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UNIVERSITY OF ECONOMICS – VARNA
Certified according to ISO 9001:2015

9002 Варна, бул. „Княз Борис I” 77

тел. 052 643 360 · факс 052 643 365 ·

www.ue-varna.bg

77, Knyaz Boris I Blvd., 9002 Varna, Bulgaria

Phone +359 52 643 360 · Fax +359 52 643 365 ·

www.ue-varna.bg

REVIEW

of a dissertation for the establishment of an educational and scientific degree
"Doctor" in the scientific field 3.8. "Economics", doctoral program "Economics and
Management (Tourism)", under a procedure announced by D. A. Tsenov Academy
of Economics – Svishtov

Reviewer: Assoc. Prof. Dr. Georgina Georgieva Lukanova

This review was prepared based on Order No. 586 of the Rector of D. A. Tsenov Academy of Economics – Svishtov dated 04.07.2025 for inclusion in the Scientific Jury and the decision of the Jury session on July 8, 2025 for preparation of a review. The review follows the standard structure of D. A. Tsenov Academy for reviews related to the awarding of the educational and scientific degree "Doctor".

Author of the dissertation: Vasilena Shtereva Krăstanova

Topic of the dissertation: Opportunities for Effective Hotel Business
Management in Crisis Conditions

Supervisor: Assoc. Prof. Dr. Lyubka Mincheva Ilieva

I. General overview of the dissertation

The dissertation's comprehensive presentation underscores the following pivotal points:

- The dissertation meets the quantitative requirements for works of this nature. It is comprised of 201 pages, which are distributed as follows: An introduction of 5 pages; An exposition in three chapters (Chapter I – 60 pages, Chapter II – 67 pages, Chapter III – 39 pages); A conclusion of 3 pages; A list of sources used of 10 pages; 12 pages of appendices.

- It is evident that the bibliography comprises a total of 127 sources, of which 75 are in Cyrillic (Bulgarian and Russian) and 52 in Latin (English). The quantitative and qualitative structure of the sources utilised indicates that the doctoral student possesses a comprehensive understanding of both Bulgarian and foreign literature pertinent to the subject under investigation. The preponderance of contemporary sources (nearly 85% of the sources are from after 2000) is appropriate, as is the selection and interpretation of these sources. It is evident that there are some inaccuracies present in the bibliographic citations. These include the following: firstly, the title has not been cited fully (source 84); secondly, the same source has been cited twice (91 and 92, 94 and 96, 95 and 97).

- The presentation comprises illustrative material in the form of six tables and 16 figures. The dissertation is further enriched by five appendices.

II. Assessment of the form and content of the dissertation

The dissertation submitted by Vasilena Krastanova for review bears the hallmarks of a complete and in-depth study of an interesting and relevant subject. The introduction substantiates the significance of this subject. The structure and content of the work correspond to the stated objectives and research tasks, which are specified clearly and precisely in the introduction. The subject and object of the study are correctly defined in accordance with the formulated topic. Five research tasks have been defined to achieve this objective. The research thesis, which determines the essence and direction of the scientific research and clearly presents the doctoral student's position on the researched issue, has been appropriately formulated. However, no working hypotheses have been formulated to prove the research thesis. Appropriate and applicable research methods have been selected to achieve the

research objective and perform the resulting tasks. Minor clarifications could be made with regard to their distinction. For instance, the Likert scale is not an independent research method, but rather a measurement tool employed in quantitative research. The limitations of the study are correctly stated.

Doctoral student Krastanova is well acquainted with the contemporary specialised literature on the subject under study, as evidenced by her successful systematisation and interpretation of scientific concepts and propositions. At the same time, she is able to present appropriate conclusions and summaries that express her own opinion. The conclusions at the end of each chapter of the dissertation are impressive.

The dissertation is of a length that corresponds adequately to the degree of depth required for a dissertation study. The tables and figures presented in the dissertation provide an adequate visual representation of the information contained within the text. The style of presentation is clear and scientifically sound, but there are some morphological errors (e.g., incorrect articulation). The text is notable for its absence of significant repetitions or logical contradictions. A slight imbalance in the length of the individual parts of the presentation is evident, with the first and second chapters being approximately the same length, but the third chapter being about 38% shorter than the previous two.

The development of the dissertation has been undertaken in accordance with the established principles of scientific ethics, and no evidence of citation errors, plagiarism, or other violations of research integrity has been identified.

The abstract has been prepared in accordance with the stipulated requirements and offers a satisfactory reflection of the work submitted for review.

III. Scientific and applied contributions of the dissertation work

The report on the dissertation's contributions includes five points that reflect the scientific and applied value of the work:

- Theoretical contributions: Enhancement of theoretical of theoretical approaches to hotel business management in periods of crisis.

- Methodological contributions: Development of a conceptual model for managing hotels in times of crisis.

- Applied contributions: Evaluation of management decision effectiveness during crises in the studied objects, and formulation of recommendations.

Following a thorough examination of the dissertation, the aforementioned contributions are hereby confirmed. The findings of the scientific research and the proposed empirically validated model have the potential to inform strategic management decisions to address crises of various kinds.

Doctoral student Vasilena Krastanova has submitted a list of seven publications related to the dissertation, including one independent and six co-authored, thereby earning the required number of points (53) according to the MN standards.

IV. Critical notes, questions, and recommendations

No significant theoretical, logical, methodological or stylistic errors were found in the dissertation submitted by doctoral student Vasilena Krastanova for review. However, there are some inaccuracies inherent in this type of scientific research, such as in the specification of research methods, linking text and graphic images, and bibliographic descriptions of sources. There are also some grammatical inaccuracies. Additionally, the doctoral student could have made a more convincing argument for the choice of research objects.

These comments in no way diminish the value of the dissertation or the author's scientific and applied scientific contributions.

I would like to ask doctoral student Krastanova a question: In the process of crisis management, which factors from the internal environment of a hotel organisation are the most important when planning actions and forming a strategy for dealing with problems?


V. Summary and Conclusion

The dissertation under consideration is a complete independent study that meets the academic requirements for structure, completeness, and significance. The

development of this field has yielded notable scientific and applied scientific results, with discernible contributions to the wider academic community. The dissertation demonstrates that doctoral student Vasilena Krastanova possesses profound theoretical expertise in the subject matter and adept capabilities in conducting independent scientific research.

Based on the overall assessment, I confidently give a positive evaluation and recommend that the Scientific Jury award the educational and scientific degree "Doctor" in scientific field 3.8. "Economics", doctoral program "Economics and Management (Tourism)", to Vasilena Krăstanova.

July 21, 2025

Reviewer: 
(Assoc. Prof. Dr. Georgina Lukanova)