

EUROPEAN
CURRICULUM VITAE
FORMAT



PERSONAL INFORMATION

Name **SERAFIMOVA, Desislava B.**
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Nationality Bulgarian

WORK EXPERIENCE

June 2023 - present Head of Management and Administration Department, Varna University of Economics, Bulgaria
May 2010 – present Associate Professor, PhD. Management and Administration Department, Varna University of Economics, Bulgaria
May 2015 – present Vice-Head of Management and Administration Department, Varna University of Economics, Bulgaria
June 1996 – May 2010 Assistant Professor, Management and Administration Department, Varna University of Economics, Bulgaria

- Name and address of employer
 - Type of business or sector
 - Occupation or position held
- Main activities and responsibilities

Varna University of Economics, 77, Knyaz Boris I Blvd, 9002, Varna, Bulgaria
Higher Education
Associate Professor, PhD. Lecturer
Delivered lectures in Bulgarian and English on Fundamentals of Management, Strategic Management, Corporate Social Responsibility, Corporate governance, Operations management. Developed case studies for seminar classes, prepared tests for students' exams. Worked out new courses, curricula and syllabi in Management department. Participated in a number of research projects. Published books, monographs and articles of Management topics. Participated in Scientific conferences in Management topics. ERASMUS+ Teaching Mobility at ESAG University Porto, Portugal (2022), University of Almeria, Spain (mentor in an online research project, 2022), Turan University in Almaty, Kazakhstan (2021), Armenian State University of Economics, Yerevan, Armenia (2019), International University of Sarajevo, Bosnia and Herzegovina (2017), Uludag University, Bursa, Turkey (2014) Providing guidelines to PhD students as an Academic supervisor in Bulgarian and Kazakh universities.

External expert at Universities in India

January 2018 – March 2019

- Name and address of employer
 - Type of business or sector
 - Occupation or position held
- Main activities and responsibilities

KL University, Tadepalli Mandal, Vaddeswaram-522502, Guntur Dt., A.P. India
Higher Education
Associate Professor, PhD. Guest Lecturer and External evaluator of PhD thesis
Delivered lectures as a guest lecturer in Strategic management.
Participation as a foreign university faculty member/evaluator for adjudication to KL University Scholar's PhD thesis.

December 2019 – present

- Name and address of employer
 - Type of business or sector
 - Occupation or position held
- Main activities and responsibilities

Gujarat Technological University (GTU), Chandkheda, Ahmedabad – 382424, Gujarat, India
Higher Education
Associate Professor, PhD., External expert for PhD thesis evaluation
Participation as an Expert Professor to review the Doctoral Candidates of the PhD Programme in Management at the Annual Research Week being organized by GTU.

EDUCATION AND TRAINING

- **2002 – 2006**
• Name and type of organisation providing education and training
• Principal subjects/occupational skills covered
• Title of qualification awarded
PhD candidate
Varna University of Economics, Bulgaria.
Dissertation title: “Activity-Based Management Application in Competitive Positioning of Dental Healthcare Organizations”
PhD in Management (2006)
- **02. 2003 – 03. 2003 r**
• Name and type of organisation providing education and training
• Principal subjects/occupational skills covered
• Title of qualification awarded
Staff Mobility for training
Business Dynamix Limited trading as The Business Mentoring Academy – London, UK, (Leonardo da Vinci programme)
Management Training Project “E-business for Small and Medium Enterprises”
Certificate (2003)
- **1991 – 1996**
• Name and type of organisation providing education and training
• Principal subjects/occupational skills covered
• Title of qualification awarded
Bachelor and Master of Management
Varna University of Economics, Bulgaria
Fundamentals of Management, Strategic Management, Project Management, Operations management, HRM, Marketing, Organizational behavior, Business Ethics, Accounting, Finance, Statistics, etc.
MA in Management (1996)

PERSONAL SKILLS AND COMPETENCES

MOTHER TONGUE

Bulgarian

OTHER LANGUAGES

English, Russian

TEACHING AND RESEARCHING SKILLS AND COMPETENCES

Communication and presentation skills, including delivering lectures in international and multicultural classrooms.
Practical experience in Management consultancy and In-company training.
A proven ability to do research work with over 60 publications in Strategic management, Organization theory, Corporate Social Responsibility, Corporate sustainability, Management of business and public organizations in the digital environment.

ORGANIZATIONAL SKILLS AND COMPETENCES

More than 25 years of experience of designing new courses, curricula and syllabi in Management subjects.
Sound knowledge of working with University administrative documents.
Planning and organizing training sessions for teaching assistant professors.

DETAILS OF WORK EXPERIENCE

TEACHING EXPERIENCE (FULL LECTURES)	<p><i>General management (Fundamentals of Management, Principles of Management)</i>: Taught in Bulgarian and English. Course level: Bachelor. Hours of instruction: 45 for Bulgarian students and 30 for Incoming Erasmus+ students.</p> <p><i>Strategic Management</i>: Taught in English. Course level: Bachelor. Hours of instruction: 30 for students at KL University, Vaddeswaram, Andhra Pradesh, India.</p> <p><i>Corporate Social Responsibility</i>: Taught in Bulgarian and English. Course level: Master. Hours of instruction: 45 for Bulgarian students and 45 for Incoming Erasmus+ students.</p> <p><i>Corporate governance</i>: Taught in Bulgarian. Course level: Bachelor. Hours of instruction: 30 for Bulgarian students.</p> <p><i>Business models for digital transformation</i>: Taught in Bulgarian. Course level: Bachelor. Hours of instruction: 30 for Bulgarian students.</p> <p><i>Business Ethics</i>: Taught in Bulgarian and English. Course level: Bachelor. Hours of instruction: 30 for Bulgarian students and 30 for Incoming Erasmus+ students.</p>
STAFF MOBILITY AND TEACHING ABROAD EXPERIENCE	<p>2023 – ERASMUS+ Staff Mobility for Teaching at the Abdelhafid Boussouf University Center of Mila, Algeria</p> <p>2022 – ERASMUS+ Staff Mobility for Teaching at the ESAG University, Porto, Portugal</p> <p>2022 – ERASMUS+ Mentoring and Teaching (online) in the Erasmus+ Short Blended Intensive Program in "Sustainable biotechnology entrepreneurship and human food", managed by the University of Almeria, Spain.</p> <p>2021 – ERASMUS+ Staff Mobility for Teaching at the Turan University, Almaty, Kazakhstan</p> <p>2019 – Visiting Lecturer in Strategic Management at KL University, Vaddeswaram, A.P., India</p> <p>2019 – ERASMUS+ Staff Mobility for Teaching at the Armenian State University of Economics, Yerevan, Armenia. Teaching program: Good Socially Responsible Practices in Human Resource Management.</p> <p>2018 – Visiting Lecturer in Strategic Management at KL University, Vaddeswaram, Andhra Pradesh, India</p> <p>2017 – ERASMUS+ Staff Mobility for Teaching at the International University of Sarajevo, Bosnia and Herzegovina. Teaching program: The role of Corporate Social Responsibility in Business Management – historical and contemporary perspectives.</p> <p>2014 – ERASMUS+ Staff Mobility for Teaching at the Uludag University – Bursa, Turkey. Teaching program: Social responsibility as a part of the contemporary Business Ethics.</p>
RESEARCH EXPERIENCE	<p>2020 – 2023 (currently implementing) – Project KP-06-H45/1 "Digitalization and Digital Competencies – Trends and Innovative Practices in Higher Education and the Labor Market", funded by the Bulgarian National Science Fund.</p> <p>2021 – 2022 – The impact of digital transformation on attitudes of generation Z to work (A joint project conducted by research scholars from Varna University of Economics and Khon Khaen University). Participation as a research lecturer, including activities of online lecturing at Khon Khaen University.</p> <p>2018-2019 – CSR in Bulgaria: historical origins and contemporary practices (Involving master students of Management as co-researchers in the project).</p> <p>2012–2014 – "Time: Conclusions and results regarding the social life in Varna" (A joint project conducted by scholars and students from Varna University of Economics and the municipality of Varna). Participation as a head of research group on Philanthropy in Varna area.</p> <p>2010 – Competitive Environment of Healthcare Organizations in Varna Region project (Involving PhD students of Varna University of Economics as co-researchers).</p> <p>2009 – Research of the Bulgarian socially responsible business practices project. Supported by a grant of the National fund for scientific research of the Bulgarian ministry of education and science.</p> <p>2005 – Development of competitive education in Project management. (A joint project conducted by research scholars from Varna University of Economics and Sofia University of National and World Economy. Supported by a grant of the National fund for scientific research of the Bulgarian ministry of education and science).</p> <p>2003 – Management Training Project "E-business for Small and Medium Enterprises", London, UK (The EU's Leonardo da Vinci Mobility grant № BG/02/A/F/EX – 132052/12.09.2002). (A joint project conducted by scholars from Varna University of Economics and representatives of the NGO "Varna business agency"). Conducted specialization in London and then participated as a trained expert in training courses for small and medium business representatives in Varna area organized by Varna business agency.</p>

MANAGEMENT CONSULTANCY
AND
IN-COMPANY TRAINING
EXPERIENCE

2017-2023 – Consultancy and In-company training in LEKS GROUP Ltd. (furnishing company in Botevgrad) on Organizing the business and team management.
2019 – In-company training in TUI Bulgaria (Varna branch) on Corporate Social Responsibility.
2018 – In-company training in Devnya municipality on Team management.
2016-2020 – In-company training in Eurolife Bulgaria on Team management.
2005 – In-company training in Bulgarian Post Company on Activity-Based management.
2004 – In-company training in Foros Real Estate Company, Varna on Team management.
2003 – Lecturer in Management courses for young entrepreneurs, organized by the Varna Business Agency under the Leonardo da Vinci programme.

GRANTS AND FELLOWSHIPS

2023 – Erasmus teaching staff mobility grant. Abdelhafid Boussouf University Center of Mila, Algeria
2022 – Erasmus teaching staff mobility grant. ESAG University, Porto, Portugal
2021 – Erasmus teaching staff mobility grant. Turan University, Almaty, Kazakhstan
2021 – Khon Kaen University Personal Development Fund scholarship. Khon Kaen University, Thailand
2020 – Bulgarian National Science Fund of the Bulgarian Ministry of Education and Science grant
2019 – Erasmus teaching staff mobility grant. Armenian State University of Economics, Armenia
2017 – Erasmus teaching staff mobility grant. International University of Sarajevo, Bosnia and Herzegovina
2014 – Erasmus teaching staff mobility grant. Uludag University, Bursa, Turkey
2009 – National Fund for Scientific Research of the Bulgarian Ministry of Education and Science grant
2005 – National Fund for Scientific Research of the Bulgarian Ministry of Education and Science grant
2003 – The European Union's Leonardo da Vinci Mobility grant for transnational mobility project.

MEMBERSHIP

- A reviewer in Journal of Innovation & Knowledge (Scopus indexed)
- Editorial Board of Economics and Computer Sciences Journal. Knowledge and business - Varna editor.
- Editorial board of the Economics & Law Journal publish by Economics Scientific Observatory at the Faculty of Economics at South-West University "Neofit Rilski" (<http://el.swu.bg/ikonomika/>)
- A reviewer in International Journal of Agriculture Innovation, Technology and Globalisation (IJAITG), By Inderscience publishers, Geneva (Taiwan).
- Union of Scientists in Bulgaria (Varna region)

REFERENCES

Associate professor Pensri Jaroenwanit, PhD. Dean of Faculty of Business administration and Accountancy. Acting President Khon Kaen University. Khon Kaen, Thailand: penjar@kku.ac.th
Associate professor Mariya Rohova-Yordanova, PhD. Head of the Department of Economics and Management of Health. Medical University of Varna: maria.rohova@mu-varna.bg

PUBLICATIONS:

Monographs, Books and Book chapters:

1. Serafimova, D. (2023) Management. [Textbook]. Varna: Science and Economics Publishing House. (In Bulgarian)
2. Zafirova, T. **Serafimova, D.** et al. (2016) International Management. 2nd ed. Varna: Science and Economics Publishing House. Chapters: Ch.5 The Organizational structures in International Business. (in Bulgarian)
3. Serafimova, D. (2015) Theory of Management. 3rd ed. Varna: Steno Publishing House (in Bulgarian)
4. Serafimova, D. (2015) Theory of Management. Student Manual – E-book version for Distance education. Varna: Science and Economics Publishing House (in Bulgarian)
5. Zafirova, T. **Serafimova, D.** et al. (2012) International Management. 1st ed. Varna: Steno Publishing House. Chapters: Ch.5 The Organizational structures in International Business. (in Bulgarian).
6. Serafimova, D., Todorov, I. (2011). Research of the Bulgarian Socially Responsible Business Practices. (A monograph supported by a Grant of the National Fund for Scientific Research of the Bulgarian Ministry of Education and Science). Varna: Gea-Print Publishing House. (in Bulgarian)
7. Zafirova, T, **Serafimova, D.** & Mitev, B. (2010). [A monograph]. Strategic aspects of the development of medical institutions in the municipality of Varna in a competitive environment. Varna: Science and Economics Publishing House, (in Bulgarian)
8. Stancheva, A. **Serafimova, D.** et al. (2010) Theory of Management. Varna: Science and Economics Publishing House, Chapters: Ch. 12 Leadership and Ch. 15 CSR and Business Ethics. (in Bulgarian)
9. Serafimova, D. (2009). The Social Responsibility of business and its assessment. [A monograph]. Varna: Gea-Print Publishing House (in Bulgarian)

10. Serafimova, D. (2010) Theory of Management. 2nd ed. Varna: Steno Publishing House (in Bulgarian)
11. Serafimova, D. (2007) Fundamentals of Management. 1st ed. Varna: Steno Publishing House (in Bulgarian)
12. Serafimova, D. (2006) Enhancing the Company Competitiveness through Activity-Based management. [A study]. Varna: Yearbook of University of Economics – Varna, Bulgaria, 2006, 78, pp. 144 – 200 (in Bulgarian)
13. Zafirova, T. **Serafimova, D.** (2005). Strategic Management. Varna: Science and Economics Publishing House. pp. 157–166 (in Bulgarian)
14. Lichev, I., **Serafimova, D.** et all. (2005) Operations Management. Varna: Science and Economics Publishing House. Chapters: Ch. 2, Ch.5 and Ch. 7 (in Bulgarian)
15. Lichev, I., **Serafimova, D.** (2001) Operations Management. Students Manual for Seminars. Varna: Science and Economics Publishing House. Chapters: Ch. 2, Ch.5 and Ch. 7 (in Bulgarian)
16. Stancheva, A. **Serafimova, D.** (1998) Fundamentals of Management – texts, tests and cases. Varna: Tedina Publishing House

Journal articles and Conference papers:

17. Serafimova, D. (2023). Gender equality plans in Bulgarian higher education institutions. Strategies for Policy in Science and Education, vol. 31, issue 1. Sofia, Az-buki National Publishing House, pp. 61 – 72 (in Bulgarian) / DOI <https://doi.org/10.53656/str2023-1-3-gen / Web of Science>
18. Artyukhov, A., Bilan, S., Volk, I., Lyeonov, S., Serafimova, D. (2023). SPACE-RL Innovation Transfer Model “Science Business”. European Journal of Interdisciplinary Studies, Bucharest : Bucharest University of Economic Studies, 15, 2023, 1(6), 1-15., ISSN(онлайн) 2067-3795 / <https://doi.org/10.24818/ejis.2023.01>, [Scopus](#)
19. Shkarupa, O., Vlasenko, D., Makedon, H., Bilan, S., Serafimova, D. (2022). Economy of knowledge and transfer of innovations: Ukraine's progress through the lens of European development trends. Knowledge and Performance Management, LLC CPC Business Perspectives, 6, 2022, 1, 100-113., ISSN(онлайн) 25435507 / DOI [10.21511/kpm.06\(1\).2022.09/](https://doi.org/10.21511/kpm.06(1).2022.09/) [Scopus](#)
20. Serafimova, D., Andreeva, A., Banabakova, V. (2022). Digitalization of Business and Public Organizations - Communication Problems with IT Companies and Possible Solutions. Education, Research and Business Technologies. Smart Innovation, Systems and Technologies, Springer Nature Singapore / DOI https://doi.org/10.1007/978-981-16-8866-9_29, 276, 2022, 347–359. / [Scopus](#)
21. Andreeva, A., Serafimova, D. (2022). Mediation in Higher Education – Aspects of Application in Conditions of Digital Transformation. International Conference Proceedings "Business Management, Education, Economics & Law" (BMEEL-22). May 3-5, 2022, Rome (Italy). ISBN – 978-989-9121-03-4. Published by Pilares D'Elegância, Lda., pp. 24-29. <https://doi.org/10.17758/DIRPUB11.H0522502>
22. Andreeva, A., Serafimova, D. (2022). Proceedings in mediation and before an ethics committee in higher education // Mediation in different social spheres: pp. 34-47. <https://mpira.ub.uni-muenchen.de/id/eprint/115149>.
23. Yelshibayev R.K., Dzhussupova A.M., Abdildinova N.E., Serafimova D. (2022). Features of the organization of the joint-stock entrepreneurship. Bulletin of "Turan" University. 2022;(2):136-142. (In Kazakh)
24. Serafimova, D. (2021). Interdisciplinary Educational Models for Creating CSR and Sustainability Culture in European Business Schools. 2021 Sustainable Leadership and Academic Excellence International Conference (SLAE), 9 - 11 November 2021, Manama, Bahrain, New York : Institute of Electrical and Electronics Engineers, <https://doi.org/doi:10.1109/SLAE54202.2021.9788104>, 2021, 1-7., ISBN (печатно) 978-166540714-4 / DOI [10.1109/SLAE54202.2021.9788104](https://doi.org/10.1109/SLAE54202.2021.9788104) / [Scopus](#)
25. Serafimova, D., Andreeva, A. (2021). Transformation in the Management Models of Higher Education Institutions in Bulgaria – Challenges and Opportunities in the Digital Age. Strategies for Policy in Science and Education, vol. 29, issue 6. Sofia, Az-buki National Publishing House, pp. 543 – 556 (in Bulgarian). ISSN (онлайн) 1314-8575 / [Web of Science](#)
26. Serafimova, D., Andreeva, A. (2021). Digital Transformation of the Judicial System and the Need of Developing Competency Models. Izvestiya. Journal of the University of Economics - Varna, 67 (4), c. 9 – 27
27. Serafimova, D. (2021). Corporate social responsibility – trends and innovative practices in the labour market and the higher education sector. Izvestiya. Journal of the University of Economics – Varna. 65 (1), c. 9 – 27
28. Banabakova, V., Serafimova, D. (2021) The concept of corporate social responsibility as a basis for socially oriented business logistics. Proceedings of the scientific conference „Logistics and Public Systems” February 25-27, 2021, Veliko Tarnovo, Publishing House of Vasil Levski National High School, pp. 1116-1125 (ISSN 2738-8042) 15 (In Bulgarian).
29. Serafimova, D. (2018). Socially Responsible Diversity Management Practices in the Context of Organizational Innovations for Achieving Corporate Sustainability. *Proceedings of the International and National Conference on Business Administration and Accountancy (INCBA 2018)*. February 22-23, Khon Kaen, Thailand: Khon Kaen University, 1, 2018, 30 - 43
30. Serafimova, D. (2017). CSR and Sustainable Development – Two Concepts with Different Beginnings and a Common Future. *Journal of Emerging Trends in Marketing and Management – Vol I, No. 1/2017, p. 77–87. Conference proceedings*. Bucharest University of Economic Studies Publishing House, Romania. [Online] Available from: <http://www.etimm.ase.ro/?p=153> [Accessed: 28/11/2017]
31. Serafimova, D. (2017). CSR Disclosure in Large Bulgarian Companies. *International Conference on Marketing and Business Development Journal – Vol III, No. 1/2017, pp. 97-106. Conference proceedings*. Bucharest University of Economic Studies Publishing House, Romania. [Online] Available from: www.mbd.ase.ro/journal [Accessed: 10/10/2017]
32. Serafimova, D. (2016). CSR Assessment Model. *Journal of Emerging Trends in Marketing and Management – Vol I, No. 1/2016, p. 100-110. Conference proceedings*. Bucharest University of Economic Studies Publishing House, Romania. [Online] Available from: <http://www.etimm.ase.ro/?p=87> [Accessed: 18/01/2017]
33. Serafimova, D. (2015). Instruments of CSR International Organizations for Sustainable Regional Development of Bulgaria and Turkey. *Third International Regional Development Conference (Bingol University, Turkey). Conference proceedings. [Online] 3 (2015). p. 976-990*. Available from: <http://www.bolgeiselkalkinmakonferansi.org> [Accessed: 06/10/2016]
34. Serafimova, D. et all. (2014) [Edited by Todorov, I.] Report on the results of the project “Time 2012-2014” research work. Varna: Project “Time: 2012–2014: Conclusions and results regarding the social life in Varna” (Supported by University of Economics – Varna, Bulgaria and Varna Municipality), 2014, pp. 76 – 81. (in Bulgarian)

35. Serafimova, D. (2012) Environmental aspects of Socially Responsible Business Practices and their role for Raising Competitiveness. *Proceedings of the University of Economics – Varna, Bulgaria, 2012, Vol. 3, pp. 11 – 22* (in Bulgarian)
36. Serafimova, D., Mitkova, B. (2012). Corporate Social Responsibility – a Means for Enhancing Reputation and Trust in Business Organizations. *Management & Sustainable Development: Society, Man & Nature Series. Proceedings of the University of Forestry. Sofia: 2012, Year XIV, 35, 2012, Vol. 4, pp. 46 – 51* (in Bulgarian)
37. Serafimova, D., Kirov, K. (2012) Assessing the socially responsible practices of tobacco manufacturers. *Proceedings of the 9th Scientific Conference on Management and Entrepreneurship. Plovdiv: Branch of the Technical University if Sofia. 2012, pp. 108-114.* (in Bulgarian)
38. Koev, J. & Vatchkov, S (Editors), **Serafimova, D.** et all. (2010) A short encyclopedia of Corporate Governance. Varna: Steno Publishing House. [Serafimova, D.: articles: 060, 077, 091, 101, 121, 211]. (in Bulgarian)
39. Serafimova, D. (2010) An Evolution of the initiatives for spreading Corporate social responsibility in Bulgaria. *Business Directions. Proceedings of the Burgas Free University. Burgas: 2010, Vol. 1-2 (12), pp. 119 – 135.* (in Bulgarian)
40. Serafimova, D. (2008) Business Social Responsibility: Sustainability Reporting. *Proceedings of the University of Economics – Varna, Bulgaria, 2008, vol. 4, pp. 47–61.* (in Bulgarian)
41. Serafimova, D. (2008) Historical preconditions for the emergence of CSR. *Management & Sustainable Development: Society, Man & Nature Series. Proceedings of the University of Forestry. Sofia: 2008, vol. 21, issue. 3-4, pp. 12-18* (in Bulgarian)
42. Serafimova, D. (2008) The necessity of uniform criteria for reporting Corporate Social Responsibility *Scientific works of Ruse University “A. Kantchev”. 2008, vol. 47, Series 6.1: Economics and Management, pp. 53-57.* (in Bulgarian)
43. Serafimova, D., Ivanova, R., Dimitrov, K. (2008) Compiling Production Schedule – Problems and Improvement Guidelines. *Proceedings of the 5th Scientific Conference on Management and Entrepreneurship. Plovdiv: Branch of the Technical University if Sofia. 2018, pp. 5761.* (in Bulgarian)
44. Serafimova, D., Ivanova, R. (2008) Problems of operational planning in contemporary manufacturing enterprises. *Proceedings of the Scientific Conference on Bulgaria in EU. Sofia: Economy University Publishing House, 2008, pp. 56-59.* (in Bulgarian)
45. Serafimova, D. (2007) Evolution of Corporate Social Responsibility Initiatives. *Scientific works of Ruse University “A. Kantchev”. 2007, pp. 23–27.* (in Bulgarian)
46. Serafimova, D. (2007) Tools for spreading of Good Socially responsible managerial practices. *Management & Sustainable Development: Society, Man & Nature Series. Proceedings of the University of Forestry. Sofia: 2007:16, vol.1, pp. 300-307.* (in Bulgarian)
47. Serafimova, D. (2007) Social Responsibilities of Management and Business Success. *Proceedings of the Scientific Conference on Management of the Organizations Development.* Varna: University of Economics Publishing House, 2007, pp. 292-300. (in Bulgarian)
48. Zafirova, T., **Serafimova, D.** (2007) Impact of the external environment on the health needs of specialized outpatient care. *Proceedings of the Scientific Conference on Contemporary Management Practices. Burgas: Burgas Free University. 2007, vol. 2, pp. 172–188.* (in Bulgarian)
49. Serafimova, D., K. Dimitrov (2007). Method for operations management in discrete manufacturing companies. *Industrial management. Proceedings of the Technical University. Sofia: 2007: vol. 8, pp. 10–17.* (in Bulgarian)
50. Serafimova, D. (2006) Personnel training in introducing foreign management practices. *Management & Sustainable Development: Society, Man & Nature Series. Proceedings of the University of Forestry. Sofia: 2006:15, vol. 3-4, pp. 461– 467.* (in Bulgarian)
51. Serafimova, D. (2005) Contemporary methods for activity planning in Bulgarian Healthcare Organizations. *Economic Themes “Integration processes in Europe”. Nish, Serbia and Montenegro. Year XLIII, book II, Volume 1-2. 2005, pp. 471–478*
52. Serafimova, D. (2005) Contemporary concepts for competitive positioning of Bulgarian organizations in the context of European integration. *Proceedings of the Scientific Conference on European perspectives on national economy.* Varna University of Economics, 2005, pp. 690–699. (in Bulgarian)
53. Serafimova, D. (2005) Activity-based management in the competitive positioning of dental organizations. Dissertation for the award of educational and scientific PhD degree. Varna, 2005 (in Bulgarian)
54. Serafimova, D. (2005) Providing the necessary information in Bulgarian healthcare services planning. *Scientific works of Ruse University “A. Kantchev”. 2005, pp. 128–132.* (in Bulgarian)
55. Serafimova, D. (2005) Sources of competitive advantages assessment in Bulgarian Dental sector. *Proceedings of the University of Economics – Varna, Bulgaria. 2005, vol.1, pp. 56–71.* (in Bulgarian)
56. Serafimova, D. (2005) Sustainable development as a factor of improvement the competitive positions of organizations. *Management & Sustainable Development: Society, Man & Nature Series. Proceedings of the University of Forestry. Sofia: 2005:12, vol. 1-2, pp. 288–290.* (in Bulgarian)
57. Serafimova, D. (2004) Activity-Based Management application in competitive positioning of the Bulgarian dental organizations. *Proceedings of the University of Economics – Varna, Bulgaria, 2004, vol.1, pp. 81–92.* (in Bulgarian)
58. Serafimova, D. (2004) Modern problems of competitive positioning of enterprises. *Proceedings of the Scientific Conference on Modern problems in the theory and practice of enterprise management.* Varna: Technical University, 2004, pp. 82–87. (in Bulgarian)
59. Serafimova, D. (2004) Problems and trends in the development of the dental services market. *Proceedings of the Scientific Conference on Contemporary management practices. Burgas: Burgas Free University, 2004, vol. 2, pp.186–201.* (in Bulgarian)
60. Serafimova, D. (2003) Strategic approach for Cost management in healthcare organizations. *Social medicine. Proceedings of the National Centre for healthcare information. Sofia: 2003, vol. 2, pp. 38–39.* (in Bulgarian)
61. Serafimova, D. (2000) The problems of cost management in decision making process. *Proceedings of the Scientific Conference on Economy and Development of Society.* Varna University of Economics, 2000, vol.3, pp. 244–248. (in Bulgarian)
62. Stanceva, A., **Serafimova, D.** (2000) A Gaming Approach to Product Management Training. *Proceedings of the University of Economics – Varna, Bulgaria, 200, vol. 4, pp. 22–32.* (in Bulgarian)
63. Serafimova, D. (1999) The Activity-based costing model and management decision-making process. *Proceedings of the Scientific Conference on 21st Century and the Challenges to Management.* Varna University of Economics, 1999, pp. 240–248. (in Bulgarian)

64. Lichev, I., **Serafimova, D.** (1997) Developing cost standards for medicines. *Proceedings of the University of Economics – Varna, Bulgaria*. 1997, vol. 2, pp. 15–23. (in Bulgarian)
65. Nedeva, S., **Serafimova, D.** (1996) International processing transactions – a means of revitalizing production in transition. *Proceedings of the Scientific Conference on Transition Management*. Svishtov: *Business Academy “D. A. Tzenov”*, 1996, vol. 2, pp. 50–53. (in Bulgarian).