

POSITION

**on a competition for the academic position "PROFESSOR" under
professional direction 5.13 General engineering, specialty "Strategic Management"**

(professional direction and specialty)

announced in SG No. 40/31.05.2022

with candidate/s: **assoc. prof, Dr. Svetlana Kostova Lesidrenska,**

(the three names, scientific degree, academic position)

Member of the scientific jury: **Prof. Dr. Nikolay Hristov Sterev**

(the three names, scientific degree, academic position)

Reason for presenting the position: participation in the composition of the scientific jury according to Order No. 623/18.08.2022. on the Rector of the Technical University - Varna and the decision of the Scientific Jury.

1. General characteristics of the candidate's research and applied scientific activity.

To participate in the competition for "PROFESSOR" of the Technical University - Varna, the only candidate in the competition: **Assoc.Prof. Dr. Svetlana Lesidrenska**, presented 25 scientific publications, of which: monograph on the topic of the competition - 1, chapter of a collective monograph - 1, scientific studies – 1, articles in scientific journals – 7, and in collections of reports from scientific conferences – 15, including: scientific publications in referenced and indexed databases – 4, Scientific publications in non-refereed editions or edited collections - 20.

From the submitted reference for the fulfillment of the minimum National requirements for the academic position "PROFESSOR" for in PD **5.13. General engineering** the following generalizations can be made:

- References are correctly made and present main scientific achievements (published books, studies, articles and reports from conferences, and citations of scientific publications), as well as main qualitative recognitions of the society regarding the candidate for PROFESSOR of Technical University - Varna.
- All minimum national requirements are met, incl.:
 - The candidate has obtained the ESD "doctor": "Conditions for the construction of the controlling system in the management of the production enterprise", the diploma was issued by HAC in 2005. with No. 29677/22.04.2005 in scientific specialty 05.02.21. Production organization and management
 - The candidate acquired the academic title of ASSOCIATE PROFESSOR in 2008, the diploma was issued by the HAC with No. 24127/29.07.2008 in a scientific specialty on 05.02.21. Organization and management of production (controlling)
 - The candidate has published an independent monograph on the subject of the contest for PROFESSOR: Lesidrenska, St., *Aspects of strategic management of digital transformation in the manufacturing enterprise*, ed. "Color Print" publishing house - Varna, ISBN 978-954-760-555-8, p. 175, 2022
 - The candidate participates in the competition with additional: chapters of 1 collective monograph, 1 study, 7 articles and 15 scientific reports, which form 272.7 points (minimum number of 200 points according to the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria).

- The candidate has specified 65 citations in indexed and referenced publications, which form 114.0 points (minimum number of 100 according to the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria).
- The candidate is the supervisor of 10 doctoral students, of which 4 have successfully defended their thesis. She has participated in 6 national and 5 university scientific projects, of which she is the project leader of 4 of them, as well as participation in 5 international scientific and educational projects. All this forms 290.0 points (minimum number of 150 points according to the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria)

From the scientific materials submitted for review, as well as from the evidence of the fulfilment of the minimum national requirements, the following conclusion can be drawn regarding the quality of the candidate's research activity: Assoc. Prof. Dr. Svetlana Lesidrenska:

The candidate for the academic position "Professor" at Technical University - Varna is a university teacher and researcher who has proven the quality of her scientific research through the achievements in her research activity. With her publications, Associate Professor Lesidrenska not only meets, but also significantly exceeds, the minimum requirements of the RSARB and the regulations for its implementation. Some of the publications are indexed in the world databases and have become available to both the Bulgarian and the international scientific community.

2. Evaluation of the pedagogical preparation and activity of the candidate

It can be seen from the provided information and evidence about the teaching work of the only candidate in the competition: Associate Professor Lesidrenska, that she is a teacher with many years of experience, who for the past three years has led lectures on disciplines in the field of management, strategic management and business planning for students from "Bachelor" degree, as well as disciplines in the field of controlling, anti-crisis management and project management for students at "Master" degree. The academic disciplines assigned to her in recent years are both in Bulgarian and in English. Also, Assoc.Prof. Lesidrenska has successfully supervised more than 150 graduates in "Bachelor" and "Master" degrees and has repeatedly been the chairman of state examination commissions.

The total classroom employment of the candidate for the last three years is 1,005 classroom hours, which repeatedly exceeds the required minimum of 120 hours.

In summary of the quality of the candidate's pedagogical training:

The candidate for the academic position "Professor" Technical University - Varna is a university teacher and an established high-quality teacher. Based on this, I give a positive assessment of the pedagogical preparation and activity of Assoc.Prof. Svetlana Lesidrenska.

3. Basic scientific and scientific-applied contributions.

I fully accept as correct the scientific and scientifically applied contributions proposed by the candidate. In a synthesized form, the contributions can be reduced to the following:

- On the basis of performed theoretical analyses, author's definitions have been proposed for a number of conceptual categories, including: for "digital transformation" of the enterprise, for "economic sustainability of the development of the production enterprise" (IURPP). *B 3-1 D 7-1*
- By synthesis of scientific knowledge, a review of separate concepts in management was carried out, and an author's reading of the concepts was proposed for: strategic management of digital transformation in the production enterprise; risk - the controlling in managing the economic sustainability of the production enterprise;

proactive anti-crisis management of the enterprise; and others. B 3-1, D 8-15, D 8-16

- On the basis of theoretical and applied research and analysis of the concept of digital maturity of the enterprise, a model for evaluating digital maturity is proposed and an algorithm for the application of the model of strategic management of the digital transformation of the manufacturing enterprise is presented. B 3-1
- On the basis of theoretical and applied synthesis, a methodology for multi-criteria, multi-aspect and dynamic assessment of the economic sustainability of the development of the production enterprise was proposed, as well as an algorithm was developed for calculating a general indicator of the economic sustainability of the enterprise. D 7-1, D 8-14
- A model of the Situation Analytical Center (SAC) has been proposed for the institutionalization of the enterprise's proactive anti-crisis management system, which provides the necessary conditions for increasing the effectiveness and efficiency of anti-crisis management. D 8-19, D 8-16
- Based on a study of the Bulgarian experience, guidelines are proposed for improving the regulatory framework to increase the efficiency of costs for regional projects, as well as regarding the requirements for building groups of highly qualified specialists with practical skills for inclusion in project teams. D 8-18, D 8-20

4. Significance of contributions for science and practice.

In summary of the significance of the publications proposed for review, it can be concluded that: *The candidate for the academic position "Professor" at Technical University - Varna: Associate Professor Svetlana Lesidrenska has presented scientific materials sufficient in quantity and quality, which have indisputable scientific and scientific-applied contributions in the field of the competition, whose contributions have received public recognition through numerous citations of her works.*

5. Critical notes and recommendations.

Essentially, the scientific and creative results of the candidate for the academic position of PROFESSOR correspond to the direction of the competition. Regardless of the fact that partial criticisms and remarks may be made to individual elements of the candidate's scientific production submitted for review, I consider that, as a whole, no significant criticisms can be made to the candidate.

CONCLUSION

In accordance with the above, I give a **POSITIVE ASSESSMENT** to the only candidate in the competition for the academic position of PROFESSOR at Technical University - Varna, and based on familiarization with the presented scientific works, their significance, the scientific, scientific-applied and applied contributions contained in them, I find it reasonable to **proposed ASSOCIATE PROFESSOR DR. SVETLANA KOSTOVA LESIDRENSKA** to occupy the academic position "PROFESSOR" in the professional direction 5.13. General engineering majoring in "Strategic Management"

Date: 07. October 2022

MEMBER OF THE SCIENTIFIC JUR

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