

TECHNICAL UNIVERSITY VARNA

RECENZIA

by **Prof. D.Sc. Bozhidar Ivanov Hadjiev**

Regarding: competition announced in SG no. 40/31.05.2022

for the occupation of the academic position "Professor"

on PD 5.13. "General Engineering", study discipline "Strategic Management"

to Technical University - Varna

Reason for presenting the review: participation in the composition of the scientific jury according to Order No. 623/18.08.2022 of. The Rector of Varna University of Technology and decision of the National Academy of Sciences.

P.S. The review is according to the structure proposed by TU Varna.

1. Brief information about the candidates in the competition.

In the announced in SG no. 40/31.05.2022 competition for an academic position "Professor" in PD 5.13. General engineering, study discipline "Strategic management" the only candidate is Associate Professor Dr. Svetlana Kostova Lesidrenska.

Synthesized profile of the candidate in educational and scientific section based on the information provided.

The participant in the competition completed her secondary education in Mathematics "Dr. P. Beron" high school - Varna with excellent results and a medal. In 1985 graduated as a master's degree in "Commodity Science" and as a bachelor's degree in "Pedagogy" in Varna University of Economics.

After successfully passing a competition at the Technical University - Varna, he takes the academic position "assistant" in 1987. ESD "Doctor" acquires the same through 2005 with a dissertation on "Conditions for building the system of controlling in the management of the production enterprise" in a scientific specialty "Production organization and management", as a lecturer in the department "Industrial Management". In 2008 holds the academic position of "Docent" in the same scientific specialty.

Over the years, assoc.prof. Lesidrenska has acquired considerable administrative experience, as head of the Department of Mechanical Engineering (2009-2016), and then as Dean of Mechanical Engineering - Faculty of Technology at TU - Varna, term 2019-2023. He is a long-time member of The Academic Council at TU - Varna. She was Director of the Directorate "Strategic management, analytics and forecasting" at the university

Synthesized profile in applied aspect based on provided information.

The candidate has significant practical experience, expressed in participation in professional organizations, editorial boards of scientific publications, organizational committees of scientific forums, etc.:

- Member of the Management Board of SUB - Varna branch (2 mandates);
- Member of the Control Board of SUB - Varna branch (2 mandates);
- Member of the "Industrial Management" section at NTS;
- Member of the Association of Teachers of Economics and Industrial Management - Bulgaria;
- Member of the editorial board of the international scientific journal "Innovations in management" - Russia;
- Member of the editorial board of the scientific journal "Industrial Management" - TU – Sofia, Bulgaria;
- Chairman of the Organizing Committee of an international scientific conference "Economics and Management" 2010 and 2014 - TU - Varna;
- Member of the Board of Directors of the international scientific conference "Management and Engineering - 2010, 2011, 2012, 2013, 2014, 2015, 2016 – TU – Sofia, Bulgaria;
- Member of the OC of the Jubilee International Conference of IU - Varna - 2018.
- Member of the Committee of the International Scientific Conference of VUTP - Sofia, 2020, 2021, 2022.
- Member of the OC of the 16th INTERNATIONAL CONFERENCE ON ELECTRICAL MACHINES, DRIVES AND POWER SYSTEMS (ELMA), 2019, Organized by Union of Electronics, Electrical Engineering and Telecommunications (CEEC), IEEE Bulgaria Section;
- Participation in the composition of more than 20 scientific juries for the acquisition of the ONS "Doctor", occupation of AD "Chief Assistant", AD "Docent" and AD "Professor";

Assoc. prof. Lesidrenska has an active participation in 20 educational and scientific international and national projects, some of which she was the head of. She has carried out international mobility, respectively in:

- Madrid, Spain - on an international project - Transfer of innovative VET system in Wind Energy Technologies, TrainWind, LLP-TOI-2011-1-BG1-LEO05-05035 (2011-2013), m. May, 2012;
- Great Britain, London - on an international project - Transfer of innovative VET system in Wind Energy Technologies, TrainWind, LLP-TOI-2011-1-BG1-LEO05-05035 (2011-2013), June 2013,

- Nicosia, Cyprus – University of Nicosia – under ERASMUS +, 2019.

During the last three academic years, Assoc. Lesidrenska's classroom employment has been 1,005 study hours.

Given the above, it is clear that Assoc. Dr. Svetlana Lesidrenska is established long-time teacher with considerable practical experience.

2. General description and characteristics of scientific research and scientific the applicant's applied activity.

For participation in the competition for JSC "Professor", Assoc. Svetlana Lesidrenska presented 25 scientific publications, of which:

- Monograph - 1 pc.
- Scientific publications in referenced and indexed databases - 4 nos.
- no Scientific publications in non-refereed editions or edited collections - 20 nos.

From the reference for meeting the minimum national borrowing requirements of JSC "Professor" in AHE 5. "Technical Sciences", PD 5.13. General engineering that is submitted by the candidate, it can be seen that she exceeded these requirements.

When evaluating the monograph, the current and modern topic makes an impression and the thoroughness of Assoc. Lesidrenska's monographic work. In it, in general, reveals the process of strategic management of digital transformation in the manufacturing plant. In the context of the digital economy is proposed a model for the strategic management of digital transformation and a methodology for its application in manufacturing enterprises.

I believe that the monograph is directly related to the competition and I appreciate it positively. The remaining scientific publications directly or indirectly correspond to the topic of the announced competition in OVO 5. Technical Sciences, PN 5.13. General engineering, teaching "Strategic Management" discipline.

A group of metrics	Content by metrics	Minimum requirements for occupying JSC "Professor"	Number of points by groups of indicators of Assoc. Dr. Svetlana Lesidrenska
A	Indicator 1	50	50
Б	Indicator 2	---	---
В	Indicator 3 or 4	100	100
Г	Sum of indicators 5 to 11	200	Evidence is presented that the minimum is exceeded
Д	Sum of indicators 12 to 15	100	Evidence is presented that the minimum is exceeded
Е	Sum of indicators 16 to 28	150	Evidence is presented that the minimum is exceeded
Ж	Indicator 29	120	Evidence is presented that the minimum is exceeded
	Total:	720	Evidence is presented that the minimum is exceeded

Assoc. Prof. Lesidrenska's scientific publications have been cited 65 times, 4 of which are in SCOPUS, 4 – in monographic works and 57 – in non-refereed journals.

The candidate's participation in multiple makes an extremely good impression educational and scientific projects, respectively in 5 international scientific projects, as well as in 15 national educational and scientific projects, of which he is the head of 5.

Prof. Svetlana Lesidrenska is the supervisor of 10 doctoral students, of whom:

- 4 successfully defended;
- 2 are dismissed with the right of defense;
- 4 are in the process of training.

There are over 20 participations of the candidate in the composition of scientific juries for acquisition of ONS "Doctor" and holding academic positions as follows:

For acquisition of ONS "Doctor" - 13 participations;

- For filling JSC "Chief Assistant" - 3 participations;
- For holding JSC "Docent" - 5 participations;
- For loaning JSC "Professor" - 1 participation.

The above gives me reason to conclude that the academic candidate position "Professor" at TU-Varna is a quality researcher who holds the required posting activity, with the required postings responding of the requirements of the RSARB and have become available, both for the Bulgarian and for the international scientific community.

Everything listed up to here gives me reason to summarize that Assoc.prof. Svetlana Lesidrenska is a built and established scientist whose scientific output meets the requirements of the RSARB and has gained popularity and citation as well from the Bulgarian as well as from the international academic community.

3. Evaluation of the candidate's pedagogical training and activity.

As can be seen from the provided data, Assoc. prof. Lesidrenska is a teacher with many years of experience, who has been lecturing on disciplines for the past three years in management, strategic management and business planning for the students of EKD "Bachelor" - Bulgarian and English language training, to students of ERASMUS program, as well as disciplines in the field of controlling, anti-crisis management and project management for students in EKD "Master". The general the candidate's classroom employment for the last three years exceeds several times the required minimum of 120 t. It is also correct to point out that Assoc. Lesidrenska has led successfully more than 150 graduates in ECD "Bachelor" and ECD "Master". She has been many times chairman of state examination boards.

Obviously, the contestant is an established high-quality one teacher. Based on this, I give a positive assessment of the pedagogical one preparation and activity of assoc. prof. Svetlana Lesidrenska.

4. Evaluation of the candidate's scientific and applied scientific contributions.

I believe that the scientific production of the candidate for "Professor" can be summarized in two main directions:

First: Theoretical and theoretically applied research

Second: Contributions of an educational and methodical nature.

The first direction concerns the topic of the competition with theoretical and theoretically applied studies as follows:

- Enrichment of existing knowledge about the strategic management of the manufacturing enterprise in the context of digital transformation, for the economic sustainability of production enterprises and the proactive anti-crisis management of production enterprises - B 3-1, D 7-1, D 8-15, D 8-16, D 8-19;

- Systematization of classifications, research methods, new constructions, technologies, approaches and proof of new facts - B 3-1, D 8-14, D 8-13, D 8-17, D – 8-19, D 8-4, D 8-6, D 8-4, D 8-11;

The second direction concerns the theme of the competition with the following contributions:

- Development of study programs related to the disciplines of the competition topic.
- Development of teaching aids to ensure the teaching of disciplines directly

or indirectly related to the competition.

I positively assess the candidate's scientific contributions. I believe that her scientific publications, their contributions and her teaching activities fully meet the profile of the announced competition.

5. Significance of contributions for science and practice.

A most general analysis concerning the significance of the contributions in the scientific works of the applicant discloses the following aspects - The author's theoretical and theoretically applied studies contain original ones and ideas concerning strategic management in the conditions of dynamic change increasingly electronic market environment;

- It is fair to point out that a significant part of the candidate's publications are reviewed and published in authoritative domestic and foreign publications, part of which also in SCOPUS. The share of citations in international refereed and non-refereed editions.

- Scientific publications on the subject of the competition can be used in the learning process of the students from the Bachelor's and Master's Colleges, as well as in business management practice.

6. Critical notes and suggestions.

As can be seen from the above, the Candidate has fully met the criteria for occupying the academic position. The notes and recommendations made by their nature should to be accepted as recommendations for the candidate's future research work:

- *In the research areas chosen by Assoc.prof. Lesidrenska, they are successful systematized and processed achievements from numerous literary sources and opinions of leading authors concerning strategic management. But, in my opinion, in the future it is*

necessary for the candidate to strive for a more thorough and comprehensive study of current problems for strategic process management using the philosophy, concepts, approaches and the complex reengineering models to achieve balanced benefits for business, for nature and for society;

- The candidate operates on diverse and complex problems in an environment where the fragmentary actions in today's dynamic and open market world already give way to policies and strategies for effective change management and to understanding that change is the only constant thing in life. These are changes affecting strategic management of processes in the new stage of the technological age in which the burden of business development is shifting to ergonomics, artificial intelligence, digitization, instant portability and information processing and in the need to build a digital being for each entity and on the evaluation of the strategic, entrepreneurial and innovative potential. Therefore, I recommend the candidate to deploy her in the future potential by using the methodology of complex reengineering to evaluate the the strategic entrepreneurial and innovation potential of business entities.

CONCLUSION

The above review ratings and the potential that is revealed by the candidate related to the topic of the competition, give me reason to evaluate the activity POSITIVE. Based on the facts that the applicant has overfilled the national minimum requirements and the requirements of TU-Varna regulations for occupying the academic position "Professor" and considering its potential, valuable qualities and public commitment I strongly recommend to the honorable Scientific Jury to propose to the Faculty Council at TU Varna Assoc. prof. **Svetlana Kostova Lesidrenska** to take the academic position of "Professor" in field of higher education 5. "Technical sciences", Professional direction 5.13. "General Engineering", study discipline "Strategic Management".

06.10.2022

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Reviewer:

/Prof.D.Ec.Sc. Eng. B. Hadjiev/