

REVIEW

by Prof. Dr. Sc. Vanya Kuzdova Banabakova, Ph D
National Military University "Vasil Levski",
field of higher education 3. Social, economic and legal sciences,
professional field 3.7. Administration and management,
scientific specialty Organization and management outside the sphere of
material production,

of the materials submitted for participation in the competition
for occupying the academic position "Associate Professor",
field of higher education 3. Social, economic and legal sciences,
professional field 3.7. Administration and management,
scientific specialty "Social management"

1. Presentation of the candidate for participation in the competition

The competition is attended by a single candidate - Chief Asst. Prof. Dr. Milen Emilov Dinkov.

The competition for occupying the academic position of Associate Professor is announced in the field of higher education 3. Social, economic and legal sciences, professional field 3.7. Administration and Management and scientific specialty Social Management, for the needs of the Department of Management, Business Academy (BA) "D. A. Tsenov", Svishtov.

2. Reason for writing the review

The competition for Associate Professor was announced in the State Gazette, issue 36/17.04.2026 for the needs of the Department of Management at the Faculty of Management and Marketing.

The basis for writing the review is the order of the Rector of the BA "D. A. Tsenov", Svishtov No. 481/16.06.2026 on the formation of the scientific jury and Protocol No. 1 of the first meeting of the scientific jury, held on 19.06.2026.

The order of the Rector of the BA "D. A. Tsenov", Svishtov, is based on a decision of the Faculty of Management and Marketing, Protocol No. 8 of 15.06.2026.

To participate in the competition, the candidate has submitted all necessary documents required in accordance with the Higher Education Act, the Regulations

for its implementation and Art. 116 of the Regulations for the Development of the Academic Staff at the BA "D. A. Tsenov".

3. Personal characteristics of the candidate

The candidate in the competition, Chief Assistant Professor Dr. Milen Dinkov, obtained a Bachelor's degree in Marketing at the BA "D. A. Tsenov", Svishtov in 2003, and a Master's degree in Marketing in 2005, also at the BA "D. A. Tsenov".

In 2011, he obtained a Doctor's degree in Social Management, code 05.02.20, with diploma number 2012019 of 31.05.2012, issued by the BA "D. A. Tsenov".

He knows English and Russian.

Professionally, he has held the following positions and academic positions: for the period 2005 - 2008 - Sales Assistant; from 2013 to the present - organizer of the SFUK at the BA "D. A. Tsenov" - on an employment contract; for the period 2013 - 2016 - assistant in the Department of Management, at the BA "D. A. Tsenov"; and from 2016 to the present - chief assistant, also in the Department of Management, at the BA "D. A. Tsenov" - on an employment contract.

The candidate has submitted a certificate of full academic employment, which shows that for a period of 5 years, from the academic year 2021/2022 to the academic year 2025/2026, inclusive, he has spent an average of 587.10 hours, equivalent to exercises, which exceeds his respective standard for academic employment and fully meets the requirements for holding the academic position of Associate Professor.

The submitted certificates are in accordance with the requirements.

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

The candidate is a lecturer in the Bachelor's and Master's programs in the following disciplines: in the Bachelor's programs - Methods and mechanisms in management, Management diagnostics, International environmental organizations, Fundamentals of management, Management policy and Strategic management; in the Master's programs - Strategic management and Administrative process in management.

Lecture courses have been developed for each of these disciplines.

The candidate is also responsible for the practical training of students, as follows: for the Bachelor's programs - responsible for the pre-diploma practice and participates in the state exams; for the Master's programs - responsible for the Master's practicum in Business Administration, the Master's practicum in Human Resources Management, the Master's practicum in Company Management and Controlling and participates in the state exams.

Chief Assistant Professor Dr. Milen Dinkov has independently or co-authored 6 textbooks, as follows: Strategic Management, Management Aspects of the Organization, Management Diagnostics, Administrative Process in Management, Consulting on Project Activities in Organizations and Management

Policy. Of these textbooks, 1 is independent, and the remaining 5 are co-authored. The textbooks fully correspond to the disciplines taught by the candidate for the academic position of Associate Professor.

The candidate has led in English to students of the Bachelor of Business Administration, majors in International Business and Business Economics, the seminar classes on the discipline Fundamentals of Management.

He has also led the seminar classes on the discipline Fundamentals of Management in Russian to students of the Bachelor of Business Administration, major in Finance, Banking and Insurance.

For the period 2018 - 2026, he was a reviewer of the diploma theses of 82 students.

Actively works with students - for the period 2020 - 2025, is provided methodological guidance to students in developing scientific publications in scientific journals, and developing essays for participation in student competitions.

He conducted practical classes in a real environment with students in the Municipality of Svishtov, Company Bogara and Company Vinprom – Svishtov.

For the period 2015 – 2025, Chief Assistant Professor Dr. Milen Dinkov participated in 9 research and educational projects in the positions of expert or academic mentor.

The candidate for participation in the competition for the academic position of Associate Professor is: member of the Union of Scientists in Bulgaria from 2016 to the present; Deputy Chairman of the Council of the Institute for Scientific Research at the Academy of Economics "D. A. Tsenov" – Svishtov (from 23.10.2024 – to date); Scientific Secretary of the Department of Management at the Academy of Economics "D. A. Tsenov" - Svishtov (from 2013 - to date); Member of the Trade Union Committee at "Higher Education and Science - CITUB (from 2020 - to date); Member of the General Assembly at the Academy of Economics "D. A. Tsenov" - Svishtov (from 2024 - to date); Member of the Academic Ethics Commission at the Academic Council of the Academy of Economics "D. A. Tsenov" - Svishtov (27.06.2024 - to date); Member of the Faculty Council at the Academy of Economics "D. A. Tsenov" - Svishtov (from 2020 - to 2024); and Member of the Academic Council at the Academy of Economics "D. A. Tsenov" - Svishtov (from 2021 - to 2024).

5. Quantitative and qualitative assessment (analysis) of the criteria and indicators for scientific research activity and compliance with the requirements

The candidate Senior Assistant Professor Dr. Milen Emilov Dinkov participated in the competition with 26 scientific publications, as follows:

- Monograph – 1 issue;
- Articles and reports published in scientific publications, referenced and indexed in world-renowned databases of scientific information (Scopus) – 1 issue, in co-authorship;

- Articles and reports published in non-refereed journals with scientific review or published in edited collective volumes – 24 issues, of which 3 in co-authorship;

- Studies published in non-refereed journals with scientific review or published in edited collective volumes – 4 issues, of which 3 in co-authorship.

Of the scientific publications submitted (excluding the monographic work), there are 3 scientific articles and 22 scientific reports. Of these, 1 is in English and 24 are in Bulgarian. Eighteen of the articles and reports are independent, and 7 are co-authored.

In addition to the monographic work and scientific articles, reports and studies, the candidate has also submitted 4 educational materials for review – Management Aspects of the Organization, Management Diagnostics, International Environmental Organizations and Training in Fundamentals of Management, in accordance with the requirement of Art. 116 of the Regulations for the Development of the Academic Staff at the D. A. Tsenov Academic University. The textbooks and teaching aids are extremely useful for the educational process and the training of students.

I accept that all scientific works submitted for participation in the competition are for review.

I am not aware of any facts that would cast doubt on the authenticity of the works and the contribution of their author. The presented scientific works fully correspond to the field of higher education, the professional field and the scientific specialty of the announced competition for the academic position of Associate Professor.

The reports have been presented and published in proceedings of international and national scientific conferences in Bulgaria, which clearly shows that the candidate Senior Asst. Prof. Dr. Milen Emilov Donkov has actively participated in various scientific forums organized by the higher schools in Svishtov, Varna, Burgas, Veliko Tarnovo and others.

The candidate's scientific and applied scientific activities are in the following areas: conflict management in the business organization; corporate social responsibility; effectiveness of management decisions; challenges to human resources management; strategic management of innovations; logistics management and others.

From the reference submitted by the candidate, it is evident that Senior Asst. Prof. Dr. Milen Emilov Dinkov has fulfilled the minimum national requirements under Art. 2b, para. 2 and 3, respectively the requirements under Art. 2b, para. 5 of the Act on the Development of the Academic Staff of the Republic of Bulgaria, defined in the Regulations for its implementation and the additional requirements of the Academic Association "D. A. Tsenov" for acquiring scientific degrees and holding academic positions.

Has presented the mandatory independent monographic work on the topic "Conflict Management in the Business Organization - Strategies, Methods and Tactics" in a volume of 234 pages, which fully meets the professional direction and scientific specialty of the announced competition.

In group G, he has presented the necessary publications, the total number of points is 260.9 with a minimum required of 200 points.

In group E, he has presented the necessary citations, the total number of points is 95, with a minimum required of 50 points.

In total, in groups G and E, he has presented the necessary publications and citations, the total number of points is 355.9, with a minimum required of 250 points.

The candidate has also fulfilled the additional requirements of the BA "D. A. Tsenov", in accordance with Art. 116 of the Regulations for the Development of the Academic Staff at the BA "D. A. Tsenov", according to relation to the availability of textbooks, participation in projects and the presence of at least 1 scientific publication in a scientific edition, which is referenced and indexed in the world-famous databases of scientific information Scopus or Web of science.

The analysis of the information provided to me shows that the senior assistant professor Dr. Milen Emilov Dinkov closely connects scientific research, applied science, teaching and expert activities, which gives me reason to assess the scientific and teaching and expert activities of the candidate as meeting the requirements for holding the academic position of "Associate Professor".

The presented monograph on the topic "Conflict Management in the Business Organization - Strategies, Methods and Tactics" is significant with its scientific nature and its possibilities for practical application.

The monographic work on the topic "Conflict Management in Business Organizations - Strategies, Methods and Tactics" explores scientific and applied issues of a managerial, economic and social nature, relevant to the country and internationally, related to the management of conflicts in business organizations.

The relevance and significance of the topic of the monographic work and the work itself are determined by the following premises: conflict management is a specific function of each management, which requires the main task of each manager to constructively use conflicts and prevent their negative consequences; effective conflict management in business organizations requires seeking the most adequate strategies, methods and tactics for resolving the conflicts that have arisen; the dynamically changing macro environment and, respectively, the specifics of human resources, which determine the need for the management of a business organization to be directed towards coordinating the interests of all levels of management and others, also have an influence in this direction.

The relevance and significance of the monograph are also determined by the peculiarities of the system of social and labor relations, in which an imbalance in the interests of workers and employers often arises. This, in turn, leads to an increase in the level of conflicts between them, and respectively imposes the need for scientific and applied research into the causes and functions of labor conflicts in modern organizations and the role of conflicts in the labor collective, because they directly affect the self-realization of workers, their relations with other colleagues and, as a final result, on the efficiency and productivity of the labor of the business organization itself.

The monograph shows that from a statistical point of view, the main causes of labor disputes in business organizations are: delayed payment of wages, violation of payment terms, indexation, violation of the terms of the collective labor agreement, staff reduction, reorganization, change in the terms of employment contracts; transformation of social and labor relations; worsening of labor market problems and growing competition, which further increase the degree of social tension, and others.

As a result, scientific and applied research, including empirical, in this direction is necessary to develop and propose an effective system for managing labor conflicts in business organizations, which is the essence of this monograph.

The monograph includes an introduction, three chapters, a conclusion, a list of used literature and a brief summary in Bulgarian and English. The monograph presents 14 tables and 44 figures. Literary sources in English, Bulgarian and Russian are used.

The introduction justifies the relevance of the topic and defines precisely and clearly the object, subject, goal and six research tasks.

The monograph is developed on the basis of the research thesis that conflict in the organization is a multifaceted dynamic phenomenon that determines the social space, depends on both intra-organizational and external factors, contributes to the intensification of existing problems and the improvement of intra-organizational relations and management mechanisms. On this basis, the concept of managing organizational conflicts in the conditions of modern management requires the use of new methodological tools for more effective management, as it is necessary not only to resolve emerging conflicts, but also to predict potential ones.

A number of scientific and applied scientific methods were used to develop the monographic work, such as: organizational methods - complex and comparative; empirical methods - document analysis, surveying and expert research; processing methods - quantitative and qualitative; and a method of interpretation in a structural aspect.

The theoretical and methodological basis of the monograph are the works of foreign and Bulgarian scientists in the field of management, and more specifically the management of conflicts and crisis situations, etc.

In the first chapter, based on critical and comparative analysis, the following basic The scientific and methodological statements on conflict management are presented, terminological clarifications are made and methodological problems are argued, which are directly related to the subject and object of the scientific and empirical research in the monographic work.

The emphasis is on the essence of the concept of "conflict", its elements, goals and structure. The concept of conflict is examined in its diversity of meanings and on this basis is argued as a broad and behaviorally oriented phenomenon.

The diversity of conflicts and their features is examined on the basis of comparative and critical analyses of the theoretical statements of individual

schools and authors, who carry out different typologies of conflicts, based on different criteria for their definition.

The opinion is presented that conflict, which is mainly defined as a form of sharp disagreements, should be considered as a process of struggle of opposing disagreements, and not as a result of them.

The first chapter also analyzes the causes of conflicts. It has been proven that each conflict is a set of objective and subjective reasons for its occurrence, which is why they can be of a different nature. Based on the analysis, the statement is made that considering the objective-subjective nature of the causes is extremely important in determining the ways to prevent interpersonal conflicts and to develop optimal strategies for people's behavior in typical conflict situations.

The features of organizational and social-labor conflicts are also analyzed, justifying the reasons for their occurrence, the dynamics of development and their role in a specific situation for its revision, innovation, reorganization of work and its improvement.

As a result of the scientific research in the first chapter, in-depth conclusions are made.

The second chapter is aimed at deriving a concept for managing organizational conflicts in the conditions of modern management. The process of labor conflicts in business organizations is studied, proving the need for its constant analysis and respective importance. An analysis of possible methods for managing conflicts in business organizations has been made.

Adequate alternatives for resolving an emerging conflict in the form of appropriate strategies, methods and tactics have been proposed.

The concepts of conflict competence and conflict resilience of the manager have been further developed and enriched, with particular attention paid to conflict competence as a basic component of the professional competence of each manager. The claim that conflict competence allows for effective management and objective resolution of emerging conflicts through psychological impact on the parties involved is substantiated.

At the end of the second chapter, in-depth conclusions have been drawn.

In the third chapter, the author of the monographic work presents methodological approaches for analyzing labor conflicts in the activities of the business organization he studied. The results of the study are presented and recommendations and guidelines for improving the labor conflict management system in the business organization have been developed.

The study was conducted in a specific business organization using the survey method. The main groups of respondents are: heads of units (teams) and structural divisions; and workers and employees in the business organization. The survey includes 19 questions, grouped into 3 sections.

The empirical study was conducted in four stages: at the first stage, preparation for the study itself was carried out, its program and tools were developed, and the methods and forms for collecting and processing information were determined; at the second stage, the study itself was conducted among managers and workers (employees) from various units and departments of

“organization X” in order to obtain the necessary information about the occurrence, management and prevention of labor conflicts in the business organization, as well as to determine ways to improve the effectiveness of measures for managing and preventing labor conflicts; at the third stage, primary data processing was carried out; and at the fourth stage, analysis and interpretation of the results obtained were carried out, conclusions were formulated, the results of the study were summarized, and methodological recommendations in the areas of study were developed. When processing the results, the software product Microsoft Excel and others were used.

In the third chapter of the monograph, the author has presented in depth the results of the empirical study he conducted, through a survey. At the end of the third chapter, the author has made in-depth conclusions based on the results of the empirical study.

In the conclusion of the monograph, the author has presented the main scientific results and conclusions from the scientific study.

The content of the monograph fully corresponds to its topic. Semi The results obtained show that the set goals and research tasks have been fully achieved. The research thesis is proven on the basis of in-depth empirical research and analysis.

The monographic work is developed consistently and logically. The individual chapters are well balanced in volume. The author shows a very good command of the terminology on the issue under consideration. He has used a rich set of research and analysis methods and a large base of empirical data. In-depth research and interpretation of the results have been carried out and innovative scientific and applied proposals have been given in the form of strategies, methods and tactics for successful conflict management in a business organization.

The scientific and scientific and applied results achieved in the monographic work can be useful for various business spheres, as well as for the public sector.

The developed monographic work is the author's personal work, because the overall study clearly shows his personal view and position on the issue under study. I have no doubts about plagiarism. As evidence in this regard, the presented report with the results of the check with the StrikePlagiarism software product is also presented.

The presented monographic work has clearly expressed scientific and scientific-applied contributions.

The scientific and scientific-applied contributions in the monographic work can be attributed to the following groups: further development and enrichment of a current scientific problem related to conflict management in business organizations; proving with new means significant new aspects of already existing scientific problems, theories and methodological approaches; contributions for implementation - methodologies, models and systems.

When developing the monographic work, the author referred to the scientific works and research results of the leading authors in the field from Bulgaria and abroad, correctly citing the sources used.

The main conclusions and inferences in the monograph can be used to improve the functioning of business organizations in conflict management, and more specifically, to develop practical guidelines for the development of conflict management competence for business managers and owners.

The remaining scientific publications of the candidate are also distinguished by relevance, high scientific and applied scientific level and clearly expressed scientific and applied scientific contributions and results. I have no doubts about plagiarism.

6. Compliance with the contributions in the scientific requirements with those declared by the candidate

The presented scientific works of Chief Asst. Dr. Milen Emilov Dinkov are distinguished by clearly expressed scientific and applied scientific contributions.

I accept the contributions presented by the candidate.

The **main scientific contributions** are:

- A comparative and critical analysis has been made and individual elements of the available knowledge in the field of conflict management have been further developed, by enriching and further developing the existing views on the concept of "conflict" and proposing approaches to facilitate the clarification of the essence of conflict management – Monograph
- The reasons that cause conflicts to arise have been separated into separate groups, with the application of appropriate qualification criteria, and a closer grouping of the prerequisites for the emergence of conflicts in the business organization has been proposed in order to lay the foundations for new theoretical and methodological approaches to managing labor conflicts in the future – Monograph
- The theoretical statements related to the concept of conflict competence and its specifics as a basic component of the professional competence of each manager have been further enriched and further developed, a system for the development of conflict competence, its functions and levels has been proposed, and it has been proven that a manager who possesses a high level of conflict competence perceives conflict as a mechanism for resolving contradictions and possesses the necessary skills for conflict management and self-management skills in critical situations – Monograph.
- The existing scientific knowledge of strategic management has been enriched, through an interdisciplinary conceptualization of the concept of "strategic situation", in the context of the theory of organizations. The specific objective and subjective parameters of this environment have been defined and the cause-and-effect relationship between the dynamics of the environment, types of organizational behavior and the multi-faceted effectiveness of management decisions has been proven. The scientific criteria for classifying complex management problems in the conditions of globalization have been systematized – publications 7.1., 7.7., 7.10. and 7.13., from the reference for the minimum national requirements.

- The scientific knowledge related to human resources management and organizational behavior has been further enriched and developed, through the development of a model of psychosocial phenomena in the workplace in conditions of high market uncertainty. The cumulative nature of the burnout syndrome is argued, resulting from an unfavorable organizational climate, unregulated work tional workload and continuous stress. The scientific views and genesis of the phenomenon of "mobbing" are systematized, through the author's interpretation, which takes into account the relationship between the individual characteristics of the personality and pathological manifestations in interpersonal relations in the organization - publications 7.2., 7.3., 7.14., 7.15., 7.18., 7.21., 9.1., 9.3., from the reference for the minimum national requirements.
- The trends in the development of management as a science in the 21st century are systematized, with the emphasis being directed towards rethinking and upgrading existing knowledge in the conditions of replaced values and market dynamics. The need for active state support to stimulate innovations is argued. A conceptual framework has been developed that affirms voluntary work as a management tool and an important civic factor for overcoming economic crises and balancing technological production with environmental sustainability – publications 7.23., 9.2., 9.4., from the reference for minimum national requirements.

The **main scientific and applied contributions** are:

- The need for improving the conflict management system has been proven based on an empirical study conducted among employees in a specific business organization, which is distinguished by a large number of employees and territorially dispersed units and activities, respectively, and a system for managing labor conflicts in the studied business organization has been proposed in order to be able to carry out more effective and comprehensive assessment and control and, respectively, to achieve new better social results in all subsystems of the personnel management system – Monograph.
- Strategic guidelines have been derived and long-term parameters have been defined for the reassessment of corporate governance in order to increase the economic efficiency of modern organizations in conditions of strong market uncertainty. The need for the application of analytical tools for strategic analysis of changes in the external and internal environment and for the practical integration of corporate social responsibility into the general strategy of the organization has been scientifically argued - publications 6.1., 7.4., 7.8., 7.12., 7.16., from the reference for minimum national requirements.
- Specific guidelines for the modernization of human capital management and development processes in modern organizations have been proposed. The need for differentiation of investments in employees according to the life cycle and structure of the organization has been scientifically justified, and

an operational methodology has been created for assessing the economic efficiency of investments in personnel potential - publications 7.22., 7.24., from the reference for minimum national requirements.

- The stages for making rational management decisions in logistics organizations, through balanced use of resources, are methodologically justified and operationally defined. A flexible strategy has been designed, which includes supply management techniques, and ready-made solutions for coordinating material flows in order to minimize costs and others have been studied in detail - publications 7.5., 7.6., 7.9., 7.11., 7.17., 7.19., 7.20., from the reference for the minimum national requirements.

The candidate, Chief Assistant Professor Dr. Milen Emilov Dinkov, demonstrates the ability to connect scientific research with its practical applicability, has good literary awareness, masters and successfully applies methods for research and analysis of processes related to: conflict management in a business organization; the need for conflictological competence; maximum understanding and use of the "strategic situation"; the importance of corporate social responsibility; the possibilities for increasing the effectiveness of management decisions; defining the challenges facing human resources management and searching for adequate solutions; strategic management of innovations; the specifics of logistics management, etc.

Chief Assistant Professor Dr. Milen Emilov Dinkov is a lecturer, researcher and expert with serious research and applied activity. His personal contribution is expressed in in-depth research, creative interpretation and further development of the theory and methodology for solving and developing the scientific and applied problems he investigates.

I accept the achievements formulated in this way as significant for science and practice, including the concepts, approaches, methodologies and models he proposes. The contributions are entirely the work of the candidate and are the result of consistent and purposeful scientific activity.

7. Characterizing the candidate's academic reputation

It is evident that there is interest in the candidate's scientific publications from the scientific community, because the number of citations presented is large. The citations form a total of 95 points, with a minimum number of required points of 50.

8. Critical comments and suggestions

I have no critical comments.

As a recommendation and wish for the future scientific research work of the candidate, it is the continuation of scientific research in the areas in which he works and the publication of the scientific and applied results of his research in more scientific publications abroad.

The analyses made and the proposals given in his scientific publications are of high scientific and applied scientific value and significance and will certainly be of interest to the scientific community in an international aspect.

9. Summary conclusion and opinion

Considering the scientific works and pedagogical qualities of the candidate, their contributions and significance for science and practice, as well as the fulfilled national minimum requirements for holding the academic position of "Associate Professor", the Law on the Development of the Academic Staff of the Republic of Bulgaria and the Regulations for its implementation, as well as the additional requirements of the Regulations for the Development of the Academic Staff at the BA "D. A. Tsenov", Svishtov, I express a positive opinion on the works and propose that Chief Assistant Professor Dr. Milen Emilov Dinkov take the academic position of "Associate Professor" in the field of higher education 3. Social, economic and legal sciences, professional field 3.7. Administration and Management and scientific specialty Social Management for the needs of the Department of Management, Faculty of Management and Marketing, at the BA "D. A. Tsenov", Svishtov.

01.07.2026

Reviewer:

Заличени данни с цел превенция

/Prof. Dr. Sc. Vanya Banabakova, Ph D/