



ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА

ACADEMIC EVALUATION

Вх. № PA20-1919/22.10.2026г.

1. General Information

- Associate Professor Dobrin Dobrev, PhD;
- Basis for preparing this evaluation: a decision of the academic jury appointed by Order No. RD 06-149 / 14 September 2016 of the Rector of the University of Economics – Varna.

2. General Information

Higher education field 3, "Social Sciences, Economics and Law"; professional field 3.7, "Administration and Management"; academic specialty "Social Management (Management – Organizational Design and Entrepreneurship)"; Faculty of Management; Department of Management and Administration; State Gazette, Issue 67 / 17 July 2026.

3. Candidate in the Competition

Chief Assistant Professor Katya Ivanova Vladova, PhD. The candidate meets the minimum national requirements for the academic position of Associate Professor in the higher education field in which the competition was announced, pursuant to Article 2b(2) and (3) of the Act on the Development of Academic Staff in the Republic of Bulgaria. The candidate also meets the additional quantitative requirements of the University of Economics – Varna under Article 2b(5) of that Act, as well as the requirements of Article 101 of the University's Regulations on Academic Staff Development.

4. Candidate Profile

- The candidate has held the educational and scientific degree of Doctor (PhD) in academic specialty 05.02.20, "Social Management", since 13 October 2009;
- From 2001–2003, she undertook studies at the University of St. Gallen, Switzerland, obtaining the KMU Diplom HSG;
- From 2002–2003, she was an assistant at the University of Cologne;
- From 2005–2006, she worked as a project manager at Quelle Ltd., Nuremberg, Germany;
- From 2003–2013, she held a management position at MTS Incoming-BTS Ltd.;
- From 2013–2021, she was a product manager at Destination Touristic Services Ltd.;
- Her research interests are in management, including organizational theory, corporate governance, planning, entrepreneurship, growth and development.

5. Description of Scholarly Publications

Chief Assistant Professor K. Vladova's research activity is focused and purposeful. She has submitted one sole-authored monograph and a total of 15 articles and conference papers: four indexed in Scopus (three co-authored) and 11 in other refereed publications (one co-authored). In terms of content, the publications focus on two principal areas: dynamic capabilities, innovation and organizational flexibility; and growth models, competitive analysis of small and medium-sized enterprises (SMEs), and entrepreneurship.

The monographic research was conducted in high-category hotels and examines dynamic capabilities and opportunities for organizational adaptation. Some of the publications



correspond to the main research thesis of the monograph or present substantial parts of the monographic work.

The candidate's publications comply with Article 112(2) concerning the assessment of the linguistic and stylistic quality of academic works.

6. Identification of Contributions

The contributions of the candidate's research can be classified as scientific-based and practically applicable. Her theoretical contributions include:

- Deepening theoretical knowledge of contemporary approaches to organizational dynamic capabilities and organizational adaptability;
- Developing a conceptual model linking entrepreneurial orientation, dynamic capabilities, organizational flexibility and sustainable competitive advantages;
- Developing a conceptual model for SME growth linking entrepreneurial activity, internal company resources and adaptation to the external environment;
- Conceptualizing entrepreneurial dynamic capabilities, including proactivity, innovativeness and risk propensity;
- Enriching theoretical approaches to competitive behavior, dynamics, advantages, efficiency and competitiveness.

Contributions of scientific and applied significance include:

- Empirical testing and validation of the SME growth model using PLS-SEM and SmartPLS methods;
- Developing a research methodology and instruments for studying and measuring capabilities, adaptation, entrepreneurial orientation, environmental dynamism and other factors.

The practical contributions address management in specific sectors:

- Analyzing the status and dynamics of Bulgarian organizations;
- Identifying organizational capabilities, integrating innovation, and achieving sustainability and competitiveness;
- Formulating specific managerial recommendations.

The candidate has a sufficient number of citations, including in publications indexed in prestigious databases. This demonstrates resourcefulness and attention to detail.

7. Participation in Research Projects and Academic Forums

Chief Assistant Professor Katya Vladova has participated in three research projects: two as an expert and one as a project participant. The projects are related to her research interests and professional activities. She has conducted research at the Department of Organizational Management of the University of Cologne, and has been a fellow of the Institute for Small Business Management in Vienna. The research relates to the subject of discussion.

She actively participates in the organizing committees of academic forums and is a member of the Union of Scientists – Varna. She also carries out consulting and expert activities in tourism.

8. Teaching Activities



Katya Vladova began teaching as an assistant at the University of Economics – Varna in 1996. Her main lecture and seminar courses at Bachelor's and Master's level include Entrepreneurship, Management Theory, Organizational Design, Corporate Governance, and Planning and Forecasting. Her teaching and related workload is 100% or more. She contributes to the development of curricula and course syllabi in the Department of Management and Administration.

She has developed her own lecture materials and made a significant contribution to textbooks and teaching aids. She is a co-author of Entrepreneurship and SMEs, Planning and Forecasting, Management Theory, and Planning and Forecasting (study guide). Katya Vladova is an experienced lecturer with proven teaching abilities. Her approach is demanding and principled, and she treats colleagues and students fairly. She is committed to improving the quality of teaching, uses appropriate contemporary methods, encourages student participation and combines strong theoretical preparation with extensive practical experience. She actively participates in student research and works purposefully with graduating students as a supervisor and reviewer.

As part of her professional development, Dr K. Vladova has undertaken international teaching assignments, delivering lectures at partner universities in Cádiz and Valencia (Spain) and Vienna (Austria).

She maintains her teaching expertise through periodic training at foreign institutions:

- Oxford Business School – training for management educators;
- Business School, Barcelona – international faculty development and management education programme;
- Council of Europe, Association for Culture and Exchange – teacher training in sustainable tourism.

9. Plagiarism

No plagiarism, use of inaccurate data and/or improper referencing of other scholars' work has been identified in Chief Assistant Professor Katya Vladova's teaching or academic activities.

10. Questions and Critical Comments for the Candidate – None.

11. Conclusion

The candidate has provided comprehensive, sufficient and verifiable information on her teaching and research achievements. In view of the overall teaching and research activity of Chief Assistant Professor Katya Vladova in management, organizational design, entrepreneurship, corporate development and organizational flexibility, I give a positive evaluation and recommend that the esteemed members of the academic jury support her candidacy for the academic position of Associate Professor in professional field 3.7, "Administration and Management", academic specialty "Social Management (Management – Organizational Design and Entrepreneurship)", at the University of Economics – Varna.

13 October 2026

Evaluation of
/Associate Professor

Заличена информация съгласно
33ЛД и регламент (ЕС) 2016/ 679



OPINION

Bx. № 7220-1950/26.10.2026

on the competition for the academic position of "Associate Professor"
announced by the University of Economics – Varna

1. General Information

- **Prepared by:** Assoc. Prof. Radka Petrova Ivanova, PhD, lecturer in the Department "Management and Administration" at the UE – Varna, Associate Professor in Professional Field 3.7. Administration and Management, Scientific Specialty 05.02.20 Social Management (Innovation Management and Quality Management).
- **Basis for preparing the opinion:** This opinion is prepared based on Order of the Rector of the University of Economics – Varna No. RD-06-149/14.09.2026 regarding the composition of the Scientific Jury for the competition for the academic position "Associate Professor" and a decision of the Scientific Jury taken at the first meeting on 28.09.2026.

2. Information about the Competition

The competition for the academic position "Associate Professor" in the field of higher education 3. Social, Economic and Legal Sciences, professional field 3.7. Administration and Management, Scientific specialty "Social Management (Management – Organizational Design and Entrepreneurship)" has been announced for the needs of the Department of Management and Administration by the Faculty "Management" at the University of Economics – Varna and has been announced in State Gazette No. 65/17.07.2026.

3. Candidate in the Competition

The only candidate in the competition is Chief Assist. Prof. Katya Ivanova Vladova, PhD, lecturer at the Department of Management and Administration at the University of Economics – Varna since 1996.

The candidate fulfills the minimum national requirements for occupying the academic position "Associate Professor" in the professional field of the announced competition. It also exceeds the additional quantitative requirements of the University of Economics – Varna. Fulfills the requirements in Art. 101 of the Regulations for the Development of the Academic Staff of the UE – Varna.

4. Candidate Details

Katya Vladova graduated from the Second Mathematical High School "Dr. Petar Beron" - Varna in 1991. She continued her studies at the University of Economics - Varna, where she received the "Master's" degree, majors in "Marketing and Management" and "Banking", and in 2009 she obtained the "Doctor" degree in the scientific specialty 05.02.20. Social Management at the Department of "Management and Administration" at the University of Economics - Varna. During the period 20.08.2001 - 01.04.2003 she studied at the University of St. Gallen, Switzerland; Swiss Institute for Small Business and Entrepreneurship and received the KMU Diplom HSG (Diplom fuer Fuehrungskraefte in Klein- und Mittelunternehmen) - Diploma for Small and Medium Sized Enterprises (SME) managers.



Katya Vladova began her professional development as an assistant in September 1996 in the Department of Business Administration at the University of Economics - Varna, where she continues to work to this day. She was also an assistant at the University of Cologne, Germany, Faculty of Economics, Business Administration and Social Sciences, Department of Organizational Management during the period 01.09.2002 - 31.07.2003. From 2003 to 2021, she also worked in practice, in the field of tourism (tour operators), holding management positions (Hotel Negotiation Manager). Currently, she has devoted herself entirely to her scientific and teaching development at the University of Economics - Varna.

The scientific interests of Senior Asst. Prof. Dr. Katya Vladova are in the field of entrepreneurship, incl. international entrepreneurship, organizational theory and organizational design, flexibility and management of organizations, corporate leadership, SME management, management theory and fully correspond to the scientific specialty of the competition "Social Management (Management - Organizational Design and Entrepreneurship)". All publications of the candidate, submitted for participation in the competition, are also in full accordance with this scientific specialty.

I would like to share my wonderful personal impressions from my long-term work with Senior Asst. Prof. Dr. Katya Vladova. She is responsible, precise and dedicated in her work with colleagues and students.

5. Description of Scientific Works

Senior Asst. Prof. Dr. Katya Vladova participated in the academic competition with 25 scientific publications. The required number of points to fulfill the minimum national requirements from the Appendix to Art. 1a, paragraph 1 of the Regulations for the Implementation of the Academic Staff Development Act in Bulgaria is 400 points, and the actual performance by the candidate is 488.3 points, complying with the requirements of the Regulations for the Development of Academic Staff and the corresponding quantitative requirements for occupying the academic position of "Associate Professor" at the University of Varna.

For her participation in the competition, Senior Asst. Prof. Dr. Katya Vladova presents the following scientific works:

- **Main habilitation thesis** (independent monograph) with the title "Dynamic capabilities and organizational flexibility of business organizations (on the example of high-class hotels in Bulgaria)". The monograph is published in a specialized scientific publication – monographic library "Prof. Tsani Kalyandzhiev" at the "Science and Economics" publishing house at the University of Economics – Varna. It was discussed at a meeting of the primary unit and reviewed by two habilitated academics. The topic of the monographic thesis fully corresponds to the scientific specialty of the academic competition.
- **9 articles**, of which 8 are independent and 1 is co-authored.
- **10 scientific reports**, of which 5 are independent and 5 are co-authored.
- **5 textbooks and teaching aids**, all co-authored.

One of the articles is indexed in the Scopus database, and the rest are included in the National Reference List of Contemporary Bulgarian Scientific Publications with Scientific Review, as well as in foreign publications. The publications of Senior Assistant Professor Dr.



Katya Vladova show that she can carry out independent scientific research, as well as work successfully in a team (about 44% of the total number of publications are co-authored). The candidate's independent publications predominate (56% of the total number), which is a sufficiently strong argument in support of the independence of his scientific achievements and contributions.

The scientific works are dedicated to current economic and management problems and correspond to the scientific specialty of the competition. In terms of quality, they are characterized by thoroughness, analytical thinking, purposefulness, logical structure and style. The publications submitted for the competition do not repeat those for the acquisition of the "Doctorate degree".

6. Identifying Contributions

In the published works of Senior Asst. Prof. Dr. Katya Vladova, significant original contributions are identified. I fully accept the contributions presented by her, summarized in the following three categories - scientific, scientific-applied and applied contributions. Scientific contributions consist in enriching, upgrading and systematizing theoretical concepts in the field of organizational theory, strategic management and entrepreneurship. Scientific-applied contributions cover the empirical testing, validation of conceptual models in a real business environment and the application of modern econometric and statistical methods. Applied contributions are directly aimed at practical business management, education and management practices in enterprises.

From the reference presented by Senior Asst. Prof. Dr. Katya Vladova for available citations, it is seen that their declared number is 9, with 6 of them in the Scopus and Web of Science databases. With 50 points required to meet the minimum national requirements for the academic position of Associate Professor, she scores 120 points from the citations of her scientific works. She currently has an h-index of 3 in Google Scholar and an h-index of 1 in Scopus, which is evidence of interest in the candidate's scientific works by other researchers.

7. Participation in Scientific Projects and Scientific Forums

The references presented by Senior Asst. Prof. Dr. Katya Vladova, show that she has experience in project activities. Participation in three scientific and educational projects was reported, namely:

- Participation in the "TANDEM + Transformation, Acceleration, Networking, Development, Entrepreneurial Education and Mentoring+" project. Phase 1: 07/01/21 – 12/31/2021; Phase 2: 01/01/22 - 07/31/2023; <https://startforfuture.eu/> - training of students, teachers and external partners.
- Participation in the scientific project "Competitive dynamics (organizational-management aspects)" Research and Development-21/10.07.08 - scientific and applied research by sectors of the economy (2008 - 2010).
- Head of research project "Expansion Bulgaria" (01.10.2005 - 30.04.2006, "Kvele" LTD, Nuremberg, Germany) - development of a business plan and financial justification for international expansion.



The topic of the project corresponds to the scientific specialty of the competition for the academic position "Associate Professor".

8. Teaching Work

Senior Assistant Professor Dr. Katya Vladova has 30 years of teaching experience at the University of Economics - Varna, where she teaches 18 disciplines, some of which are in English. She was a lecturer at the Center for Continuing Education (UE - Varna, 2023), a lecturer at the STARLIGHT project (Summer School in Razlog, Bulgaria - 2023), a lecturer at the Center for Continuing Education "Knowledge and Power" (2019). In recent years, she has also lectured at partner universities under the Erasmus+ program:

- *University of Applied Sciences for Management and Communication/ FH Wien der WKW (Vienna, Austria)* – May 2024 (Topic: Introduction to the Design Thinking method and its application in entrepreneurship).
- *University Cadiz/ Universidad de Cadiz (Cadiz, Spain)* – May 2025 (Topic: Application of Economic Entrepreneurship – Lean Start-up).
- *University CEU Cardenal Herrera (Valencia, Spain)* – November 2025 (Topic: International Entrepreneurship and Strategies for Entering Foreign Markets).
- *Politechnical University of Valencia/ Universitat Politècnica de València (Valencia, Spain)* – February 2026 (Topic: Application of the "Design Thinking" Method in International Entrepreneurship).

Senior Asst. Dr. Katya Vladova has participated in the development of the curricula for all disciplines taught by her in the Bachelor's and Master's degree programs, including those in English. She works intensively with students, including as a scientific supervisor in the development of diploma theses.

I highly appreciate the fact that Senior Asst. Dr. Katya Vladova also works towards improving her own competencies and qualifications. Proof of this is the 6 reported participations in specialization and teacher training programs for the period 1998 - 2010, at universities in Vienna, Austria; Cologne, Germany; Barcelona, Spain; Oxford, Brooks; Belgrade, Serbia.

9. Plagiarism

There is no plagiarism proven in accordance with the statutory procedure in the scientific works of Senior Assistant Professor Dr. Katya Vladova. The candidate has provided a declaration of originality.

10. Questions and Critical Notes

Recommendation:

I recommend that the candidate continue to build on the development of her research activities in the areas of: organizational theory, organizational growth management, entrepreneurship, management of small and medium-sized enterprises, corporate governance, management theory, including preparation of educational literature in the indicated areas, as well as to strengthen her participation in project activities.



11. Conclusion

Considering the documents provided and my personal impressions of the work of Senior Assistant Professor Dr. Katya Vladova, I dare to assert that she possesses unquestionable merits as a lecturer and researcher with proven scientific contributions in the scientific specialty necessary for the academic position of "Associate Professor".

On the basis of the established fulfillment of the Minimum National Requirements for occupying the academic position of "Associate Professor" and the additional quantitative requirements for occupying this position at the University of Economics – Varna, I declare my positive opinion and propose to the esteemed members of the Scientific Jury to vote FOR occupying the academic position of "Associate Professor" in professional field 3.7. Administration and Management, Scientific specialty "Social Management (Management – Organizational Design and Entrepreneurship)" by the candidate in the competition Chief. Assist. Prof. Katya Ivanova Vladova, PhD.

October 26, 2026
Varna

Prepared by opinion:
(Assos. Prof. Dr. Radka P. Ivanova)

Заличена информация съгласно
ЗЗЛД и регламент (ЕС) 2016/ 679



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ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА

OPINION

Вх. № 7220-1952/27.10.2026

by Prof. Vesselina Dimitrova, PhD

University of Economics – Varna

Scientific specialty: *World Economy and International Economic Relations*

Subject: Rector's Order No 06-149/14.09.2026 of the University of Economics – Varna on the composition of the Scientific jury for the competition announced by the University of Economics – Varna for the academic position of *Associate Professor* in higher education field 3. *Social, Economic and Legal Sciences*, professional field 3.7. *Administration and Management*, scientific specialty *Social Management (Management – Organisational Design and Entrepreneurship)*, published in the State Gazette, issue 65/17 July 2026.

1. Candidate information

Within the deadline, documents for the competition were submitted by one candidate: *Chief Assistant Professor Katia Ivanova Vladova, PhD*. The candidate was admitted to the competition by a committee in accordance with Article 105 (1) of the Regulations for the Development of the Academic Staff of the University of Economics – Varna. The candidate meets the Minimum National Requirements for holding the academic position of Associate Professor in the professional field of the announced competition (according to Article 26(2) and (3) of the Academic Staff Development Act), the requirements of Article 101 of the Regulations for the Development of the Academic Staff of the University of Economics – Varna, and the additional quantitative requirements of the University (according to Article 26(5) of the Academic Staff Development Act).

Chief Assist. Prof. Katia Vladova has worked at the University of Economics – Varna since 1996 in the Department of Business Administration, now the Department of Management and Administration, successively holding the positions of Assistant Professor, Senior Assistant Professor, and Chief Assistant Professor. She holds a PhD degree, Diploma No. 33631 issued by the Higher Attestation Commission on 14 December 2009, in the scientific specialty 05.02.20 Social Management. She has completed numerous professional development programmes in Switzerland, the United Kingdom, Germany, Spain, and Serbia. She is a member of the Union of Scientists, has



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extensive professional experience in hotel contracting as a manager, and is proficient in English, German, Spanish, and Russian.

2. Description of the scientific publications

In this competition, Chief Assist. Prof. Vladova has submitted 28 publications with a total volume of 1572 pages. The submitted publications (without PhD abstract for her PhD thesis) comprise: one monograph, ten scientific articles, twelve scientific conference papers, and five textbooks and teaching materials. The candidate's publications include both single-author works and publications within international and national research teams. All articles and conference papers written in Bulgarian are included in the National Reference List. Chief Assist. Prof. Katia Vladova's personal h-index in Google Scholar is 3.

The scope of the submitted publications covers issues related to dynamic and innovation-driven growth models in various sectors, including the tourism industry and the fast-food sector. The research focuses primarily on SMEs. The main peer-reviewed habilitation work submitted in the competition is a single-author monograph entitled *Dynamic Capabilities and Organisational Flexibility of Business Organisations (Based on the Example of High-Category Hotels in Bulgaria)*. It was published in 2026 by the University Publishing House "Science and Economics", Prof. Tsani Kalyandzhiev, Library Series Book 116. The monograph comprises 156 pages and has ISBN 978-954-21-1227-3. The habilitation work meets all requirements of Article 112(2) of the Regulations for the Development of the Academic Staff of the University of Economics – Varna of 9 October 2025. The text is written clearly, logically structured, and contains accurate references to the literature used. The topic of the monograph is highly up-to-date. For more than three decades, the concept of dynamic capabilities has become established as one of the leading frameworks in strategic management, explaining why firms survive, develop, or fail in dynamic, uncertain, and complex environments. Its application to high-category Bulgarian hotels is a timely research contribution: the sector is characterised by intense competition and seasonality, has structural importance for the national economy, yet has rarely been examined through the lens of this conceptual framework. The main thesis is that the development of dynamic capabilities enhances organisational flexibility and the capacity to create sustainable competitive advantage, with entrepreneurial orientation acting as a key prerequisite. The thesis is decomposed into three hypotheses: entrepreneurial orientation → dynamic capabilities; dynamic capabilities → organisational flexibility; and dynamic capabilities → sustainable competitive advantage. Chapter One traces the development of the dynamic capabilities



concept and distinguishes between dynamic and non-dynamic capabilities, considering the concept in the context of various theories. Chapter Two examines the relationship between entrepreneurial orientation, organisational flexibility, and sustainable competitive advantage, and discusses the measurement of flexibility using a specific model. Chapter Three presents the author's original conceptual model, while Chapter Four tests the model through a survey of 56 hotels rated four and five stars, located in the Black Sea municipalities of Burgas, Varna, and Dobrich. In my view, the monograph makes an original contribution to theory, methodology, and practice. It may be concluded that the quantitative, structural, and substantive characteristics of the scientific publications submitted by Chief Assistant Professor Katya Vladova comply with the requirements of the Regulations for the Development of the Academic Staff of the University of Economics – Varna.

3. Identification of contributions to the candidate's research

I accept all contributions declared by the candidate, subject to the assessment and clarifications below. From a *theoretical* perspective, in her habilitation work Chief Assist. Prof. Katia Vladova provides a systematic and comparative synthesis of the literature on dynamic capabilities and the hierarchy of capabilities, which constitutes a useful reference source for researchers, PhD and other students. She also integrates a conceptual model linking four areas that are usually examined separately: entrepreneurial orientation, dynamic capabilities, organisational flexibility, and sustainable competitive advantage. The model is situated within an external environment characterised by regulation, technology, and competitive intensity. In my opinion, it is a well-grounded and useful conceptual contribution. From a *methodological* perspective, in her habilitation work Chief Assist. Prof. Katia Vladova provides a well-argued application of PLS-SEM approach, including an explicit comparison with CB-SEM approach, and applies a step-by-step validation procedure, which represents good practice for the reproducibility of research. The dataset itself also has value for future comparative studies. From an *applied* perspective, in her habilitation work Chief Assist. Prof. Katia Vladova provides statistically significant support for all three research hypotheses. This provides a sound basis for relevant recommendations to managers in the hotel sector.

The contributions in the candidate's other publications are likewise related to the subject of the announced competition. The *scientific contributions* consist in enriching, developing, and systematising theoretical concepts in the fields of organisational theory, strategic management, and entrepreneurship. The *scientific-applied contributions* include the empirical testing and validation of conceptual models in a real business environment and the application of modern econometric and statistical methods. The *applied contributions* are directly relevant to practical economic



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management, education, and managerial practices in enterprises. The candidate's citation note meets the requirements and includes nine citations, one of which is in Scopus/Web of Science.

4. Participation in Research Projects and Scientific Forums

Chief Assist. Prof. Katia Vladova is the project manager of the research project with German participation, *Expansion Bulgaria*, conducted from 2005 to 2006. She is a member of two international project teams, funded by the European Institute of Innovation and Technology at the University of Economics – Varna: the TANDEM project and the SFFDEEPT project. The candidate has also carried out consultancy and expert activities in the fields of entrepreneurship and tourism. Chief Assist. Prof. Katia Vladova regularly participates in conferences organised by Management departments in Bulgaria and abroad.

5. Teaching Activities

According to the note on the candidate's core teaching workload over the last two years, Chief Assist. Prof. Katia Vladova has a total classroom teaching workload of 362 hours in the 2024–2025 academic year and 706 hours in the 2025–2026 academic year. The candidate teaches (mainly as a lecturer) in six courses at Bachelor's degree level. Chief Assist. Prof. Vladova also delivers a lecture course of Management in Russian. Her total classroom teaching workload at Master's degree level is 125 hours in the 2024–2025 academic year and 288 hours in the 2025–2026 academic year. The courses she teaches at Master's level are delivered only in English. Chief Assist. Prof. Vladova's teaching activities at Bachelor's and Master's level are in the fields of entrepreneurship, corporate governance, organisational design and management theory. A substantial part of her publication activity consists of co-authorship of textbooks and teaching materials. She is an active lecturer within the Erasmus+ programme, leads student teams at the Accelerator of the University of Economics – Varna, supervises diploma theses, and participates in the organisation of student research activities at the Department of Management and Administration. It may be concluded that the quantitative and qualitative assessment of Chief Assist. Prof. Katia Vladova's teaching activities complies with the requirements of the Regulations for the Development of the Academic Staff of the University of Economics – Varna.

6. Plagiarism

I have not identified any plagiarism in the candidate's publications submitted for this competition. Chief Assist. Prof. Katia Vladova has signed a declaration of originality regarding her scientific works.



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7. Questions and critical remarks to the candidate

The critical remarks concern the candidate's monograph. The results of the study indicate that respondents did not clearly distinguish between an organisation being flexible and an organisation being competitively successful. This creates a certain divergence between the thesis, the tested model, and the aggregation of indicators. The results obtained merit further interpretation in the context of the seasonality and investment constraints characteristic of hotels in the Black Sea region. Such an interpretation would also enrich the recommendations proposed by the author. These remarks are made entirely in a spirit of collegiality and goodwill and do not diminish the value of the published habilitation work. I have the following questions for Chief Assist. Prof. Vladova: In the sample used in your monograph, the variables "opportunity exploitation and resource mobilisation" (V_2), "risk-taking" (B_2), and "proactiveness" (B_3) proved statistically insignificant. To what extent do you attribute this to the specific business model of high-category hotels on the Black Sea coast, which is seasonal and partly managed within hotel chains? How would the turbulence of the external environment, considered as a moderator, change the relationship between entrepreneurial orientation and dynamic capabilities?

8. Conclusion

Chief Assist. Prof. Katia Vladova is a competent and experienced lecturer, a capable researcher, and a member of the academic staff with rich international and business expertise. I expect that, in the future she will actively contribute to the successful training of PhD candidates at the Department of Management and Administration. Evaluating both, the research and teaching activities of the candidate for the academic position of Associate Professor, I confirm the opinion that the candidacy of Chief Assistant Professor Katia Ivanova Vladova fully meets the criteria for holding this position at the University of Economics – Varna, and that no plagiarism has been established in her scientific works in accordance with the statutory procedure. I propose that the honourable members of the Scientific jury support the appointment of the academic position of "Associate Professor" to Chief Assistant Professor Katya Ivanova Vladova.

21/10/2026

Vesselina Dr.

Заличена информация съгласно
ЗЗЛД и регламент (ЕС) 2016/ 679

Prepared by:

Prof. Dr. Vesselina Dimitrova



ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА

Вх. № ПА20-1917/22.10.2026г.

OPINION

regarding a competition for the academic post of “Associate professor”, in the field of higher education 3. **Social, Economic and Legal Sciences**, professional field 3.7. **Administration and Management**, scientific specialty “**Social Management (Management - Organizational Design and Entrepreneurship)**”

1. General information

Prepared the opinion: Prof. Dr. Svetlana Raycheva Dimitrakieva, TU-Varna, Department of Industrial Management.

Grounds for issuing the opinion on the competition: the opinion was prepared based on Order № ПД-06-149/14.09.2026 of the Rector of UE-Varna and decision of the Scientific Jury, taken on 28.09.2026 to elect a chair and appoint reviewers for the competition.

2. Contest details

The competition for the academic position “Associate professor” has been announced in the field of higher education 3. Social, Economic and Legal Sciences, professional field 3.7. Administration and Management, scientific specialty “Social Management (Management - Organizational Design and Entrepreneurship)” for the needs of the Department of Management and Administration, Faculty of Management, at the University of Economics - Varna.



3. Contest candidate

The only candidate in the competition is Chief Assistant Professor PhD Katya Ivanova Vladova, lecturer at the Department of Management and Administration at the University of Economics - Varna. She has submitted documents and evidence of compliance with the requirements for the academic position of "Associate professor" specified in Article 101 of the Regulations for the Development of Academic Staff at the University of Economics - Varna:

- holds a PhD degree;
- has held the academic position of "Chief assistant professor" at University of Economics - Varna for at least two years;
- has presented a published monographic work;
- meets the minimum national requirements for the academic position of "Associate professor" in accordance with Article 2b, paragraphs 2 and 3 of the Act for the Development of the Academic Staff in the Republic of Bulgaria;
- meets the requirements for holding the academic position of "Associate professor" at the University of Economics - Varna on the basis of Article 2b, paragraph 5 of the Act for the Development of the Academic Staff in the Republic of Bulgaria;
- has submitted a declaration of originality of scientific works.

4. Candidate information

Katya Ivanova Vladova completed her education at the High School of Mathematics "Dr Petar Beron" in Varna between 1986 and 1991. Between 1991 and 1996, she continued her education at the University of Economics - Varna, graduating with two degrees in "Marketing and Management" and "Banking". From 2001 to 2003, she studied at the University of St. Gallen, Switzerland, and at the Swiss Institute for Small Business and Entrepreneurship, where she obtained a Diplom für Führungskräfte in Klein- und Mittelunternehmen.

From 2001 to 2004, he was a PhD student undertaking individual research at the Department of Business Management (now the Department of Management and



Administration). In 2009, she obtained a PhD degree in the scientific specialty of "Social Management" following the successful defense of her doctoral thesis on the topic: "Factors for the growth of small and medium-sized enterprises (using the example of tour operator companies in Bulgaria)".

Katya Vladova's professional career began in September 1996 in the Department of Business Management (now the Department of Management and Administration), where she successively held the academic posts of "Assistant professor", "Senior assistant professor" and "Chief assistant professor". At the same time, she gained practical professional experience, working successively from 2003 as a hotel contracts manager and product manager in various organizations. Between September 2002 and July 2003, Katya Vladova was an Assistant Professor at the University of Cologne, Faculty of Economics, Business Administration and Social Sciences, Department of Organizational Management.

Chief Assistant Professor Dr Katya Vladova's main areas of academic interest relate to organizational theory, management of growth and entrepreneurship.

Katya Vladova is fluent in English, German, Russian and Spanish. She is a member of the Union of Scientists - Varna, Economic Sciences' section.

5. Description of scientific works

In the competition for the academic position "Associate Professor," Chief Assistant Professor PhD Katya Vladova participated with 25 works:

№	Type of publication	Independent		Co-authored		Total	
		number	pages	number	pages	number	pages
1.	Monographs	1	156			1	156
2.	Scientific articles	8	62	1	18	9	80
3.	Scientific reports	5	38	5	43	10	81
4.	Textbooks and teaching aids			5	1244	5	1244
	Total:	14	256	11	1305	28	1561



A list of publications cited and indexed in the world-renowned scientific databases Scopus and Web of Science is provided, as well as a list of publications in journals included in the national reference list maintained by NACID. In quantitative terms, the research works presented by Chief Assistant Professor PhD Katya Vladova meet both the minimum national requirements and the quantitative requirements of the University of Economics - Varna for the academic position of "Associate Professor".

To enter the competition, the candidate submits an original monograph on the topic: "Dynamic Capabilities and Organisational Flexibility of Business Organisations (using the example of high-category hotels in Bulgaria).", comprising 156 pages. It was discussed at a meeting of the primary unit (Protocol № 8/08.04.2026 of the meeting of the Academic Council of the Department of Management and Administration), reviewed by two habilitated persons, Prof. PhD Teodorina Turlakova and Assoc. Prof. PhD Lyubomir Georgiev, and published in the specialized academic journal Monographic Library "Prof. Tsani Kalyandzhiev."

The publications presented by Chief Assistant Professor PhD Katya Vladova are of high quality in terms of language and style. In terms of quantity, structure and content, they meet the requirements of the Act for the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for the Implementation of the Act for the Development of the Academic Staff in the Republic of Bulgaria, as well as Article 112(2) of the Regulations on Academic Staff of the University of Economics - Varna. An analytical review of the academic works shows that the candidate possesses the ability to systematize existing academic theses. The analyses, assessments, conclusions and findings published in the academic works are formulated and presented in a clear and logical manner.

6. Identification of contributions

The research presented in the candidate's publications addresses the development of current scientific and applied scientific issues. Most of them correspond, either directly or indirectly, to the subject matter of the announced competition.



The research work of Chief Assistant Professor PhD Katya Vladova identifies the necessary contributions, which are set out in the relevant report. I accept most of the defined contributions, with the clarification that some of them could be more precisely defined and consolidated. I consider that these contributions are the result of her consistent research and publication activity. They have enriched existing knowledge and further developed the methodology in the field covered by the competition.

The report on citations found lists nine citations, which earn her 120 points against a required minimum of 50 points. This is evidence that the candidate's academic publications are recognized and used in the academic community.

7. Participation in scientific projects and scientific forums

Chief Assistant Professor PhD Katya Vladova reports participation in one national and one international research project. According to the information provided, between 1 October 2005 and 30 April 2006, she was the project manager of the research project "Expansion Bulgaria", "Kvele" Ltd, Nuremberg, Germany.

8. Teaching work

Chief Assistant Professor PhD Katya Vladova possesses the necessary teaching experience and professional background. The main disciplines lectured by the candidate at Bachelor's level are: Entrepreneurship, Organizational Design, Management, Management Theory and Corporate Management. At Master's degree level, Chief Assistant Professor PhD Katya Vladova conducts the following disciplines in English: International Entrepreneurship, Business Strategies and Growth, Entrepreneurial Opportunities - Development and Change, and Flexibility and Change Management in Organizations.

The attached statement of teaching workload over the last two years shows that, during the period in question, the candidate delivered 256 hours of lectures and 450 hours of seminars at Bachelor's level, and 153 hours of lectures and 135 hours of



seminars at Master's level. She has served as a mentor and team leader at the University of Economics - Varna Accelerator, as well as on the Student Research Committee of the Department of Management and Administration.

She has lectured at a number of universities - partners in the Erasmus+ programme - including: the University of Vienna, Austria; the University of Cádiz, Spain; and the University of Valencia, Spain.

Chief Assistant Professor PhD Katya Vladova has contributed to the writing of five textbooks and one study guide.

In view of the above, I consider that the candidate's teaching performance can be assessed positively.

9. Plagiarism

Chief Assistant Professor PhD Katya Vladova has signed a Declaration of Originality, in which she declares that the information she has submitted for the competition is accurate, that the publications are her own work, that she has complied with copyright requirements regarding the sources used, and that the publications she has submitted for the competition do not duplicate those submitted for previous competitions for academic positions or for the procedure for acquiring the academic PhD degree.

10. Critical notes, questions and recommendations

I recommend Chief Assistant Professor PhD Katya Vladova to increase her involvement in research projects, using her academic potential and extensive international experience.



11. Conclusion

The facts, circumstances and findings listed above give me grounds to propose to the Honourable Academic Jury that it submit a favourable recommendation for the appointment of Chief Assistant Professor PhD Katya Ivanova Vladova to the academic position of "Associate professor" at the University of Economics - Varna in professional field 3.7. Administration and Management, scientific specialty "Social Management (Management - Organizational Design and Entrepreneurship)".

15.10.2026 г.
Varna

Prepared by

/Prof. PhD Svetlana Dimitrakieva/

Заличена информация съгласно
ЗЗЛД и регламент (ЕС) 2016/ 679



Бх. № 220-1955/24.10.2026

STATEMENT

on a competition for the academic position of "Associate Professor", announced by University of Economics – Varna

1. General Information

Author of the statement: Assoc. Prof. Maria Dimitrova Velikova, PhD, Professional Area 3.7 "Administration and Management", Varna Free University "Chernorizets Hrabar"

Grounds for preparing the statement: Decision of the Scientific Jury, appointed by Order of the Rector of UE-Varna No. RD 06-149/14.09.2026.

2. Competition Information

The competition was announced by the University of Economics (UE) – Varna (State Gazette, issue 65 of July 17, 2026) for the needs of the Department of "Management and Administration" under the Faculty of "Management", Higher Education Area 3. Social, Economic and Legal Sciences, Professional Field 3.7. "Administration and Management", scientific specialty "Social Management (Management - Organizational Design and Entrepreneurship)".

3. Candidate in the Competition

The sole candidate who submitted documents for participation in the announced competition, Chief Asst. Prof. Katya Ivanova Vladova, PhD, meets the Minimum National Requirements (MNR) for holding the academic position of "Associate Professor" in Higher Education Area 3. "Social, Economic and Legal Sciences", Professional Field 3.7 "Administration and Management" according to Art. 2b, para. 2 and 3 of the Development of Academic Staff in the Republic of Bulgaria Act (DASRBA), as well as the additional quantitative requirements of UE – Varna under Art. 2b, para. 5 of DASRBA and Art. 101 of the Regulations for the Implementation of DASRBA at UE – Varna.

According to the MNR, holding the position of "Associate Professor" requires a minimum total score of 400 points. Dr. Katya Vladova declares a total score of 478.3 points, distributed by groups of indicators as follows: Group A – required 50 pts., declared 50 pts.; Group B – required 100 pts., declared 100 pts.; Group G – required 200 pts., declared 208.3 pts.; Group D – required 50 pts., declared 120 pts.

According to the Additional Quantitative Requirements of UE – Varna (under the Regulations for the Implementation of DASRBA): Group Zh – required 100 pts., declared 100 pts.; Group Z – required minimum 55 pts., declared 210 pts. (including 120 pts. from publications and 90 pts. from citations); Group I – required minimum 35 pts., declared 68 pts.

I fully confirm the accuracy and compliance of the points declared by the candidate with the legal and university requirements.

4. Candidate Data

The candidate, Chief Asst. Prof. Katya Vladova, PhD, graduated with top honors from the University of Economics – Varna with a degree in "Marketing and Management" and a second degree in "Banking". She holds the educational and scientific degree "Doctor" (PhD) in the scientific specialty 05.02.20 "Social Management", obtained in 2009.

Dr. Vladova's professional and academic career is closely linked to UE – Varna, where since 1996 she has successively held the positions of Assistant Professor, Senior Assistant Professor, and Chief Assistant Professor in the Departments of "Industrial Management" and "Management and Administration". Parallel to her academic activity, the candidate possesses over 15 years of practical



and managerial experience in real business (in international tourism, product management, and dynamic packaging).

Dr. Vladova is fluent in 4 foreign languages at C1 level (English, German, Russian, and Spanish), and in her research work, she applies modern software tools for statistical and structural analysis (SPSS, Smart PLS 4).

The candidate's scientific interests and research activities are mainly focused on the following thematic areas: Organizational theory and growth management; Dynamic capabilities, innovation, and organizational agility of business organizations; Entrepreneurship, competitive dynamics, and development of small and medium-sized enterprises (SMEs).

5. Description of Scientific Works

For participation in the competition, 25 scientific works have been submitted (excluding publications related to the PhD dissertation), with a total volume of 1,551 pages. Overall in her career, the candidate has published 29 scientific and teaching works totaling 1,606 pages.

The structure of the scientific output submitted for the competition includes: 1 sole-authored monograph; 9 scientific articles with a total volume of 70 pages, of which 8 are sole-authored and 1 is co-authored, with 2 articles published abroad (including 1 in a journal indexed and abstracted in Scopus); 10 scientific papers presented at international and national scientific conferences with a total volume of 81 pages, of which 5 are sole-authored and 5 are co-authored. 5 of the papers are published abroad (including those indexed in global databases such as Web of Science and ProQuest, and 2 indexed in ProQuest); 5 textbooks and teaching handbooks (co-authored) with a total volume of 1,244 pages, of which the candidate's personal contribution amounts to 159 pages.

Of the 25 publications for the competition, 14 are sole-authored (including the monograph, 8 articles, and 5 conference papers) and 11 are co-authored. The content of the presented works is entirely aligned with the field of the competition.

The main thematic directions in the candidate's scientific research cover:

- *Dynamic capabilities, organizational agility, and innovation.* Addressed primarily in the monograph and part of the international articles and papers (works No. 4, 6, 7, 8, 14, 15, 17, 18 from the list of publications). They examine how organizations build and reconfigure their resources to achieve sustainable competitive advantage. The empirical validation of a conceptual model using the PLS-SEM method (SmartPLS 4) among high-category hotels in Bulgaria is highly commendable.

- *Growth models, entrepreneurship, and competitive dynamics.* The determinants of SME growth, the role of the entrepreneur, crisis management strategies, and competitive behavior have been studied, including in the tour operator and fast-food sectors (works No. 9, 10, 11, 12, 13, 16, 19, 20, 22, 23, 24, 26 from the list of publications).

- *Process maturity and managerial practices* (works No. 5, 21, 25, 27, 28 from the list of publications). Models for assessing process maturity in the public sector are analyzed, as well as issues of workplace planning, forecasting, and time management.

The scientific works submitted for review meet the requirements of Art. 112, para. 2 of the Regulations for Implementation of DASRBA at UE – Varna. They are of high scientific quality, contain in-depth theoretical analyses, precisely formulated hypotheses, and methodologically sound empirical studies with real practical applicability in business and public administration. The candidate's scientific output is distinguished by high linguistic and academic culture. The publications in Bulgarian are written in a clear and terminologically correct academic style. The publications in English demonstrate excellent command of international academic terminology in



strategic management and organizational theory. The presentation in all works is logically consistent, well-structured, with clearly presented graphical and tabular materials.

A detailed review and comparative analysis of the scientific works submitted for the competition revealed no text overlap under different titles, nor foreign language translations that constitute unreasonable duplication of the same work. Although some publications (for instance, the ICMIE conference papers and articles in the journal "Izvestiya of VSU - Varna") explore closely related aspects of the concept of dynamic capabilities and innovation in tourism, each work builds upon the previous ones, sets different scientific emphasis, utilizes different empirical data, or addresses specific sub-issues.

6. Identification of Contributions in the Candidate's Research Work. Assessment of Citations

I fully accept the candidate's scientific, scientific-applied, and applied contributions as systematized, considering them to be her personal work and the result of prolonged, thorough, and independent research. The contributions mainly pertain to:

1) Enrichment of theoretical frameworks regarding dynamic capabilities, entrepreneurial orientation, and organizational agility (works No. 4, 6, 7, 8, 14, 15, 17, 18 from the list of publications).

2) Development of original conceptual models for growth, entrepreneurship, and competitive dynamics, taking into account the role of the entrepreneur/manager and sector specifics (works No. 9, 10, 11, 12, 13, 16, 19, 20, 22, 23, 24, 26 from the list of publications).

3) Empirical testing of proposed models using modern econometric and statistical methods (including PLS-SEM and SmartPLS 4 in monograph No. 4), conducting detailed sectoral analyses (in tourism, hospitality, and SMEs), and investigating process maturity models in the public sector (publication No. 5 in Scopus).

4) Applied contributions, expressed through the authoring of university textbooks and learning manuals (publications No. 24, 25, 26, 27, 28), practical case studies, and formulating concrete managerial recommendations for business.

The assessment of citations confirms the international visibility and impact of Dr. Vladova's scientific publications within the international scientific community. According to the presented reference for the competition, a total of 9 citations in reputable international publications were identified, categorized as follows:

1) 6 citations in international scientific publications, indexed and abstracted in Scopus and/or Web of Science (Indicator D11). The publication Gębczyńska & Vladova (2023) in the *Business Process Management Journal* (Emerald, Scopus) has been cited 5 times in foreign journals and proceedings (*Business Process Management Journal*, *The Electronic Journal of Information Systems in Developing Countries*, *CEUR Workshop Proceedings*, *IEEE KhPI Week*). The publication Vladova (2015) in the proceedings of the international conference ICMIE (Web of Science) has been cited 1 time in the journal *Sustainability* (MDPI, Scopus/Web of Science).

2) 3 citations in peer-reviewed scientific journals and edited volumes (Indicator D12). The publication Vladova (2018) in *FAIMA Business & Management Journal* has been cited 3 times in international scientific journals (*International Journal of Innovation Studies* - Elsevier, *Heliyon* - Elsevier, *Revista Brasileira de Gestão de Negócios*).

7. Participation in Scientific Projects and Scientific Forums – Overall Assessment

The candidate possesses the necessary experience in developing and executing international and national scientific and educational projects. She participated as a key expert in the teams of two international projects funded by the European Institute of Innovation and Technology (EIT) under



the Higher Education Initiative for building innovation capacity – project TANDEM+ (*Transformation, Acceleration, Networking, Development, Entrepreneurial Education and Mentoring +*, Order No. 206-114/2021) and project SFFDEEPT+ (*Deep Tech in Higher Education Institutions and Ecosystems through Entrepreneurial Education+*, Order No. 06-93/2023). She also participated in the research project "Competitive Dynamics (Organizational and Managerial Aspects)" (NIR-21/2008), and during 2005–2006 she served as project manager for the research project "Expansion Bulgaria" for "Quelle" GmbH (Nuremberg, Germany).

The scope of all projects is directly related to the subject of the competition, and the recorded results have been integrated into the entrepreneurship and innovation training at UE – Varna.

Dr. Vladova has participated in international and national scientific conferences in Bulgaria and abroad (including the international ICMIE forums in Bucharest, Romania). Research results have been presented and subjected to constructive discussion before the international scientific community, with a portion of the papers published in indexed publications (Web of Science and ProQuest).

The candidate's reputation in the academic community is further supported by prestigious international specializations and academic achievements: Executive Diploma in SME Management (KMU-Diplom HSG) from the University of St. Gallen, Switzerland (2003); Completion of the International Faculty Development Program (IFDP) at the prestigious IESE Business School in Barcelona, Spain (2003); Research fellowships and academic stays at the University of Cologne (DAAD scholarship) and the Vienna University of Economics and Business (ÖAD scholarship); Membership in the Union of Scientists - Varna ("Economic Sciences" section).

8. Teaching Activities

The submitted teaching workload for the last two academic years demonstrates a significant volume of classroom engagement and scientific-pedagogical activity. In the Bachelor's degree program, total contact hours over the two years amount to 706 hours (256 hours of lectures and 450 hours of seminars/exercises). Dr. Vladova delivers lectures and seminars in core subjects for the field, including "Management" (including lectures in Russian), "Organizational Design", "Corporate Governance", "Entrepreneurship", and "Entrepreneurship and Small and Medium-Sized Enterprises".

In the Master's degree program, classroom workload totals 288 hours (153 hours of lectures and 135 hours of seminars/exercises). Her teaching activity is internationally oriented, with all Master's courses conducted in English: "International Entrepreneurship", "Business Strategies and Growth", "Entrepreneurial Opportunities - Development and Change", and "Agility and Organizational Change Management". In her teaching, Dr. Vladova proficiently applies modern interactive methods (case studies, group discussions, team projects, etc.).

For participation in the competition, the candidate submitted 5 textbooks and teaching manuals (co-authored), with a personal contribution of 159 pages. The teaching publications demonstrate high scientific-methodological standards, clear didactic structure, and strong practical orientation. They effectively blend modern theories with real-world case studies from Bulgarian and international business, fostering analytical and entrepreneurial skills among students.

Dr. Vladova acts as a mentor and supervisor for student teams within the Accelerator of UE - Varna and serves as a member of the committee for Student Scientific Creativity. Her practical background as a product manager and hotel contracting manager in real business (over 15 years) enables her to successfully transfer practical management techniques into her academic and teaching endeavors.



9. Plagiarism

I have not identified any evidence of plagiarism, improper data usage, or uncredited citation of external scientific sources. The referenced literature is cited correctly according to academic standards. Throughout the procedure of this competition, no allegations of plagiarism or other violations of academic ethics have been submitted regarding the works presented by the candidate. The candidate has submitted an official Declaration of Originality of Scientific Results and Compliance with Copyright Laws pursuant to the requirements of DASRBA and its implementing regulations at UE – Varna.

10. Questions and Critical Remarks to the Candidate

I have no major critical remarks regarding the scientific works submitted for the competition that would diminish the results achieved by the candidate. I recommend that in her future research, Dr. Vladova continue and expand her international publication activity, focusing efforts on publishing sole-authored and co-authored articles in international scientific journals with a high impact factor.

Question to the candidate: In your monograph, a central role is given to the conceptual model linking entrepreneurial orientation, dynamic capabilities, and organizational agility, validated within the high-category hotel sector in Bulgaria. In your view, what are the key challenges and specific features that would arise when attempting to transfer and test this model in other, less dynamic or highly regulated sectors of the Bulgarian economy?

11. Conclusion

The scientific works, educational publications, scientometric data, and teaching workload statements submitted by Chief Asst. Prof. Katya Ivanova Vladova, PhD, demonstrate that the candidate fulfills all requirements of DASRBA, its Implementation Regulations, and the internal Regulations of UE – Varna for acquiring the academic position of "Associate Professor".

The scientific output is characterized by high theoretical and methodological value, significant scientific, applied scientific, and practical contributions, proven through real-world applicability and international resonance in peer-reviewed scientific publications. Dr. Vladova possesses extensive teaching experience spanning over 30 years, delivers lecture courses in Bulgarian, English, and Russian at both Bachelor's and Master's levels, has authored educational works, and actively supports young researchers and student entrepreneurship.

I confidently recommend to the honorable Scientific Jury to vote favorably and propose to the Faculty Council of the Faculty of "Management" at UE – Varna to elect Chief Asst. Prof. Katya Ivanova Vladova, PhD, to the academic position of "**Associate Professor**" in Higher Education Area 3. "Social, Economic and Legal Sciences", Professional Field 3.7 "Administration and Management", scientific specialty "Social Management (Management - Organizational Design and Entrepreneurship)".

26.10.2026
City of Varna

Author of the
(Assoc. Prof. Maria Velikova, PhD)

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