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for participation in a competition for the occupation of an academic position "associate professor" in the field of higher education: 3. Social, economic and legal sciences, professional direction: 3.8. economy, scientific specialty "Economics and Management (Agrarian Economics)", publ. In SG no. 92/03.11.2023

Monography

Yordanova, E. (2023). Administrative aspects in the contemporary agriculture. Publisher: Veriga Domino EOOD, V. Tarnovo, 200 pages, ISBN 978-619-04-0026-4

Modern agriculture is among the most important branches of the Bulgarian economy, with traditions and determining meaning for insurance on raw materials for the country's population and incomes for a large part of people in rural areas. The indisputable importance of modern agriculture can be established from the quality of the production it produces, its share in the Bulgarian economy, the place it occupies as an area, half of the country's territory, and mostly busy human factor in agrarian sector and his lead contribution. There are a number of problems and difficulties encountered by farmers employed in the sector and all those working in agricultural organizations. There is a need to comply with the new ecological requirements and needs of our time.

The topicality of the analyzed issue stems from the realized need to research management aspects in the modern era agriculture in connection with adaptation to the dynamic ones changes in the organizational and environmental environment and ensuring the effectiveness of management activity and sustainability of agricultural practices. The direction of the present study is dictated by the desire for further studies of management aspects and the role of the human factor in the sustainability of modern agricultural organizations and its significance for the overall development of the agrarian sector, because the scientific literature needs such research. *The main one thesis* on the monographic labor is that efficiency on

the managerial one process it helps for sustainability and development on modern agriculture.

Object of research are the ecological-ethical management aspects and their meaning for efficiency and sustainability on the managerial one process in agricultural holdings. **The subject of research** are the methodological and practical-applied aspects of management through an ecological-ethical structure on management in agricultural holdings from Velikotarnovsky region. **The goal** on the monographic research is Yes everything analyze the possibilities Yes is influenced in an ecological-ethical direction on the behavior of the human factor, which Yes contributed for the better realization and greening on the management process. The presented data have been synthesized from various sources - official data published by various institutions - NSI, Ministry of Agriculture, Ministry of Agriculture, EC, Eurostat, etc., as well as individually collected data - survey studies on place online survey and directly personal an interview. The used ones **methods** are general science research methods, empirical-theoretical, and analytical tools are analysis and summary of specialized literature, graphic, tabular and schematic method of presenting main characteristics, survey.

All the reasoning made in the seven paragraphs of **the first chapter** integrates the management and environmental directions in the research objective at the theoretical level by exploring concepts regarding the behavioral change of the human factor in the management process. Through a systematic review of the literature, author's commentary and summaries, research trends related to the problems in the development of modern society and more specifically in the organizations of the agrarian sector have been identified. The generalized factors for the sustainability of the management process as an integral part of the sustainable development of modern society and more specifically to the social and ecological aspects of organizational development are considered. Conclusions are a logical transition to the reasoning in the next chapter - the reasonable attitude to the environment environment and the thrifty use on hers resources, so that future generations can also satisfy their needs, we define as rational behavior towards the environment, and with the derived formulations, the field of knowledge in the researched area has been deepened and expanded.

In **the second chapter**, the research is structured in two main aspects, the point of contact of which is sought and deduced from the main strategies studied documents in the first one paragraph. the first, managerial aspect on reasoning includes singled out and analyzed managerial skills, methodology for building and implementing suitable for the new social and natural conditions examined managerial skills and proposed new innovative approach

which affirm the principles of sustainable development. The second, ecological aspect, examines the essence, principles and meaning of social responsibility and environmental responsibility. The conclusion is summarized that the main prerequisite for the ethics and efficiency of the management process in modern agriculture is the development of management skills and the adoption on managerial approach unifying the individual ones needs and organizational goals, as well as the goals of the agricultural holding for economic development and growth with the principles of sustainable development.

The main conclusions obtained on the basis of the greater percentage of the results in the survey *in the third chapter* show the objective state 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.

In conclusion, it was established that the growing requirements in the field of modern agriculture and the introduction of new European standards related to the agrarian sector impose the need of new management approaches to combine traditional practice with innovations in the changing environment. The innovative approach in the management of agricultural organizations, proposed and researched in the monographic work, 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.

6. Articles and reports, published in scientific editions, referenced and indexed in world-renowned databases of scientific information

6.1 Nikolova, M., **Yordanova, E.** (2023). Human resources as a factor for the sustainability in Bulgarian agricultural holdings. Scientific Papers Series "Management, Economic Engineering in Agriculture and Rural Development", Volume. 23(3)2023., p.625-634. University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania. Ceres Publishing house, Bucharest. PRINT ISSN 2284-7995, E-ISSN 2285-3952.

https://managementjournal.usamv.ro/pdf/vol.23_3/volume_23_3_2023.pdf

All strategic documents, connected with development on agriculture and its sustainable management in Bulgaria, emphasize the leading role of the human factor, with priorities aimed at stimulating continuity between the generations and transmission on the attempt and the skills leading

THE ABSTRACTS
FROM THE PAPERS SUBMITTED FOR REVIEW FOR THE

to the success of agricultural holdings. However, the trend related to the advanced age of most farmers and the lack of sufficiently educated and competent entrepreneurs to use the advantages of technology in agriculture stands out as a problem. production. **The goal** on the research is connected with study and summarizing main trends in this direction in Bulgarian agricultural holdings, emphasizing the importance of several main factors for sustainability and their interrelationship, namely: family - non-family workforce, gender, age and education on the agricultural ones manufacturers. The age and education on the people working in agriculture, are important factors for the success and sustainability on the sector. Through encouragement on the education and training, and entry to the next generation of agricultural entrepreneurs in the agrarian sector, agriculture ensures its continued success and growth. The combination of age and education too contributes for development on specific skills and knowledge in agribusiness. **Research methods** used in the study include: general scientific research methods, summary and synthesis, logical method, tabular and graphical presentation of characteristics and trends. The analysis is based on empirical evidence - observation, interview, case studies from the practical activity of agricultural holdings and shared experience from producers. **The results** of the research are systematized in several directions: influence of the family-non-family workforce factor on the management process; importance of the gender of the employed in the agricultural sector; age ratio and its benefits; awareness of the need for appropriate education and training of agricultural workers manufacturers. **IN conclusion** , the summarized ones studies create an idea of trends in *the Bulgarian agricultural sector* regarding the importance of the human factor and outline future directions for research in the field of human resources in modern agriculture. The influence of age and education on farming practices varies according to the specific context and culture of the farming community under study. Therefore, it is important to interpret the results of any study carefully and yes everything they take given the unique ones characteristics of the studied Bulgarian farms.

7. Articles and reports published in non-refereed peer-reviewed journals or published in edited collective volumes (10/n)

7.1. Yordanova, E. (2023). Main trends in agricultural development holdings. *e-Journal VFU* . Varna: Publishing house on Varna Free University "Chernorizets Hrabar", Issue 19 - 2023, pp. 270-277, ISSN 1313-7514 _

<https://rb.gy/bsoujr>

Everything more agricultural manufacturers make sense of the danger and undertake measures for more determined actions, regarding conservation on the environment medium, using good ones agricultural practices, whose role for conservation on biodiversity continuously is growing. Because of that important place in The general agricultural politics everything separates on the questions related to sustainable management. Attention is drawn to the fact that the Common Agricultural Policy (CAP) of the European Union is an important factor for the development of the agricultural sector in Bulgaria, providing financing for development on the rural ones areas and assistance on the agricultural ones holdings. Agricultural organizations are considered to play a crucial role in supporting development and the sustainability of the agricultural sector in Bulgaria. Statistics of the Ministry of Agriculture are indicated, which track basic trends in development on agrarian sector, like does impression that the care of the agrarian sector has its own meaning because the future development on agriculture in EU and the funding his is closely linked with the topic ecology and sustainable use on the natural ones resources. The thesis is defended that a defining role for the sustainable development of agricultural holdings there is the human factor in the managerial one process and is accented on the decisive one meaning from the decisions and the behavior in risk management on the part of farmers, who along with his own experience, skills, approach and actions, is necessary Yes everything inform and to increase their competences through specialized training. In this connection is singled out the activity on the center for Professionally training (CPO) to NSSZ, which is licensed from The national agency for professional education and training (VET). Attention is paid to improving the link "scientific research - agricultural advice - agricultural business", as the statistics track information and training sessions seminars, in connection with the informational

provision, organized information events, demonstrations, specialized exhibitions, conducted exported admissions. Pointing everything the purpose of the postponed reception/consulting days, namely - to expand and facilitate access to the consulting services of farmers whose farms are far from regional cities. During the exported admissions the farmers receive current information and advices in the area on agriculture and for the possibilities for assistance. It formulates the conclusion is that farming and managing agricultural holdings is a responsible and difficult process that combines the requirements of modern conditions for organizational development, the need to comply with changes in climatic ones conditions and conservation on the environment medium, sense for innovative solutions, management skills and approach.

7.2. Yordanova, E. (2023). Sustainability of agrarian management in the context of the CAP. *e-Journal VFU* . Varna: Publishing House of the Varna Free University "Chernorizets Hrabar", Issue 19 - 2023, pp. 278-285, ISSN 1313-7514 _

<https://rb.gy/fzg4nq>

This article highlights the leading priorities of the Common Agricultural Policy (CAP) and emphasizes the ecological-ethical aspects of its main objectives. Main problems in the agrarian sector are identified, which create difficulties in the difficult management and production process in modern agriculture, which, despite good intentions and the provision of support through the CAP, could disrupt the management sustainability. Because of the economic uncertainty and the direct interaction of agriculture with the environment and the consequences of these factors and unforeseen risks, we indicate basic measures in CAPs to achieve managerial sustainability, as well as the impact and change they require in the management of agro-organisations.

Emphasis is placed on management aspects in the development of agricultural organizations. We trace and summarize that agrarian management logically follows the main management functions. In this regard, the main priorities of the CAP, which determine the sustainability of agrarian management, are reviewed and summarized. These priorities help for targeting on agricultural politics on EU and form the future development of agriculture. The thesis is defended that the management sustainability and the guidelines on the changes in the contemporary

agriculture also has its moral element when choosing gentle practices, humane treatment, care and responsibility, that is why we emphasize the ecological-ethical aspects in the main objectives of the CAP. We draw attention to our accepted view that the global changes in the management of modern agriculture have mainly moral dimensions. This supports our thesis that for the sustainability of agrarian management it is necessary ecological-ethical orientation of thinking and behavior in the processes of creating the organizational strategy and its implementation in production practices. The conclusion is formulated that in order to be ecologically sustainable the managerial one process in the rural economy, care and assistance to **farmers** must be guaranteed and timely, because they face a double challenge - to produce food and at the same time to protect nature and preserve biological diversity.

7.3. Yordanova, E. ¹ (2023). Sustainable development of modern agriculture by adopting and applying social responsibility. *Eastern Academic Journal* . Burgas: Publisher: University "Prof. dr Asen Zlatarov", Number 1 (April 2023), p. 10-17, ISSN 2367-7384 _

<http://www.e-acadjournal.org/pdf/article-23-1-2.pdf>

In this article, we emphasize that in the modern dynamic environment, the activity on the agricultural organization can Yes be successful, effective and sustainable if socially responsible. The relevance and significance of scientific research on the social responsibility in the contemporary agriculture are indisputable for the realization of the ultimate goals and positive results in agricultural holdings. Attention is drawn to the need for environmental responsibility and a reasonable approach to all components of the environment to achieve effective management and sustainable development on the contemporary agriculture. Examined is the essence of the concept of social responsibility, which is gaining more and more popularity both in the modern scientific theory of agricultural organization and in real economic practice. Social responsibility implies voluntary care on agricultural organizations to the people and to the environment medium, which supports protected thesis that she is before everything ethical category.

¹ Helen Yordanova and Helen Shopova are names on one and too face.

IN support on ours statement for the meaning on ethics in the environmentalization of the management process, we pay attention to the fact that The United Nations Agenda for Sustainable Development until 2030 emphasizes that CSR extends its scope not only to the impact on society and the environment, but already directs the focus of the organizations' activities to issues related to ethics. Attention is paid to the realization of social initiatives within the framework of the accepted social goals of the organizations, which are of great importance for the formation of their good image in society, as well as to social innovations as an effective and sustainable way to solve social problems, highlighting the leading principles in the application of social innovations and the directions in which they are directed, according to the areas of CSR. It is emphasized that social innovation connects and with social entrepreneurship. In this regard, it is stated that the use on sustainable practices for saving on the soil and the water can improve crop yields, benefit the environment and provide long term economic benefits for the agricultural ones manufacturers. Conclusions formed from the theoretical reasoning are summarized, that the essence of CSR is not expressed and limited mainly in the economic, social and environmental direction on the sustainable development, and the latest trends and initiatives clearly highlight its ethical focus. Effective management of people and compliance with ecological production requires a balance between these trends, which is the basis of social responsibility.

7.4. Yordanova, E. (2023). Key aspects of management in modern agriculture. *Eastern Academic Journal* . Burgas: Publisher: University "Prof. dr Asen Zlatarov», No 1 (April 2023), p. 18-26 , ISSN 2367-7384 _

<http://www.e-acadjournal.org/pdf/article-23-1-3.pdf>

Modern agriculture requires a multifaceted approach to management to ensure efficient and sustainable production. In this article, they stand out the main key aspects on management in the contemporary agriculture, a namely: management on resources, labor management, financial management, marketing and sales, technology management, environmental management, environmental risk management. In more detail everything examines management on the risk for the environment in the rural economy which everything relates to the process on identification,

assessment and mitigation of potential environmental risks associated with the agricultural ones practices. This one process includes the use on various tools and techniques to minimize the negative impact of agricultural production on the environment while promoting sustainable and responsible practices. Key components of an effective agricultural environmental risk management program are outlined. The thesis is defended that the effective and adequate impact of the human factor in modern agriculture is the basis of risk management. The steps to overcome it and protect it from negative consequences for agricultural holdings are indicated and summarized in a methodology. The Program for the Management of Risks and Crises in the Agriculture Sector presents the stages, conditionally divided subtypes of external and internal environmental risks, as well as risks, according to the probability of actual manifestation of negative consequences. It is concluded that environmental risk management in the agricultural sector is a critical component of responsible and sustainable agriculture, but by effectively identifying and mitigating potential environmental risks, modern agriculture can Yes minimizes the impact you are on her and Yes promotes sustainable and responsible practices, who are from advantage as for the environment as well as for society.

7.5. Yordanova, E. (2023). problems, trends and characteristics in the development of modern agriculture in Bulgaria. *Eastern Academic Journal* . Burgas: Publisher: University «Prof. Dr. Asen Zlatarov», Issue 1 (April 2023), pp. 55-61, ISSN 2367-7384

<http://www.e-acadjournal.org/pdf/article-23-1-6.pdf>

The main problems and trends in modern agriculture, which are highlighted and discussed in this article, clearly confirm the need to adopt a concept of achieving sustainability through application on environmentally friendly decisions and practices, sparing environment. It is emphasized that balancing economic profitability and ecological sustainability in agriculture is not always easy and demanding long term perspective and investments in sustainable practices.

Protects everything the thesis that with the growing awareness on the impact on

the unsustainable rural economy on the environment and human health, there is increasing search on sustainable agricultural products, who they can to provide opportunities on the agricultural ones manufacturers. Yes passed towards more sustainable practices. Statistical data are indicated, which track main trends and characteristics in the development of modern agriculture in Bulgaria. From the presented indicators, it can be summarized that despite the fluctuations in the data, which mainly depend on the climatic conditions, the statistics point to relative stability in the indicated trends. Consistency in the obtained results depends on the measurements risk at creation on the strategy for development on agricultural holdings. The conclusion was formulated that agriculture is among the most important branches of the Bulgarian economy, with traditions and a determining importance for ensuring on raw materials for the population in the country and incomes for big part of the people in rural areas. The indisputable importance of modern agriculture can be established from the quality of the production it produces, its share in the Bulgarian economy, the place it occupies as an area, half of the country's territory, and above all the human factor employed in the agrarian sector and its leading contribution.

7.6. Yordanova, E. (2023). Ecological and ethical component in management on the contemporary agriculture. *Annual university scientific conference of NSU "Vasil Levski" - 2023. Collection of reports.* Volume 11. p. 33-38. IN. Tarnovo: Publishing complex on NSU "Vasil Levski", ISSN 1314-1937

This report focuses on the reconciliation of the ethical and ecological component in the thinking, attitude and behavior of agricultural producers, those employed in the agrarian sector, and consumers and on the whole society to the health of the people to the environment and to the care of future generations. The defended thesis about the ecological-ethical component in management on the contemporary it's agriculture justified in the highlighted ones and sequentially analyzed basic aspects of the accepted from us trend for ecological-ethical behavioral change. The unification of these aspects in the organizational strategy of the agricultural holdings creates prerequisites for the sustainability of the management process on agricultural organizations. Reverse everything attention that the managerial one approach in the contemporary agriculture is connected with

the transformation on agrarian sector to sparing the environment methods of production, new ecological technologies, research, selection and introduction of new environmentally friendly ethical practices and initiatives. The trend stands out, that only through care for the environment, conscious responsibility, ecological awareness, rational thinking and adequate behavior based on knowledge and skills, a reasonable transition to a new balanced management and development of the agrarian sector can be realized. The conclusion is formulated that the reasonable attitude towards the environment and the sparing use of its resources, so that future generations can satisfy their needs, confronts modern society with moral dilemmas. Already aware of the consequences of their irrational actions towards the natural environment and complying with the requirements of European and national strategic documents, agricultural producers are increasingly directing their production activities in the direction of an environmentally friendly attitude towards the environment and production methods.

7.7. Yordanova, E. (2023). Ethical problems and ethical dilemmas in agricultural management. *Annual University Scientific Conference of Vasil Levski National University - 2023. Collection of reports.* Volume 11. pp. 39-43. V. Tarnovo: Publishing complex of Vasil Levski National University, ISSN 1314-1937

This report focuses on the ethical issues in modern agriculture that give rise to them ethical dilemmas for agrarian entrepreneurs. Solving these problems is related to the ethical values and moral judgment of farmers, which requires a wise choice because it concerns global problems to protect people's health and preserve the environment. Making environmentally friendly and responsible decisions leads to sustainability and adequate behavior in the management of agricultural organizations. It is pointed out that ethics in agriculture refers to the moral principles and values that guide decision-making and actions in the agricultural sector. The defended thesis that the dimensions of dynamic global changes in society and the economy are primarily moral is substantiated by selection and analysis on specific ethical questions and problems and possible answered and decisions of the ethical arising from them dilemmas in the behavior of modern agricultural manufacturer. They do everything findings, that ethics in the contemporary agriculture is complex and versatile question which affects

a set of moral principles and values. It is reported that to promote ethical practices in agrarian sector is important. Yes everything they take given the needs and rights of all stakeholders, including entrepreneurs, workers, consumers and the environment. There is a trend that modern agriculture is an industry that is affected by various ethical problems and making sound decisions on ethical cases. It is concluded that addressing these ethical issues is crucial for promotion on sustainable and responsible agricultural practices and ensuring the long-term viability of the sector.

7.8. Yordanova, E. (2023). Basic management skills of the farmer. *Annual University Scientific Conference of Vasil Levski National University - 2023. Collection of reports.* Volume 11. pp. 45-49. V. Tarnovo: Publishing complex of Vasil Levski National University, ISSN 1314-1937

Management skills in the contemporary agriculture are from extremely important in the conditions of continuous potential uncertainty related to climatic conditions, market environment, solving crisis situations that have arisen, complying with a number of administrative requirements, complying with ecological and technological changes, producing environmentally friendly products, preserving the biological balance for the future generations and most importantly slow behavioral change, connected to the thinking self-awareness and the vital responsibility for conservation of the environment. That is why the role of the agricultural entrepreneur and his management skills are the subject of discussion in this report mostly from managerial and humane point of view point. Accentuates all that skill Yes everything manages in the modern one dynamic organizational environment is an extremely complex task that requires, in addition to knowledge and prior training in the relevant field, decision-making skills and a psychological attitude for effective leadership. We specify that they have been considered management skills mainly from a managerial point of view, because from their own studies in the scientific literature we think that is less advocated, but necessary, similar research related to agrarian management. For the purposes of our study, we focus more specifically on the basic ones skills, which we consider not only as skills necessary for the agricultural entrepreneur, but also skills that everyone should have, busy in the sector, for Yes be management environmentally friendly and effectively. The defended thesis that the management skills of an agricultural entrepreneur are from decisively meaning for the success on his

business, is justified in the chosen ones and analyzed sequentially skills and competencies. The conclusion was formulated that the possession of these managerial skills and competencies helps on the agricultural ones organizations to improve their own activities and practices, Yes increase productivity and to meet the challenges and opportunities in the agricultural sector.

7.9. Aleksieva, D., **Yordanova, E.** (2021). Rational interests and functional behavior in the organization. *Eastern Academic Journal* . Burgas: Publisher: University «Prof. Dr. Assen Zlatarov", Number 2, pp. 1-7 , ISSN 2367-7384 _

<http://www.e-acadjournal.org/pdf/article-21-2-1.pdf>

The influence on behavior of the human factor and the changes related to this process are imposed gradually because the behavioral change is most difficult and slow the expected result is in long term plan. There are various management approaches and methods for behavioral impact, with an emphasis on their functionality and rationality, focused primarily on the importance of communication, interests, behavior, decisions and relationships in the management process to improve its effectiveness. The successful development of these processes means that ideas, goals and the way of management must be adapted according to the constantly changing conditions of the internal and external environment. It is considered that the achievement of symbiosis between the interests of management and employees, and the goals of the organization, is the basis of the understanding of functional behavior in the organization. The thesis being defended is that functionality in behavior is a property, which conditions compliance between interests on employees and the main ones aims on the organization. She is reasoned on theoretically level, through research in the scientific literature from traditional and modern point of view, as convergence of the idea of the psychological understanding of managing human behavior with the economic reality is examined through specific examples from the theories on America psychologist Gordon Allport and American economist Richard Talep. Results are summarized as to how the mutual influence between rational interests contributes and the functional behavior for efficiency on the organization. The conclusion was formulated that the advocacy of the discussed in the article psychological aspects on the connection and mutual influence between rational interests and functional behavior contribute to improvement efficiency on the managerial one process, like is accented that

for an organization to develop dynamically means that ideas, goals and the way of management must be adapted according to the constantly changing conditions of the internal and external environment.

7.10. Yordanova, E. (2021). Performance management in the organization. *Sustainable development and socio-economic cohesion in the XXI century - trends and challenges. Collection of reports* . Volume II, pp. 298-302. Svishtov: AI Tsenov. ISBN 978-954-23-2069-2

IN the report everything explore management on the performance oriented to results, representing a mechanism for coordinating the main management processes in the organization with the opportunities for the development of human resources, which ensures continuous improvement of the effectiveness of the management process. The thesis being defended is that creation on appropriate conditions and relations in the organizational one environment, is an approach to effective management of employees, thus achieving strong organizational integration, oriented towards the achievement of goals, engagement on the employee's flexibility and improvement the quality on work. The conclusion is formulated that the effective implementation of the organizational strategy and the management process requires the application of an integrated approach to performance management, which includes adequate management solutions in relation to crisis situations, as well as mechanisms for good management and raising the motivation on the employees at performance on official ones obligations. The use on such approach, through successive methodical steps, makes it possible to achieve the organization's goals and overcome existing problems. Results-oriented performance management includes consistent coordination on the main ones managerial processes in the organization.

7.11. Yordanova, E. (2021). Social changes and the need to train human resources in the organization. *Logistics and public systems. Collection of reports*. pp. 675-680. V. Tarnovo: Publishing complex of Vasil Levski National University, ISSN 2738-804

The report examines that innovations in the economic sphere are not primarily of a technical nature, but are associated with new management approaches and new ones managerial relations. It states everything they need from

adequate training, adapted to the new requirements of the dynamically changing world. This need is justified by the fact that in his professional career, every person is constantly improving, gaining experience, learning new skills, acquiring additional knowledge. It is considered that one of the most effective ways to increase the qualifications of managers and employees in organizations is training. In the present presentation, the emphasis is on more specific training, namely - training as a factor for the formation of effective managerial relations and adequately on the different ones situations from practice behavior. The thesis is defended that training, with the aim of forming behavior adequate to different situations, is of key importance for increasing organizational efficiency. The objectives of the are listed and summarized the training. In addition, it was concluded that the training is method, with which everything achieves competence and efficiency and with a certain level of knowledge reached by the employees, it is rather necessary for the manager only to demand and consult in situations that have already arisen. Thus, if the investment of funds and time in training is taken into account, and the results achieved in the long term, the need for staff training would be an extremely necessary step in the management strategy.

7.12. Yordanova, E. (2021). Logistical process and managerial process. *Logistics and public systems. Collection of reports.* pp. 669-675. IN. Tarnovo: Publishing complex on NSU "Vasil Levski", ISSN 2738-8042

The purpose of the research is to identify the emerging trend that in recent years, logistics has an increasingly wide application and is characterized by significant changes in the organization and management of market processes on a global scale. Attention is directed to public needs and market demand, which change dynamically over time, and this gives rise to new processes and trends in the provision of services and the development and restructuring of the logistics sector. In this regard, it is analyzed that organizations realize the need to increase work efficiency through optimization on expenses and increase on the quality which Yes brought to increase on competitiveness. The report directs the attention that Logistics is an important and defining part of business management management. Protects everything the thesis that mutual supplementing and relationship on the concepts "logistics" and "management", as and logistic

and management process is quite natural, because management is in everyone spheres on the human activity. IN the present one exhibition everything focuses precisely on the management aspects of the logistics process. First, theoretically level, everything analyzes the essence on the logistics like discipline dealing with everything with design, analysis, management and controlling on flows of materials, people and energy. Second, from a managerial point of view, the focus is on the human factor. For logistics, as a management practice, it is summarized that: logistics is the process of planning, implementing and controlling the procedures for the efficient and effective execution of activities. It is concluded that the effectiveness and management essence on logistic process everything mainly expresses in: a unifying effect on the human factor, a positive influence on the image of the organization and contributes to its lasting success.

7.13. Yordanova, E. (2020). Socio-economic changes - management aspects. *The economy on Bulgaria - 30 years after in the beginning of the changes. Collection with reports.* p. 481-486. Svishtov: AI "Cenov". ISBN 978-954-23-1815-6

The report examines the place of the management approach in interpersonal relations in organizations in the conditions of globalization everything economy on XXI century. Accentuates all that social and economic stability, as well as the successful implementation of the management process, are related to the new vision of organizations in a global scale. Reverse everything attention that at making sense of it on the material and the spiritual culture is connected with the restructuring, universalization and the globalization of human relations. It is also noted that this process is manifested in the business sphere through the imposition of more and more uniform rules. Protects everything the thesis that the modern ones aspects on organizational behavior suggest a new management philosophy that requires adaptability and flexibility of social organizations in conditions of uncertainty on the outer one and the inner one environment. Formulated is the conclusion that the new one way on managerial communication no everything perceives only in narrow sense as a method or technique, but rather an approach focusing world experience in organizational life. In human factor management everything accentuates on significance on the human ones resources like the most important active on the organization determining the successful one achieve on the goals.

7.14. Yordanova, E. (2019). Environmental responsibility and sustainable development. *State and problems in the management and development of agriculture. Collection of reports.* pp. 423-427. Svishtov: AI "Tsenov". ISBN 978-954-23-1762-3

The main one thesis which everything protects in the research is that Solving the environmental problems of modern society requires competence, responsibility and ecological awareness when taking managerial decisions in the area on conservation on the environment environment. It is emphasized that to improve the quality of life for future generations, all policies and activities must take into account the environment, which find an expression in the concept "sustainable development" - finding on balance between conservation on the environment medium, the economic progress and social development. Important meaning in this one process there is awareness on environmental responsibility, as part of ecopolitics, both in training and acquisition of competences, and in the management of organizations. In conclusion, it is emphasized that the purpose of environmental responsibility is to encourage activities that contribute to the protection and improvement of the environment, such as reducing and recycling waste, energy efficiency, raising awareness about sustainable development and, where appropriate, conducting specialized training , support for environment-focused projects, conducting environmental management training.

7.15. Yordanova, E. (2018). Aspects of rational behavior when driving on the organization. *Business management*, Number 3, p. 5-16. Svishtov: AI Tsenov. ISSN 0861-6604

The purpose of this article is to present the features of some behavioral aspects at management on the organization like suggested a different interpretation of them, focusing on rational behavior. The thesis is that the rational behavior is important factor and a driving force for more effective communication and a more successful management process. The rational behavior everything formed at the rapprochement on individual and organizational interests and influences the making of adequate managerial decisions. Emphasis is placed on the management orientation of the rational behavior and his meaning analyzed is the essence hey, it's worded author's view and definition of rational behavior done is interpretation on key concepts connected with the subject, presented are scientific views from the literature. The meaning on

rational behavior in the management of organizations is summarized in the following conclusions: rational behavior is the result of an internally conscious choice, of continuous efforts and activities in the direction of common goals in management communication and is particularly suitable for balancing relations in the management of social organizations.

7.16. Yordanova, E. (2018). The momentum strategy in the management process. *e-Journal VFU* . Varna: Publishing House of the Varna Free University "Chernorizets Hrabar", Issue 11, pp. 5-20, ISSN 1313-7514

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The success of companies in today's business environment is extremely dynamic process, which it depends from a row external and internal factors of the environment and requires the efforts of the management team and the commitment of employees. While every manager naturally wants their company to succeed, not all do – some struggle to achieve it, others sometimes succeed but for short, but there is and such companies, who constantly achieve more than this goal, even much more than planned and expected. The question arises what is the secret of successful business leaders. The purpose of this article is to present the features of the momentum strategy, offering a different interpretation of it, emphasizing the management aspects. Our thesis is that the momentum effect could be applied and adapted to managerial relationships to be a driving force for more effective communication and more successful management. The essence of the momentum effect is analyzed and managerial aspects of the momentum strategy are highlighted. Three leading reasons for the active realization of the momentum effect in managerial relations are proposed. The conclusion is summarized that the realization of momentum is a dynamic process and improves the efficiency of the management process. Building teams that create effective collaboration is important.

7.17. Yordanova, E. (2016). Communication skills and implementation of the management process. *Business Management* , Issue 1, pp. 5-14. Svishtov: AI Tsenov. ISSN 0861-6604

Successful management communication is one of the widespread and complicated problems in social organizations, from which it depends efficiency on the managerial one process. Important for the positive

communication and the successful implementation of management activities are managerial skills, who they have determining meaning at the construction and improvement of new socio-economic relations in society in the conditions of the globalizing economy of the 21st century. The purpose of this article is to present an author's model and methodological sequence for application on managerial skills. The thesis us is that there are not sufficiently cultivated basic management skills necessary for effective communication, as well as in-depth discussion of the problem, and in our opinion, the topic is relevant and important for the successful implementation of the management process in the practice of small business systems. The main management skills, on which successful management communication and the sustainability of the management process depend, are examined from a subjective and objective aspect. In conclusion, it is summarized that for the effectiveness of management communication, it is important that good intentions and decisions turn into useful actions. This contributes to the understanding of the management decision taken at the individual level and gives the opportunity to influence the behavior at the organizational level.

7.18. Yordanova, E. (2016). Ethics and competence in management. *Economical welfare through sharing on knowledge, Collection with reports, vol 3*, pp 373-379. Svishtov: AI "Tsenov". ISBN 978-954-23-1187-4

The report accentuates on two important the component on management, namely - ethics and the competence like wide distributed and complex problems in social organizations. Analyzing on the topic for the choice, for the rights and the responsibilities which is current and for the economic sphere and business, where freedom is seen as a set of economic rights. The thesis is defended that the managerial efforts to combine the ethical characteristics of the person and the acquired competences based on knowledge and experience help bring the individual attitudes and professional priorities of the person closer together. Basic management competencies selected according to the author's judgment are listed and analyzed. The conclusion is formulated that the listed managerial competencies are mutually related, but each of them is a certain stage and step in the behavior of the individual. For effective communication, the supervisor must unite all steps, which is a question on personally, and managerial development.

7.19. Yordanova, E. (2015). Ethical management practices for competitiveness on the economy. *European practices and national reflections in planning. Collection of reports.* pp. 191-197. Svishtov: AI "Tsenov". ISBN 978-954-23-1079-2

The report examines the problem of the influence of socio-economic changes on the behavior of people in the organization. Attention is paid to the fact that the main changes are taking place in all processes (social, economic, political, personal and interpersonal) affecting directly and indirectly the outer one and the inner one country on the organization. They indicate everything basic areas and results, to whom the leaders must direct everything at choice on action and behavior. Accentuates all that is necessary to select the ways and methods of management, according to the style of the manager, the nature of the activity, the specific situation. Attention is drawn to the need for a high level of integrity between individual and collective values, bearing in mind that there is no set single approach to work, but can be adopted specific principles like supporting points in the activity. They stand out HRM practices that have proven to be effective are listed. A key point in defending the thesis is elaboration and acceptance on ethical code for behavior. They are looking in detail his essence and basic principles. Formulated is the conclusion that for any joint activity to be successful and effective, it is necessary to observe uniform rules of conduct and norms of interaction.

7.20. Yordanova, E. (2015). The need for change in the management of the municipal administration. *Human capital – methodology, dimensions and practices. Collection of reports* . pp. 468-472. New Bulgarian University Publishing House. ISBN: 978-954-535-853-1

The report examines the need for change in the management of the municipal administration in the direction of increasing ethics. It is emphasized that it is mainly imposed by the increased demands of the citizens to the municipal one administration, the requirements on European countries, awareness on the principal necessity from new ones approaches in management on the administration. Reverse everything attention that through

the last decade the question of ethics in public administration becomes especially current and everything turns in focus on discussions and research. It is emphasized that the topicality of this issue is a result of the sustainable trend on increase the deficit on trust on citizens to the public administration. The conclusion was formulated that the ethics and ethical behavior of employees in the state administration are the object of research interest, in this case to the management of municipalities, because they are the center of public problems, processes and unrest for every settlement and every area of public life.

7.21. Yordanova, E. (2014). Philosophical aspects of managerial communication. *Social sciences and economics: interaction and prospects for cooperation. Collection of reports* . pp. 95-99. Svishtov: AI "Tsenov". ISBN: 978-954-23-1005-1

Subject on the report is the growing meaning on the moral ones values in managerial communication and the importance of moral dimensions in relations with subordinates. The thesis is defended that a new value reorientation is necessary, requiring a change of priorities in the direction of general social responsibility, uniting national values with leading values in the world economic space. It is formulated the conclusion that is necessary Yes everything balance the material ones with the spiritual ones needs.

9. Studies published in non-refereed peer-reviewed journals or published in edited collective volumes (15/n)

9.1. Yordanova, E. (2023). Ecologically ethical directionality on main strategic documents related to the development of modern agriculture. *e-Journal VFU* . Varna: Publishing House of Varna Free University "Chernorizets Hrabar", Issue 19, pp. 286-307, ISSN 1313-7514

<https://rb.gy/y0i7ek>

The present studios presents the features on basic strategic documents, connected with the problems the guidelines and trends in development of modern agriculture, focusing on ecological-ethical management aspects. The thesis is defended that the change in behavior and management in agrarian sector in direction on the ecological

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awareness, the responsibility to protect and protect human health, the reasonable attitude when using natural resources and stimulation on environmentally friendly practices, used from farmers, they could influence positive on sustainability in the development of modern agriculture.

It is emphasized that the main priority of modern agriculture is to produce affordable, environmentally friendly and qualitative products, as and to contribute to the protection of climate, environment and biodiversity. Reverse everything attention that from the primary meaning is completely the conscious responsibility for the urgent handling of the problems related to environmental protection, the confirmation of which we find in a number of important strategic documents, searching in them key moments with an ecological and ethical focus, related to the responsibility for the protection of natural resources and the protection of human health: the National Strategy for the Environment and the Action Plan for it, the National Development Program Bulgaria 2030, the Integrated Plan in the field of energy and the climate on Republic Bulgaria 2021-2030 Mr. The National Strategy for Adaptation to Climate Change and a number of others. Marked are and the main ones expectations to the agricultural production presented in the Farm to Fork Strategy and the Biodiversity Strategy, to limit dependence on pesticides and antimicrobials, reduce excessive use of fertilizers, expand organic farming, improve humane treatment of animals, restoration of biological diversity. The main highlights of the Strategic Plan for the Development of Agriculture are highlighted and the rural ones areas in Bulgaria for the period 2023-2027 Mr. Attention is drawn to the fact that the Common Agricultural Policy promotes sustainable agricultural practices that are aimed at addressing climate change and protecting the environment. Attention is also paid to the activities that will contribute to the overall sustainability of the agricultural sector, including by increasing the degree of organization and attracting new and young agricultural producers. The conclusion is formulated that the indicated problems and marked trends in the development of modern agriculture outline the need for a behavioral change that promotes and affirms the responsible and reasonable behavior of the human factor to achieve a sustainable management process in modern agriculture.

9.2. Aleksieva, D., **Yordanova, E.** (2020). Interests and behavior - managerial aspects. *Almanac Scientific Research - Institutions, Policies and challenges in front of the digital one transformation*. Tom 28, pp. 63-91. Svishtov: AI Tsenov. ISSN 1312-3815

The main goal of the scientific development is to carry out a theoretical-empirical study of the category's "interests" and "behavior" and their ability to be functionally and rationally included in the management process. The research thesis is related to the idea of relationship and the interaction between interests and behavior on the subjects in the organization. The tasks draw attention to the dependence between the categories of "interests" and "behavior", the theoretical possibilities of influence and impact between them, as well as to conduct practical research on the project an idea. They summarize everything and everything systematize the scientific and scientific and applied results, as and the contributing ones moments. The research carried out confirms the defended thesis by using a generalized systematized and analyzed conceptual apparatus, with which is enriched scientific theory in the area on management. Formulated is the conclusion that rational interests are relevant to functional behavior in the management process, ensuring the achievement of organizational goals.

9.3. **Yordanova, E.** , Aleksieva, D., Petrova, J. (2017). Ethics and competence in management. *Almanac Research - Management of the knowledge the information and the economic growth, vol 24, part II*, pp. 206-230. Svishtov: AI "Tsenov". ISSN 1312-3815

The goal on the studio is Yes everything define the main ones theoretical-empirical aspects related to the place of ethics and competence in management. In this regard, the main tasks are to study and determine the meaning on the problem Yes everything reveal the main ones opportunities, who give the ethics and competence for a more sustainable management process and to offer themselves ideas for the effective application on ethics and competence in organizational development. The research thesis being defended is related to the possibility of building good management practices to influence behavior, competence-based and ethical relationships like everything uses adequately training in ethically behavior and everything developed suitable ethical code. Vaz basis on the research is

the following main results were achieved: conceptual statements about ethics and competence in modern management were theoretically summarized, the role and importance of ethical relations and competence for effective communication in organizations were highlighted, recommendations were made for the implementation of good management practices that create a favorable socio-psychological climate for work. The conclusion was formulated that the emotional culture is a specific type of competence and at the same time a behavioral model contributing to the maintenance of a sustainable management process and ethical relationships.

9.4. Deneva, A., Sirashki, H., Panteleeva, I., Atanasova, H., **Yordanova, E.** , Angelova, R.... (2016). Modern forms of joint business. *Scientific Studies Almanac - Economics and Management on the Road to Sustainable Development, Volume 23*, Pages 17-22. Svishtov: AI "Tsenov". ISSN 1312-3815

The goal on the studio is Yes everything define the main ones theoretical-empirical aspects of modern forms of joint business in Bulgaria. In this regard, several tasks have been set: to study the state of the current regulatory framework in relation to these forms; to identify themselves the main ones obstacles for theirs Wider distribution and to propose ideas for further development and effective implementation. It is in this aspect that the author's specific contribution to the research is. The research thesis is based on the examined ethical-value aspects and teamwork in modern forms of joint business. Inverted is attention on the ethical one climate, as and on the importance of team behavior and team effectiveness in modern forms of collaborative business. Based on the research, the following results were achieved: theoretically, conceptual statements about the modern forms of joint business were summarized and recommendations were made regarding the possibilities for their wider application.

9.5. Yordanova, E. (2015). Effectiveness factors in managerial communication. *Yearbook, volume CXVIII* , p. 45-81. Svishtov: AI "Tsenov". ISSN 0861-8054

The study examines the factors of effectiveness in managerial communication. It is emphasized that in modern management science the organizational culture everything evaluates like lead factor in the economic

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development, okay with the market. This proves the formation on new type management relationships and management communication based on the shared values between the manager and subordinates in the organization. The goal on the study in the studio are the organizational one culture and the ethical ones values like factors for efficiency in the managerial communication. The main one research this thesis is related to affirming the importance of organizational culture and ethical values in the conditions on new ones socio-economic relations in society. The essence of management communication, the relationship: organizational culture - ethical values, as well as the organizational culture like factor for effectively managerial communication. Definitions, elements, levels and models of organizational are presented culture, as and her basic characteristics and functions. Attention is also paid to the types of organizational culture and basic ethical concepts. The defended thesis is also substantiated through the second component, namely - ethical values. The conclusion was formulated that the organizational culture proves significantly influence on the behavior of the human factor and the effectiveness of the management process. It is a basic prerequisite for achieving success and should be among the priorities of the company management.