 7.18., 7.19., 7.20.].

Scientific-applied contributions of methodological nature

- The need for further development, enrichment and improvement of management in modern agriculture is justified and proven through the proposed environmentally-ethical valuable approach to achieve management sustainability. A model for an environmentally friendly management process in agricultural holdings has been developed, as well as a methodology for combining and implementing management skills, as well as a methodology for sustainable development of modern agriculture. [Monograph, Group D publications 7.17, 7.18., 7.21., 9.5].

- Classification has been developed, with ethical and eco-ethical components in the management of modern agriculture. Author's concept has been proposed and developed for the construction of an environmental-ethical structure (EEC) of management in modern agriculture, including an environmentally-ethical valuable approach to modern agriculture, a model for environmentally friendly management process in agricultural holdings in the face of a transformed to sustainability economy, methods for sustainable development of modern agriculture with basic directions, accents and steps. [Monograph, Group D publications 7.17, 7.18., 7.21., 9.5].

- A conceptual author's model has been developed for an environmentally friendly management process in agricultural holdings in the face of a transformed to sustainability economy. [Monograph].

A methodology has been developed for the reconciliation and application of managerial skills, which is implemented as a sequence of seven major stages. [Monograph, Group G publications 7.8., 7.17].

- A methodology for the sustainable development of modern agriculture has been developed, which is realized as a sequence of twenty main steps as leading highlights and trends. [Monograph].

- The evolution of the concept of social responsibility has been studied by identifying major stages, trends, initiatives, authorities and generalizations. [Monograph, Group D publications 7.3., 7.14.].

- Sector -oriented methodological instruments have been developed, reflecting the peculiarities of farms from Veliko Turnovo region, which proves the need to adopt environmentally friendly practices in accordance with the peculiarities of the particular farm and actually functioning ethical solutions when having an ethical dilemma, linked with environmental preservation, through which the environmental and ethical values and goals of the strategy of the agrarian organization are executed in practice. [Monograph].

As scientific and applied contributions of empirical nature I accept:

- On the basis of questionnaires and observations, the degree of distribution, the possibilities and the importance of the author's holistic management approach and an innovative sustainable model for management in agricultural holdings in the Veliko Turnovo region have been evaluated, are drawn main conclusions and recommendations are defined for their adoption and implementation. The possibility of influencing the environmentally-ethical direction on the behavior of the human factor has been studied and analyzed, which will contribute to the effectiveness and stability of the management process. [Monograph].

- The scientific and applied aspects of governance through an environmentally-ethical structure have been studied and approved and both the management skills of the agricultural entrepreneur and an environmentally friendly valuable management approach have been highlighted and analyzed, as well as environmental aspects, such as social and ecological responsibility. [Monograph].

- The proposed innovative approach to research the ethical and environmentally friendly attitude towards the problems in the agricultural sector from a management point of view and the formed evaluation of management sustainability in agricultural farms at the regional level are the basis of identified problem areas for which given recommendations have been developed. [Monograph, Group D Publications 7.19, 7.21.].

- The author's sectoral methodology for the implementation of the ECP and the functioning of the ECC in the studied farms have been used and tidied up. An environmentally

friendly value of governance and the behavior of the human factor of ecological-ethical liability has been evaluated, identifying strengths and weaknesses in this area. [Monograph].

- Important problems for agricultural holdings are discovered in the field of employee training and are formulated conclusions and recommendations. The degree of investment in the education of farmers and workers has been evaluated and analyzed, concluding that this can significantly improve the efficiency and effectiveness of agricultural activities. The implementation of appropriate training would help to get acquainted with the news related to environmental practices and initiatives that are dictated by continuous external changes and requirements. [Monograph, Group D publications 6.1., 7.9., 7.10., 7.11., 7.15, 9.2.].

- The entrepreneurial attitudes and behavior of farmers have been identified and the problems and opportunities for stimulating and forming an environmentally-ethical value are identified to balance both the behavior of people in agro-organization and organizational goals with the objectives of sustainable development, with which to contributed to the effectiveness of the management process and its stability. [Monograph, Group D Publications 7.1., 7.2, 7.3., 7.4., 7.5, 7.6., 7.19].

- The main conclusions obtained on the basis of the greater percentage of the results in the survey show the objective status of the attitude to environmental problems in agricultural holdings. After the empirical testing of the methodological algorithm, along with the formulated summaries representing the management and relations in agricultural holdings, conclusions and recommendations formed by the theoretical reasoning and practical research are highlighted. [Monograph].

- It has been established that the growing requirements in the field of modern agriculture and the introduction of new European standards related to the agrarian sector necessitate the adoption and implementation of new management approaches that combine traditional practice with innovations in the changing environment. The author's proposed and researched innovative approach in the management of agrarian organizations combines traditional management approaches, styles and practices, focusing primarily on the human factor in agricultural holdings in the conditions of an economy transforming towards sustainability. [Monograph, Group D publications 6.1., 7.1., 7.2., 7.3., 7.4., 7.5., 7.6., 7.7., 7.8., 7.9., 7.10., 7.11., 7.12., 7.13., 7.14. , 7.15., 7.16., 7.17., 7.18., 7.19., 7.20., 7.21., 9.1., 9.2., 9.3., 9.4., 9.5.].

7. Characterization of the candidate's academic reputation

Dr. Shopova presented information on 16 citations, including one in peer-reviewed monograph and collective volumes and 15 in non-referenced peer-reviewed journals.

8. Critical notes and suggestions.

The role of the human factor in management with its characteristics and peculiarities occupies an undisputed leading place in Dr. Shopova's research. I recommend that future projects and publications also include the impact of the family nature of the majority of agrarian organizations and the specific issues of human factor management in these settings.

Dr. Shopova should also expand her publications in scientific magazines, referenced and indexed in world-renowned databases of scientific information in order to increase the citation of her research. It is also necessary to expand the thematic areas of future research.

I pose the following questions to the candidate:

1. The main thesis of the candidate's monographic work is that "the efficiency of the management process contributes to the sustainability and development of modern agriculture". How do you evaluate proving it with your research?

2. One of the presented contributions is formulated as "A sector-oriented methodological toolkit has been developed, reflecting the peculiarities of agricultural holdings from the Veliko Tarnovsk region, which proves the need to adopt environmentally friendly practices, tailored to the specific characteristics of the specific agricultural holding and actually functioning ethical solutions in the event of ethical dilemmas related to environmental protection, through which the ecological and ethical values and goals laid down in the strategy of the agricultural organization are practically realized." Is it possible and under what conditions the developed toolkit can be used for research in other regions of the country as well?

Summary conclusion and opinion.

The presented scientific works and information about the teaching activity of the candidate in the competition exceed the minimum national requirements and the additional requirements of the regulatory framework of D. A. Tsenov Academy of Economics. The achieved results, the qualitative characteristics of the scientific developments and the contained contributions prove the research and teaching skills of the candidate in the competition. All of the above allows me, in my capacity as a member of the scientific jury, to call on the other colleagues from the jury, to give our positive vote and to propose to the Faculty Council of the Faculty "Production and Commercial Business" at D. A. Tsenov Academy of Economics to elect to the academic position "associated professor" in professional area 3.8 Economics, scientific specialty: Economics and Management (Agrarian Economics) Dr. Elena Yordanova Shopova.

18.01.2024

Reviewer: :
(Prof. Dr.Habil. Julia Maria Shopova)