



ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ - ВАРНА

СЕРТИФИЦИРАНА СИСТЕМА ЗА УПРАВЛЕНИЕ НА КАЧЕСТВОТО ISO
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SUMMARY

of the research publications

of Senior Assistant Professor Dr Katya Ivanova Vladova, lecturer in the Department of Management and Administration, University of Economics – Varna, submitted for participation in a competition for the academic post of 'Associate Professor' in higher education field 3. 'Social, Economic and Legal Sciences', professional area 3.7 'Administration and Management', in the scientific speciality 'Social Management' (Management – Organisational Design and Entrepreneurship), as advertised in the State Gazette N65/ 17.07.2026.

Б. Academic papers submitted for the competition for the academic rank of 'Associate Professor', announced in the State Gazette, issue No. 65 of 17 July 2026, pursuant to Article 101(3) and Article 104(1)(6) of the Regulations on the Development of Academic Staff at the University of Economics – Varna

I. A monograph or equivalent publications (in the professional fields in which this is permitted under the Regulations for the Implementation of the Law on Scientific Research and Academic Staff) – pursuant to Article 101(3) of the Regulations on Academic Staff at the University of Economics – Varna

Number	Sub-number	Title, bibliographic description, link to the content in electronic format, where available
4.	1.	<p>Vladova, K. Dynamic Capabilities and Organisational Flexibility of Business Organisations (using the example of high-category hotels in Bulgaria). Varna: University Press 'Science and Economics', 2026, 156 pp. (Bibliography of Prof. Tsani Kalyandzhiev; Vol. 116) ISBN (print) 978-954-21-1227-3 Reviewers: Teodorina Turlakova, Lyubomir Georgiev https://eclipse.ue-varna.bg/catalog/view/BGLLH2KX7G</p> <p>This monographic study examines the dynamic capabilities of organizations, the mechanisms for their building, and the interrelationships between entrepreneurial orientation, individual categories or micro-foundations of dynamic capabilities, organizational agility, and sustainable competitive advantages. The concept of dynamic capabilities reveals the potential of organizations to create and maintain sustainable competitive advantages in a volatile and competitive environment. Organizations with highly developed dynamic capabilities successfully balance routine organizational activities and processes with the pursuit of entrepreneurial opportunities and new market challenges.</p> <p>The monograph defends the thesis that developing dynamic capabilities within business organizations enhances their organizational agility and capacity to create sustainable competitive advantages, with entrepreneurial orientation serving as a key prerequisite in this process. The proposed conceptual model links dynamic capabilities and entrepreneurial orientation to organizational agility and sustainable competitive advantages. Dynamic capabilities are particularly suitable for investigation in highly competitive sectors; therefore, the hotel sector—one of the most fiercely competitive and structurally defining sectors in the country—was selected to test and empirically validate the conceptual model.</p>



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An empirical study was conducted among business organizations in the Bulgarian hotel sector, specifically focusing on high-category hotels along the Black Sea coast. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), implemented via the specialized statistical software SmartPLS 4. The findings demonstrate that the interdependence among entrepreneurial orientation, dynamic capabilities, organizational agility, and sustainable competitive advantages represents the winning combination organizations should strive for to outperform their competitors.

The applicability of the model was tested under real-world conditions within hotels located in the Black Sea region. Consequently, its alignment with practical industry reality was successfully evaluated. The proposed interrelationships among the constituent elements of the model align with prevailing management practices and contribute to the formation of sustainable competitive advantages.

Based on the study results, the primary objective of the monograph was achieved, the research tasks were fulfilled, and both the main thesis and hypotheses were confirmed. The study addresses critical issues in contemporary strategic management regarding organizational dynamic capabilities and sustainable competitive advantages amidst growing dynamism and unpredictability in the business environment. Successful and competitive organizations distinguish themselves not by resource superiority, but by their ability to build, develop, and activate dynamic capabilities—manifested visibly through organizational agility—with entrepreneurial orientation acting as the foundational prerequisite.

II. Monographs and studies pursuant to Article 104(1)(6) of the Regulations on Academic Research at the University of Economics – Varna

Number	Sub-number	Title, bibliographic description, link to the content in electronic format, where available

III. Scientific articles pursuant to Article 104(1)(6) of the Regulations on Academic Staff at the University of Economics – Varna

Number	Sub-number	Title, bibliographic description, link to the content in electronic format, where available
5.	1.	Gębczyńska, A., Vladova, K. Comparative Analysis of Selected Process Maturity Assessment Models Applied in the Public Sector. Business Process Management Journal, Bingley : Emerald Publ. Ltd., 29, 2023, 3, 911-928., Print ISSN (pISSN): 1463-7154 Online ISSN (eISSN): 1758-4116 DOI: 10.1108/BPMJ-09-2022-0420 / Scopus / Линк

Despite the multitude of publications concerning the process maturity assessment models applied in the private sector, the matter of the choice of a process maturity assessment model is not so unambiguous in the public sector. The goal of this article is to identify process maturity assessment models applicable to the public sector.

Design/methodology/approach: Literature review, enabling identification of process maturity assessment models applicable to the public sector. Comparative analysis, making it possible to identify the advantages and disadvantages of the selected maturity assessment models.



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Findings: Models enabling assessment of process maturity and e-government maturity applicable to the public sector have been identified. Potential benefits and limitations specific to the analysed models have been established.

Practical implications: The publication indicates which process maturity assessment models can be successfully applied in the public sector. As such, it provides important support for the public sector in the decision-making process concerning the choice and implementation of a specific process maturity assessment model. Originality/value This is one of the few study which refers to a comprehensive review and analysis of process maturity assessment models applicable to the public sector. As the relevant contribution, it clarifies the relationships and differences between process and e-government maturity assessment models. This study provides important aid to both practitioners and theorists in terms of the selection of a process maturity assessment model against specific research needs.

6.	2.	Vladova, K. Business Growth Management and The Dynamic Capabilities Concept. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, Varna : Union of Scientists - Varna, 12, 2023, 2, 119-125., ISSN (печатно) 1314-7390, ISSN(онлайн) 2603-4085 / DOI 10.56065/IJUSV-ESS/2023.12.2.119 / Линк https://eclipse.ue-varna.bg/catalog/view/XWN4T84D9Q
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This paper examines the relationship between firm growth management and the dynamic capabilities perspective (DCP), with a focus on small and medium-sized enterprises (SMEs). Firm growth is conceptualized as a continuous, holistic process involving both quantitative expansion and qualitative transformation of corporate resources, rather than a single event. Growth serves as a primary vehicle for creating added value, maintaining competitiveness, and ensuring long-term organizational survival.

Effective growth management relies on the alignment of four key factor groups:

- Entrepreneurial characteristics (personal goals, managerial style, risk propensity);
- External environment features (market demand, competition levels, legal regulations);
- Firm characteristics and resource potential (human capital, technology, finances, age, size);
- Business strategy, which acts as the bridge connecting desired growth with actual achieved results.

Complementing the traditional Resource-Based View (RBV), the Dynamic Capabilities Concept highlights an organization's capacity to systematically detect (*sensing*), exploit (*seizing*), and reconfigure (*recombining/reconfiguring*) internal and external competencies in response to volatile environments. Grounded in Wang & Ahmed's model, dynamic capabilities encompass three primary dimensions: adaptive, absorptive, and innovative capabilities.

The study concludes that operating with static resources yields only brief competitive returns. Developing dynamic capabilities enables growing firms to constantly integrate, renew, and restructure their core competencies, thereby driving sustainable growth, strategic flexibility, and long-term profitability

7.	3.	Vladova, K. Dynamic Capabilities as Innovation Sources. FAIMA [Facultatea de antreprenoriat, ingineria si managementul afacerilor] Business & Management Journal , Bucharest: NICULESCU Publ.
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		House, 6, 2018, 4, December, 5-12., ISBN (печатно) 2344-4088, ISBN(онлайн) 2344-4088 / Линк https://faimajournal.upb.ro/ https://eclipse.ue-varna.bg/catalog/view/XWN4T84X5Q https://faimajournal.upb.ro/archive.html
<p>The paper aims to examine in detail the specifics of dynamic capabilities and their implications in the tourism industry in Bulgaria. Dynamic capabilities of organizations reveal organizational skills for achieving innovative forms of competitive advantages for sustaining competitive market positions. Innovations in tourism are needed for the future successful performance of organizations as the industry is showing extremely high growth during the last years. The main focus of the paper is the linkage between dynamic capabilities and innovations in tourism organizations in Bulgaria. The paper reveals in more detail the relationship between the term dynamic capabilities and the innovations in organizations. The paper is focused entirely on the tourism industry in Bulgaria as one of the promising and fast-growing sectors.</p>		
8.	4.	Владова, К. Концепция за динамични способности за организациите в туристическия бранш. Изв. на Съюза на учените - Варна. Сер. Икономически науки [Науката в служба на обществото: Научна конференция, 27 окт. 2017], Варна: Съюз на учените - Варна, 2017, 1, 181 – 188, ISSN 1314-7390 https://www.su-varna.org/izdani/2017/ikonomika-017-1/181-188.pdf
<p>The paper aims to examine the significant role and meaning of the dynamic capabilities concept and its implications in the tourism industry in Bulgaria. Dynamic capabilities of organizations reveal organizational skills for achieving innovative forms of competitive advantages for sustaining competitive market positions. The development of dynamic capabilities reflects management's ability to demonstrate timely responsiveness and rapid innovation and to effectively coordinate and redeploy internal and external resources or competencies based on managerial and organizational processes, market positions, and path dependencies. The key contributions of the paper are the applications of the dynamic capabilities theoretical concepts to the reality of the tourism industry in Bulgaria.</p>		
9.	5.	Competitive Behaviour of Companies in the Bulgarian Fast Food Sector: A Competitive Dynamics Approach, 2011, с. 60 – 64, ISSN: 2535-1028 https://conf.uni-ruse.bg/bg/?cmd=dPage&pid=proc11-5.1
<p>The study applies the "competitive dynamics" approach, viewing competition as a continuous sequence of competitive actions and reactions among industry participants. Firm performance depends on strategic adaptation, internal capabilities, and the ability to anticipate competitor moves. The fast-food industry in Bulgaria experienced steady, recession-resilient growth from 2003 to 2009 (expanding from 135.4M BGN to 267.8M BGN). Growth was propelled by fast-paced lifestyles, lower consumer incomes, and high demand in major urban centers, though market saturation has gradually decelerated further expansion.</p> <p>Price remains a primary choice factor for Bulgarian consumers, forcing international chains to adapt menus to lower price points. Healthy-eating trends are expected to increase their impact. Unlike Western markets, global trends toward healthy or organic fast food have had</p>		



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minimal impact on local preferences, where budget-friendly traditional items (döner kebabs, banitsa/burek) remain dominant.

The leading franchising models and global brands expand mainly via master franchisees or multi-unit sub-franchising (e.g., Sunfoods, AmRest, Samex, Subway Bulgaria) to share investment risks and accelerate coverage. Growth opportunities lie in specialized niches (seafood, Asian fast food, "fast dinner" concepts) and the further consolidation of independent operators into organized chains.

10.	6.	Владова, К. Влияние на кризата върху развитието на туроператорските фирми в България. Управление и устойчиво развитие: Общество. Човек. Природа = Management & Sustainable Development: Society. Man. Nature, София: Лесотехнически университет, 25, 2010, 1, 189-193., ISSN 1311-4506 https://jmsd.bg/issues.html https://jmsd.bg/files/contents/contents_en_msd_25.pdf https://jmsd.bg/files/articles/25/25-26_K_Vladova.pdf
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The paper examines the growth factors and development dynamics of Bulgarian tour operators during an economic crisis. Tourism represents a major economic driver in Bulgaria (8–9% of GDP), characterized by high seasonality and a heavy reliance on intermediaries. Based on an empirical survey (2008–2009) of 102 tour operators across Varna, Dobrich, and Burgas, the study estimates a regression model explaining firm growth between 2004 and 2009. The main conclusions are regarding the role of the entrepreneur. Growth is primarily driven by the personal characteristics and proactive decision-making of the owner/manager rather than external or internal material resources alone. Further more the positive drivers are pointed out, such as risk-taking propensity, goals aimed at business expansion, and strategies focused on introducing new services positively influence company growth. The constraining factors are discussed as defensive strategies are focused merely on survival or maintaining market share) and diversification into non-tourism sectors negatively affect growth by diluting core resources. The paper provides recommendations to mitigate declining demand, the author suggests enhancing managerial competencies, targeting niche markets (niche/specialized tourism such as cultural, MICE, and rural tourism), implementing flexible pricing, and retaining skilled human capital.

11.	7.	Vladova, Katya Ivanova. Determinants of Growth of Small Tour - Operator Companies in Bulgaria / Katya Ivanova Vladova. // Trakia Journal of Sciences / The Scientific Serial of Trakia University. - Stara Zagora, 2010, Vol. 8 , Suppl. 1, p. 230 – 233 ISSN 1313-7050
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The growth of Small and Medium-sized Enterprises (SMEs) is a complex process that encompasses the influence of the external environment, the internal firm resources, the personality and behaviour of the owner/ manager. The latter plays a key role in the growth process and integrates all growth determinants. The owner/ manager decides about the extent to which the external and internal stimuli and constraints will be used. Based on this decision he/ she sets and implements the goals and strategies for firm growth.

The purpose of the paper is to conclude the results of a recently conducted research among the tour-operators in Bulgaria and makes recommendations for their management and future development. After constructing a theoretical growth model, we empirically test and validate it based on a specifically designed survey among owners/ managers of tour-operator



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companies. The main factors of desired growth according to the opinion of the owners/managers of researched companies are derived applying factor analysis. Actual growth determinants are empirically analyzed and estimated by using regression analysis.

12.	8.	Владова, К. Модел за растеж на малките и средни предприятия. Управление и устойчиво развитие : Общество. Човек. Природа = Management & Sustainable Development : Society. Man. Nature, София : Лесотехнически университет, 24, 2009, 3-4, 65-70., ISSN(печатно) 1311-4506 / https://jmsd.bg/pages/en/24.html
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The scientific paper by Katia Vladova examines the specifics of small and medium-sized enterprise (SME) growth and proposes a conceptual framework to analyze key developmental factors. The model integrates four main groups of variables: the owner-manager's personality, firm resources, growth strategy, and the external environment (macroeconomic and competitive). It positions SMEs as social entities where growth relies on subjective decision-making and alignment among these components rather than predefined lifecycle stages. The owner-manager serves as the core driver, interpreting environmental signals, setting growth ambitions, managing constraints, and executing strategy. The framework was empirically tested (2007–2008) across 102 tour operator companies in the Bulgarian Black Sea regions of Varna, Dobrich, and Burgas. Statistical analysis (factor and regression analysis) revealed the following findings: Growth is primarily driven by proactive managerial behavior rather than external conditions. The most significant determinants are the owner's risk propensity, goals focused on business expansion, and a strategy centered on introducing new services. The barriers to growth are the passive strategies aimed merely at survival or preserving market share, as well as diversification outside the tourism sector, negatively impact growth and lead to stagnation. The main practical recommendations are directed to the tour operators: in order to sustain growth, they must enhance managerial capabilities, diversify into specialized and domestic tourism products, retain human capital during economic downturns, and maintain operational flexibility.

13.	9.	Владова, К. Проблеми в развитието на туроператорските фирми в България. Управление и устойчиво развитие : Общество. Човек. Природа = Management & Sustainable Development : Society. Man. Nature, София : Лесотехнически университет, 21, 2008, 3-4, 26-29., ISSN(печатно) 1311-4506 https://jmsd.bg/pages/en/21.html
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The paper analyzes the critical challenges facing tour operators in Bulgaria within the context of the domestic tourism market. As key intermediaries in the industry's value chain, tour operators bridge the gap between end-consumers and local service providers (hotels, restaurants), mitigating spatial distance and market opacity. While they help suppliers secure higher occupancy rates and volume sales, the rise of direct online reservation platforms poses a long-term threat to their traditional business model.

Tourism plays a vital role in the Bulgarian economy, generating roughly 4% of GDP ("net travel"), providing over 250,000 direct and indirect jobs, and contributing an estimated 35–40% of tax revenues. However, the sector suffers from structural imbalance: seaside mass tourism across Varna, Burgas, and Dobrich accounts for nearly 72% of foreign currency revenues and bed capacity, whereas specialized niches (cultural, rural, eco, and spa tourism) remain underdeveloped.



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Following peak growth in 2003, tourist arrivals slowed significantly, exposing several structural hurdles, such as the Outdated infrastructure, safety concerns, and low product diversification. Further more, the conclusions are directed to the severe shortage of skilled labor, inadequate language/IT training, and a shadow economy exceeding 50,000 unregistered workers, which reinforces a low-cost, low-quality perception. Bulgaria holds under 1% of the European market, alongside declining market shares in Russia, the CIS, and Central Europe due to strict visa regulations. To sustain growth amidst intensifying competition, the study emphasizes the need for managerial flexibility, continuous staff training, and strategic adaptation to market shifts.

IV. Научни доклади по чл. 104, ал. 1, т.6 от ПРАС в ИУ - Варна

Общ номер	Номер в групата	Заглавие, библиографско описание, линк към съдържанието им в електронен формат, в случай че е налично
14.	1.	Vladova, K. Dynamic Capabilities as Innovation Sources for Organizations in Tourism. Management in the Innovation Society : 8th International Conference on Management and Industrial Engineering : ICMIE 2017, October 12 - 14, 2017 , Bucharest : Niculescu Publ. House, 2017, Iss. 8, 44 – 50, ISSN 2344-0937 The paper aims to examine in details the specifics of dynamic capabilities and its implications in the tourism industry in Bulgaria. Dynamic capabilities of organisations reveal organizational skills for achieving innovative forms of competitive advantages for sustaining competitive market positions. Innovations in tourism are needed for the future successful performance of organisations as the industry is showing extremely high growth during the last years. The main focus of the paper is the linkage between dynamic capabilities and innovations in tourism organisations in Bulgaria. The paper reveals in more details the relationship between the term dynamic capabilities and the innovations in organisations. The paper is focused entirely on the tourism industry in Bulgaria as one of the promising and fast growing sectors.
15.	2.	Vladova, K. Dynamic Capabilities Concept and Improving Competitiveness of Organizations. Management in the Innovation Society : 8th International Conference on Management and Industrial Engineering : ICMIE 2017, October 12 - 14, 2017, Bucharest : Nikulesku Publ. House, 2017, 206 – 214, ISSN 2344-0937 https://icmie-faima-upb.ro/ https://www.proquest.com/docview/1990424194/45DD4AE21343483FPQ/4?accountid=38696&sourcetype=Conference%20Papers%20&%20Proceedings The paper aims to examine the essence of dynamic capabilities concept and its relation to the organisational competitiveness. Furthermore, the specifics of dynamic capabilities are applied to the process of creating and developing a viable and competitive organisation. Searching excellence and better performance organisations focus on their competitive resources and dynamic capabilities. The main conclusions are expected to be in favour of the researchers interested in the contemporary topics in the field of organisation studies. The



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paper provides implications for business managers also, that are focused mainly on the process of developing organizational competitiveness of their companies. The proposed ideas are expected to contribute to the contemporary research of dynamic capabilities as well. The paper reveals in more details the relationship between the term dynamic capabilities and competitiveness in organisations. The main contributions of the paper address to researchers in this field and to business managers striving for outstanding performance of their organisations..

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| 16. | 3. | Maximova, V., Vladova, K. Firm Resources and Competitive Advantage: An Empirical Study of Bulgarian Dairy Firms. Management - The Key Driver for Creating Value: The 7th International Conference of Management and Industrial Engineering : ICMIE 2015, October 22nd-23rd, 2015, University of POLITEHNICA, Bucharest, Bucharest : NICULESCU Publ. House, 2015, pp. 527-540., ISSN(печатно) 2344-0937 |
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The aim of the research is to examine which of the firm resources play a key role in the process of achieving a sustainable advantage among the competing companies. Forty Bulgarian dairy firms are included in the empirical study. Furthermore, the influence of a wide range of resources, both tangible and intangible, on the firm's competitive advantage is examined. The find-outs are expected to be mainly in favor of the managers of the examined dairy firms. Moreover, the researchers will profit also in extending and deepening the investigation on the ways to accumulate and develop the important resources. The study points out particular organizational resources which are in correlation with the long-term advantage. Most of the resources on the list are difficult to be imitated, so the research confirms the thesis that inimitability is the key requirement for resources to be a factor for the sustainable advantage.

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| 17. | 4. | Vladova, K. Dynamic Capabilities and the Development of Organizational Competences. Management - The Key Driver for Creating Value : The 7th International Conference of Management and Industrial Engineering : ICMIE 2015, October 22nd-23rd, 2015, University of POLITEHNICA, Bucharest, Bucharest : NICULESCU Publ. House, 2015, 573 - 579., ISSN(печатно) 2344-0937
https://icmie-faima-upb.ro/
https://www.webofscience.com/wos/woscc/full-record/WOS:000448633100057 |
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The paper aims to examine the essence of the dynamic capabilities and their relation to the organizational competences. The definition and critics of dynamic capabilities are examined in depth as well. Furthermore, their influence on the process of creation and development of organizational resources is analyzed as well. The main conclusions are expected to be in favour of the researchers interested in the contemporary topics in the field of organization studies. The paper provides implications for business managers also, which are focused mainly on the process of developing organizational competences of their companies. The key contributions of the paper are presenting a critical and comparative review of the definitions of dynamic capabilities and main findings related to them. On the other hand, some arguments are proposed for applying them in the process of development of organizational competences.

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| 18. | 5. | Vladova, K., Maximova, V. Creating a Firm-level Dynamic Capabilities in the Case of the Bulgarian Hotel Industry. Management - The Key Driver for |
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		<p>Creating Value : The 7th International Conference of Management and Industrial Engineering : ICMIE 2015, October 22nd-23rd, 2015, University of POLITEHNICA, Bucharest , NICULESCU Publ. House, 2015, pp. 580 - 585., ISSN(печатно) 2344-0937</p> <p>https://icmie-faima-upb.ro/</p> <p>https://www.webofscience.com/wos/woscc/full-record/WOS:000448633100058</p>
		<p>Based on the understanding that dynamic capabilities play a substantial role within the process of strategic management for each company, we aim to apply the dynamic capabilities concept in the Bulgarian hotel industry. Considering different approaches that are proposed already by other researchers, we aim to provide an empirical study focused on the specifics of the Bulgarian tourism. The main conclusions are expected to provide useful implications for the researchers and managers in the process of improving company performance and increasing the sources for its optimization. Especially having in mind the threats and difficulties which influence the Bulgarian hotel industry. The key contributions of the paper are the empirical findings and conclusions as well as the application of the selected theoretical concepts of dynamic capabilities and their creating on a firm-level in the specific industry of Bulgarian tourism.</p>
19.	6.	<p>Владова, К. Конкурентна динамика в сектора на „Бързото хранене“ в България. // Взаимодействието теория - практика : Ключови проблеми и решения : Междунар. конф., 24 - 25 юни 2011 / Ред. кол. Петко Чобанов и др. : Т. 1. - Бургас : БСУ, 2011, с. 353 – 360</p> <p>ISBN: 978-954-9370-79-9</p>
		<p>Competitive dynamics approach views the competition as a process and focuses on the influences of the company moves on its competitive advantages. The fast food industry in Bulgaria has been analyzed from the perspective of the competitive dynamics approach. In spite of the relatively high base of current value sales, the fast food industry in Bulgaria is among the most dynamic in terms of its competitive performance.</p>
20.	7.	<p>Владова, К. Аспекти в развитието на туроператорските фирми и морския туризъм в България в условията на криза. // Предизвикателства пред висшето образование и научните изследвания в условията на криза: [Сб. докл.] : Междунар. конф., 25-26 юни 2010 г., Бургас: Бургарски Свободен Университет, 2, 2010, с. 136–144., ISBN(печатно) 978-954-9370-71-3</p>
		<p>The paper outlines the main factors for the development of the tour-operator companies in Bulgaria. The theoretical growth model is constructed and validated by an empirical research based on a specifically designed survey among owners/ managers of tour-operator companies. Some conclusions and recommendations about the tour-operator further development have been proposed.</p>
21.	8.	<p>Иванова, Р., Николов, Р., Владова, К. Основни проблеми и перспективи за управление на времето на работното място. Кръгла маса “Управленски аспекти на кризата и тяхното отражение в процеса на преподаване”, Унив. изд. Варна, 2009, с. 115-121., ISBN (печатно) 978-954-21-0409-4</p>
		<p>People consciously organize their relationships, which is why every interaction in the work environment should be a purposeful, conscious process free from manifestations of negative</p>



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emotions. Situations where our expectations are met serve as a source of positive emotions, states of content, and satisfaction. Conversely, when we are presented with information that diverges from our expectations and aspirations, negative emotional states arise—such as anger, anxiety, sadness, etc.—which disrupt the workflow in one way or another. Very often, the workplace itself is the source of negative emotions due to the fact that it does not fully meet our expectations. Therefore, it is necessary to seek alternative working methods alongside the efficient use of working time.

22.	9.	Владова, К., Максимова, В. Малките и средните предприятия в България и Австрия. Сборник доклади „Икономиката и развитието на обществото”, ИУ- Варна, том 3, 2002, с. 259-267, ISBN 978-954-9370-71-3
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The paper presents a comparative analysis of the current state and development trends of small and medium-sized enterprises (SMEs) in Bulgaria and Austria. The findings indicate that in both countries, SMEs account for over 98–99% of all businesses and are predominantly focused on the services and trade sectors due to faster capital turnover. The main distinction lies in the fact that Bulgarian SMEs have a shorter operational history, lack experience, and face significant challenges in accessing financing, whereas Austria offers established state support mechanisms and funds targeting export, innovation, and technology adoption.

23.	10.	Максимова, В., Владова, К. Финансови аспекти на конкурентоспособността на туристическа фирма. // Сборник „XXI век и предизвикателствата към мениджмънта”, ИУ- Варна, 2000, с. 249-255., ISBN 954-21-0084-1
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The paper examines the financial indicators used to evaluate the competitiveness of Bulgarian tourism companies during the transition to a market economy. The authors adapt SRI International's framework to the tourism sector and apply the DuPont model to derive industry-average benchmarks for Return on Investment (ROI — 1.24%) and Return on Equity (ROE — 9.57%) based on 1998 financial data. The analysis highlights a strong correlation between superior financial performance and stock market investor interest (e.g., "Albena" AD).

V. Учебници и учебни помагала по чл. 104, ал. 1, т.6 от ПРАС в ИУ - Варна

Общ номер	Номер в група	Заглавие, библиографско описание, линк към съдържанието им в електронен формат, в случай че е налично
24.	1.	Добрев, Д., Нарлев, Ю., Владова, К., Парчева, М. Въведение в предприемачеството: Електронен учебник [за студентите от ИУ - Варна]. Варна: Наука и икономика, 2019, 230., ISBN (онлайн) 978-954-21-0996-9

This e-textbook for the course "Introduction to Entrepreneurship" at the University of Economics – Varna. It emphasizes youth creativity and innovation as drivers for economic and social activity through entrepreneurship. The course aims to build theoretical and practical knowledge of the entrepreneurial process and prepare students for the challenges of launching business ideas. The main expected outcomes are fostering an entrepreneurial mindset and encouraging innovation. Designed for distance-learning bachelor's and master's



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students across all majors, the textbook covers key questions regarding the nature of entrepreneurship, the traits and motivations of an entrepreneur, and the implementation of business ideas.

25.

2.

Добрев, Д., Минков, И., Владова, К., Максимова, В. Планиране и прогнозиране. Варна: Наука и икономика, 2015, 310 с. ISBN: 978-954-21-0856-6

The text serves as a preface to a textbook on "Planning and Forecasting." It highlights the dynamic evolution of planning theory and practice driven by the need for more efficient management in economics and business. The textbook illustrates how planning tools and techniques address practical issues regarding a company's operational, technological, financial, and resource positioning. Structured into 11 chapters, the content covers core concepts, levels of planning, as well as strategic and functional planning. Special emphasis is placed on developing practical skills for building forecasts, plans, and programs relevant to Bulgarian business. It is intended for Management students and other majors at the University of Economics – Varna, as well as business practitioners.

26.

3.

Коев, Й., Нарлев, Ю., Добрев, Д., Владова, К. Предприемачество и МСП. Варна: Унив. изд. Наука и икономика, 2014, 472 с., ISBN: 978-954-21-0754-5

The text presents an introduction to an entrepreneurship textbook for students at the University of Economics – Varna. It frames entrepreneurship as a practical collection of questions, real-world examples, and solutions rather than rigid theoretical rules. It addresses three core questions: Why people become entrepreneurs: Driven by independence, financial motivation, and a proactive mindset. Who can become an entrepreneur: Anyone with curiosity, persistence, skills, and a willingness to push their limits. Small vs. large firm dynamics: Small firms face resource constraints and higher vulnerability, but benefit from flexibility, fast response times, and simpler structures. The curriculum covers business culture, the overall entrepreneurial process, analytical tools, and small business management. Designed for Management majors at UE–Varna, it aims to guide students from initial ideas to effective practical management.

27.

4.

Добрев, Д., Зафирова, Ц., Владова, К., Минков, И., Максимова, В. Планиране и прогнозиране. Варна: Наука и икономика, 2009, 150 с., ISBN: 978-954-21-0398-1

The handbook is intended for students majoring in "Management" and other economics fields at the University of Economics – Varna, as well as for business practitioners. Its main objective is to demonstrate how planning tools and techniques are used to solve specific case studies related to the operational, technological, financial, and resource positioning of enterprises. The material is structured into 13 topics, which include theoretical and methodological issues, planning logic, and levels of planning, alongside discussion questions, practical exercises, and case studies based on real data from Bulgarian companies. The topics also examine competitive assessment techniques, capital structure optimization, and labor management (workforce, productivity, profitability).

28.

5.

Зафирова, Ц., Добрев, Д., Владимиров, М., Владова, К., Максимова, В. Сборник задачи, казуси и тестове по планиране и прогнозиране. Варна: Славена, 2002, 82 с. ISBN 954-579-217-5



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The text is a preface to a problem-solving workbook containing exercises, case studies, and tests for the "Planning and Forecasting" course aimed at undergraduate students at the University of Economics – Varna. Designed to complement practical seminars and self-study, it builds applied planning skills across two main sections: Macroeconomic Planning and Business (Firm) planning. The first part focuses on IS-LM models, input-output tables (Leontief inverse matrix), inter-branch linkages, and analyzing structural economic shifts. The second one covers production capacity, human resource management, financial planning (cash flow forecasting, budgeting, investment projects), as well as marketing and strategic planning. It also includes review tests to help students evaluate their understanding of the course materials.

Varna,

16.09.2026 г.

Signature:.....

(Katya Ivanova Vladova)