

UNIVERSITY OF ECONOMICS – VARNA

R E V I E W

By: *Prof. Dr. Miroslava Atanasova Rakovska*  
*Scientific specialty: Economics and Management (Business Logistics)*  
*University of National and World Economy*

**1. General information about the competition**

I am part of the scientific jury for the competition according to Order No. 06-61/30.05.2023 of the Vice-Rector for Research, Innovation and Professional Development of the University of Economics – Varna.

**2. Data about the competition**

The competition is for an associate professor in professional field 3.8. Economics, scientific specialty "Procurement Logistics". It is announced in the State Newspaper № 28 / 28.03.2023 for the needs of the Department of Industrial Business and Logistics, Faculty of Economics, at the University of Economics – Varna.

**3. Candidate in the competition**

One candidate participates in the announced competition for an associate professor in the scientific specialty "Procurement Logistics" at the University of Economics – Varna – chief assistant professor dr. Plamena Nikolova Milusheva from the Department of Industrial Business and Logistics, Faculty of Economics, at the University of Economics – Varna.

**4. Personal characteristics of the candidate**

Ch. assist. prof. dr. Plamena Nikolova Milusheva obtained a bachelor's degree in 1997 and a master's degree in 1998 г. in economics of construction at the University of Economics – Varna, and in 2005 - a doctoral degree in economics and management. She worked as a construction organizer in "Stinex", Varna, in the period 1994 - 1999 and in "Avtotrade" from 1999 to 2000 as an accountant. From 2005 to 2009 she was a part-time lecturer at the Technical University Varna, and from 2007 to 2008 she was a part-time lecturer

at the International University College. Since 01.10.2007 she has been an assistant professor at the University of Economics – Varna, and since 10. 03. 2008 – a chief assistant professor at the same university. She holds 12 professional certificates for completed training courses and specializations in the field of logistics, marketing, management, education, intellectual property, real estate, customer relationship management, quality and project management. She is a member of the Union of Scientists and of the organizing committees of a conference and a round table in logistics. She speaks English and Russian.

### **5. Quantitative characteristics and content description of the presented scientific works after the last procedure**

The candidate in the competition fulfils all the mandatory conditions for occupying the academic position of "associate professor" - she has obtained a doctoral degree (diploma № 30131/09.01.2006) with the topic of her dissertation "Problems in logistics management in construction"; she has held the academic positions of "assistant professor" and "chief assistant professor" for more than two academic years and has published a monographic work that is different from the one submitted for the acquisition of the doctoral degree. The monograph is on "Current problems in the procurement of trading and manufacturing companies in Bulgaria".

Ch. assist. prof. dr. Plamena Nikolova Milusheva also satisfies all additional quantitative requirements of the University of Economics - Varna. There is an excess of the minimum threshold points according to the criteria. For the period from the 2021/2022 academic year to the 2023/2024 academic year, she has a total of 646 hours of classroom teaching in the bachelor's and master's degree. She participated in the development of the textbook "Logistics" with one chapter and five in co-authorship, and also carried out its scientific editing. She took part in one project "Student practices - Phase 1 and Phase 2" as a mentor, as well as in 8 conferences in the country, and 3 of the reports presented at them were co-authored. In addition to her self-developed monograph, she participated as a co-author in one article abroad and has 4 articles in specialized indexed scientific journals and 4 in peer-reviewed ones. Citations were found in 15 sources, 3 of which are indexed in Web of Science.

The above indicates that the candidate satisfies all quantitative national and university requirements.

In terms of content, the works submitted for review allow the identification of the following main directions in the candidate's research activity:



- Procurement management;
- Status and trends in the development of logistics in groups of companies;
- Logistics customer service.

All scientific works are characterized by the use of representative scientific literature - articles from indexed journals and journals with an editorial board, as well as books by established authors in the field of logistics.

Procurement management is the most widely represented direction in the publication activity of ch. assist. prof. dr. Plamena Milusheva, which is present in her monograph, as well as in eight articles and three reports at conferences. The monographic work is dedicated to problems in the procurement of trading and manufacturing companies in Bulgaria, which are current and important in the context of supply chain management, because the effective procurement contributes to the integrated management of the material flows in the chain and to a high level of logistics service to end customers.

The monograph has a volume of 123 pages and is logically structured by an introduction, three chapters, a conclusion and literature sources. The purpose of the work is clearly and precisely formulated, namely: based on an analysis and assessment of the procurement of the researched enterprises, to identify areas that need improvement, and in this regard to formulate recommendations.

In the first chapter, a wide range of theoretical-methodological aspects of procurement are presented. The place and role of procurement as a key logistics function, which is put into effect in a subsystem of the organization's logistics system, are investigated. The evolution of procurement is traced and its essence is outlined. It is well emphasized that the objectives of procurement differ depending on the specialization of the organizations - whether they are manufacturing, trading or offering services. An analysis is made of the criteria for selecting suppliers and the different types of relationships with them, which are important strategic decisions in procurement management due to their inherent high degree of uncertainty and risk. The methodological foundations of the research are clearly and precisely outlined, defining the main aspects of the familiarity and application of the logistics concept in the company management and the practical implementation of procurement and its development. The use of a questionnaire survey in the study of the Bulgarian procurement practice is proposed.

The second chapter has an applied nature and includes an analysis of the results of the conducted practical research. The surveyed companies are divided into two groups depending on whether they have or do not have problems with the shortage of materials, and a comparative analysis is made on the individual indicators between the two groups. On the basis of the in-depth analysis, the

strengths and weaknesses in the development of the procurement of manufacturing and trading companies in Bulgaria are reasonably formulated, and the conclusion is made that there is potential for further development of the internal and external integration of procurement.

In the third chapter, guidelines for improving the procurement of manufacturing and trading companies are presented. The important conditions and prerequisites for the development of procurement are indicated, as well as the possibilities for successful selection and relationships with suppliers based on the revealed problems of the researched companies in their work with suppliers.

The monographic work was developed by means of an in-depth study, analysis and evaluation of specialized literature and the results of a survey of the practice and represents an original scientific study of the procurement of manufacturing and trading enterprises in Bulgaria. By using appropriate methods, essential implications, conclusions and recommendations useful for practice have been drawn.

The articles dealing with a wide range of procurement issues outline the aspects and trends in the relationships between trading and manufacturing companies and their suppliers, clarify the factors influencing the decision to make or buy, including the periods before and during the Covid-19 crisis, the advantages and disadvantages of working with a manufacturing supplier compared to working with an intermediary are pointed out, problems in the procurement of construction, trading and manufacturing companies are outlined and recommendations are given for overcoming them. The reports present an analysis of the provision of material and technical resources to construction enterprises in the municipality of Varna and the possibilities for overcoming the problems, reveal the influence of the implemented quality management systems in relationships with suppliers, outline the challenges in procurement of construction companies in Bulgaria in the conditions of a corona virus pandemic, as well as offer guidelines for overcoming them.

The second direction - status and trends in the development of logistics in groups of companies - is discussed in one article, where the results of the application of the logistics concept in the management of a group of hotels located on the Bulgarian Black Sea coast are thoroughly studied and evaluated, as well as in four reports and in the textbook "Logistics". Two of the reports present the problems and challenges in managing logistics in construction enterprises during the period of adjustment of the Bulgarian economy to the member states of the European Union, as well as the state and trends in the application of logistics in a group of trading enterprises, and the possibilities for overcoming problems and for improvement. Given the contribution of higher



education in the field of logistics to its development in the country, two other reports that track the professional realization of students who graduated the three degrees "Logistics", "Business Logistics" and "Logistics Management" at UE-Varna also receive high marks. The reports also establish relationships and dependencies between the degree of usefulness of the courses (according to the students) with some aspects of the realization of the graduated students (monthly remuneration and time to find a job).

In the self-developed chapter of the "Logistics" textbook, systematized knowledge about transport in logistics is proposed such as a comparative characteristic of the types of transport and types of companies to which it can be outsourced, factors that influence decision-making about transport, tariffs, etc. The co-authored chapters include knowledge of the evolution of logistics, key aspects of procurement such as nature, procurement cycle, types of deliveries and decision-making in this area, distribution and warehousing.

Logistics customer service as a direction is included in one report and one chapter of the textbook "Logistics" in co-authorship. The report presents the results of a study of the state of logistics customer service in a group of trading and industrial enterprises from the Varna region and reveals the aspects of logistics service that support the researched enterprises in their efforts to cope with the competitive pressure during an economic crisis. Chapter 7 of the textbook presents the essence and main aspects of logistics service and offers indicators for the analysis of the service level.

The review and evaluation of the publication activity of ch. assist. prof. dr. Plamena Milusheva allow me to assess highly its scientific level, its usefulness for practice and its compliance with the requirements for occupying the academic position of "associate professor".

## **6. Quantitative and qualitative evaluation of the educational and lecturing activity**

Ch. assist. prof. dr. Plamena Nikolova Milusheva has 18 years of experience as a lecturer in higher educational institutions. She leads lectures and exercises in the bachelor's degree in Procurement Logistics, Business Logistics, Warehouse Logistics, Basics of Logistics, Specialized Seminar, as well as lectures and exercises in the master's degree in Procurement Logistics and Supplier and Customer Relationship Management. Ch. assist. prof. dr. Plamena Milusheva actively participates in the organization and management of the practical training and scientific activity of students studying Logistics and Logistics Management, in the tutoring system, as well as in the organization of visits in companies and establishing connections between students and business

representatives for the preparation of courseworks, diploma theses and conducting an internship. She supervised 35 graduates in the bachelor's degree and the master's degree. She is a member of the state examination committee for the Logistics and Logistics Management degrees.

I highly value the candidate's accumulated experience as a lecturer in the field of higher education and believe that it exceeds the requirements for occupying the competitive position. The topic of the educational and lecturing activity of ch. assist. prof. dr. Plamena Milusheva fully corresponds to the scientific specialty of the competition.

#### **7. Identification of contributions in the research work. Evaluation of the quality of the research work from a linguistic and stylistic point of view**

The following points of contribution stand out in the publications proposed for review:

1. Knowledge of procurement in the organization's logistics system has been studied, evaluated and systematized. Its essence, features, scope, goals are brought out and its role for the effective management of logistics systems is outlined. Supplier selection practices and relationships with them are identified. Knowledge of transport, distribution and warehousing as essential elements of logistics systems, as well as the evolution of logistics, are also systematized.

2. Methodologies have been developed for researching procurement in the context of the logistics concept in various sectors of the economy, the state and trends in the development of logistics and logistics customer service in a group of companies. The methodologies include the formulation of specific aspects and indicators of research, methods of data collection and analysis. All methods are tested with data from Bulgarian enterprises.

3. The development of procurement in a group of trading and manufacturing companies, the challenges facing the procurement of construction companies in pandemic conditions, the trends and aspects of the relationship between trading and manufacturing companies and their suppliers have been researched, thoroughly analyzed and evaluated. The factors that influence companies' decision to make or buy parts and components, before and during the Covid-19 crisis, are highlighted, and the advantages for trading and manufacturing companies of purchasing directly from manufacturers of materials and goods are brought out.

4. The state and trends in the development of logistics in groups of companies, as well as the aspects of logistics customer service that increase the competitiveness of companies during an economic crisis, have been studied and



evaluated.

5. The thesis has been confirmed that there are significant reserves in the development of procurement as a business practice in Bulgaria, which is a prerequisite for solving current problems in this area.

6. Recommendations have been formulated for managers to improve the application of logistics in company practice and procurement management, including to improve relationships between trading and manufacturing companies and their suppliers. Measures to mitigate the negative effects of the Covid-19 pandemic on the construction sector have also been proposed.

In terms of structuring, language and style, the scientific works of ch. assist. prof. dr. Plamena Milusheva are distinguished by very high quality and a clear logical structure, the information is presented in an extremely consistent and accessible manner.

## **8. Critical notes, questions and recommendations**

I recommend the candidate to continue her research in the field of procurement, but also to direct her research work to another important and relevant area of decisions in logistics for companies, which is embedded in her educational and lecturing activity - warehouse management, as well as to expand and enrich the methodological apparatus for collecting and analyzing empirical data, which will increase the opportunities for publication in periodicals indexed in prestigious databases.

## **9. Conclusion**

The candidate in the announced competition - ch. assist. prof. dr. Plamena Nikolova Milusheva, fulfils all national and internal university requirements for the University of Economics - Varna for occupying the academic position of "associate professor". Her research works deal with problems significant for the logistics practice of companies and are developed at a high scientific level. The contributions received in her research work, as well as her educational and lecturing activity, deserve high praise. The above allows me to recommend to the respected members of the scientific jury to vote FOR the election of Plamena Nikolova Milusheva for the academic position of "associate professor" in professional field 3.8. Economics, scientific specialty "Procurement Logistics", at the University of Economics – Varna.

Reviewer:

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

(Prof. Dr. Miroslava Rakovska)



## REVIEW

Bx. №

2820-452 / 04.08.2023

By: Assoc. Prof. Dr. Silvia Georgieva Blagoeva - Karamfilova, habilitated in professional field 3.8 "Economics", scientific specialty "Economics and Management (Logistics and Operations Management)", University of Economics - Varna

Subject: Competition for the academic position of Associate Professor in professional field 3.8 "Economics", scientific specialty "Logistics of Supply" at the University of Economics - Varna

**1. Information about the competition**

The competition was announced in State Gazette No. 28/28.03.2023 for the academic position of "Associate Professor" in the professional field 3.8 "Economics", scientific specialty "Supply Logistics" for the needs of the Department of Industrial Business and Logistics at the University of Economics - Varna. I participate in the scientific jury of the competition according to order № RD 06-61/ 30.05.2023 of the Vice-Rector for Research & Staff Development of UE-Varna. This review has been prepared according to the decision of the scientific jury at the meeting of 05.06.2023.

**2. Information about the candidate**

The competition for the academic position of Associate Professor is attended by only one candidate: Senior Asst. Prof. Dr. Plamena Nikolova Milusheva, full-time lecturer at the Department of Industrial Business and Logistics at the Faculty of Economics, University of Economics - Varna. In 1997 Plamena Milusheva acquired her Bachelor's degree (specialty "Economics of Construction") at the University of Economics - Varna, and in 1998 she acquired her Master's degree (specialty "Economics of Construction") at the University of Economics - Varna. She successfully defended her doctoral dissertation, and in 2005 she was awarded the educational and scientific degree "Doctor" in the scientific specialty 05.02.18 "Economics and Management of Construction".

In the period 2005 - 2009 she was a lecturer at the Technical University - Varna, and in 2007-2008 - at the Varna University - International College. She was appointed to the position of Assistant Professor at the University of Economics - Varna in October 2007 and since 2008 she has been a Senior Assistant Professor.

The applicant has submitted evidence of participation in trainings and specialization, including a license from the Privatization Agency for real estate appraisal and a certificate of specialization in "Didactics of Higher Education" at the UE-Varna. She holds a number of certificates proving her skills and high qualifications in the field of logistics. She participates in projects and organizing committees of scientific events. She is a member of the State Examination



Committee for the specialties "Logistics" and "Logistics Management". She is a long-standing supervisor of the practical training of the students of "Logistics". She is a tutor of the students of "Logistics" and "Logistics Management". Annually she participates as a member of the jury of student scientific activity of specialties "Logistics" and "Logistics Management". She is a member of the Union of Scientists - Varna.

The areas of her scientific interest are in the field of the announced competition - logistics of supply, warehouse logistics, management of relationships with suppliers and customers.

The academic development of Plamena Milusheva, her active work with the students of „Logistics“ and „Logistics Management“, as well as her focused efforts for continuous improvement of qualifications in the field of logistics are a strong evidence of her serious commitment to the institutional and departmental activities.

### **3. Quantitative and substantive characteristics of the presented scientific works**

Dr. Plamena Milusheva has provided the necessary evidence for the fulfillment of the conditions specified in Article 24 of the Academic Staff Development Act in Republic of Bulgaria for the academic position of Associate Professor:

1. She has acquired the educational and scientific degree "Doctor" in the scientific specialty 05.02.18 "Economics and Management of Construction" since 2005.

2. She holds the academic position of "Senior Assistant Professor" at the UE - Varna since 2008, Department of Industrial Business and Logistics (more than 2 years).

3. She has submitted a monographic work published in 2022 on the topic "Current problems in the supply of commercial and manufacturing companies in Bulgaria", which does not repeat the works submitted for the acquisition of the educational and scientific degree "Doctor".

4. Reports are provided on the fulfilment of the minimum national requirements for the academic position of Associate Professor in the field of higher education 3. "Social, Economic and Legal Sciences" according to Article 2b, Paragraphs 2 and 3 of the Academic Staff Development Act in the Republic of Bulgaria, as well as the requirements under Article 2b, Paragraph 5 of the Academic Staff Development Act contained in Article 65, Paragraph 1, Item 16 of the Academic Staff Development Regulations of the University of Economics – Varna.

5. The candidate has submitted a declaration of originality of the scientific works.

Senior Assistant Professor Dr. Plamena Milusheva participates in the competition for the academic position of Associate Professor with a total of 20 publications (independent and co-authored), 399 pages in total, including:



1. Monographs – 1 (stand-alone; 103 pages).
2. Scientific articles - 9 (total 60 pages), published in specialized peer-reviewed journals. The majority of the articles (67%) are in English.
3. Scientific papers - 8 in Bulgarian (53 pages in total).
4. Textbooks - 1 (co-authored; personal contribution of the candidate - 60 pages).
5. Other publications - 1: a published book based on a defended dissertation for the award of PhD (121 pages).

The required number of points for the fulfillment of the minimum national requirements according to Art. 2b, par. 2 and 3 of the Academic Staff Development Act is 400, and the actual fulfillment of Dr. Plamena Milusheva is 565 points, as follows:

- Defended dissertation for the degree of PhD on the topic "Problems of Logistics Management in Construction" (50 points);
- Habilitation thesis (monograph) on "Current problems in the supply of commercial and manufacturing companies in Bulgaria" (100 points);
- A published book based on a defended dissertation for the award of the educational and scientific degree "Doctor" on the topic "Problems of logistics management in construction" (75 points);
- 17 articles and papers published in non-refereed peer-reviewed journals or published in edited collective volumes (225 points);
- 4 citations in scientific journals, refereed and indexed in world-renowned databases of scientific information (60 points);
- 11 citations in non-refereed peer-reviewed journals (55 points).

The fulfillment of the quantitative requirements for the academic position of Associate Professor at the University of Economics - Varna, specified in the Regulations for the Development of the Academic Staff at the University of Economics - Varna on the basis of Article 2b, paragraph 5 of the Academic Staff Development Act, is as follows: with the required 30 points for scientific papers the candidate has 65 points; with the required 80 points from scientific articles and studies the candidate has 85 points.

In terms of content, a significant part of the publications of P. Milusheva are devoted to problems related to the theory and practice of supply logistics, supplier relations, the development of logistics in enterprises from different business areas. The possibilities for professional realization in the field of logistics are also studied. Qualitatively, the scientific production of P. Milusheva is characterized by purposefulness, analytical and thoroughness. The basic theoretical formulations of supply logistics and supplier relations are revealed, systematized, justified and enriched. It is noteworthy that 3/4 of the enclosed publications are stand alone works and 1/4 are co-authored, this covers all types of publications (monographs, articles, reports, textbook, others). Such a ratio is a strong enough argument in favour of the author's independent scientific achievements and contributions, but at the same time this highlights her ability to work successfully in a team of researchers. Of course, it also shows that the



chosen field allows the author to work actively, proving herself as a competent researcher who uncovers and analyses problems and on this basis formulates conclusions and justifies her ideas.

A central place in the scientific production of Senior Asst. Prof. Dr. Plamena Milusheva's takes her habilitation thesis on "Current problems in the supply of commercial and manufacturing companies in Bulgaria", published in 2022 by the publishing house "Science and Economics", UE - Varna. The monograph was discussed at a meeting of the Department of Industrial Business and Logistics (Protocol №16/15.02.2022), where the main advantages and scientific value of the development were considered and unanimously supported its referral for printing to the monographic library "Prof. Tsani Kalyanjiyev". The monograph is undoubtedly an interesting theoretical and practical-applied research on significant problems for practice. In the first chapter, on the basis of correct theoretical analysis, basic theoretical issues of supply logistics are enriched and systematized and a methodology for empirical study of supply in the context of the logistics concept is developed. The methodology is approbated in chapter two, and the proposed indicators allow determining the degree of supply development in specific enterprises. A total of 84 enterprises were studied, of which 40 were commercial and 44 manufacturing enterprises. The study is presented in detail and goes into great depth, revealing many problems in the development of logistics and, in particular, of the supply of the commercial and manufacturing companies in Bulgaria. On this basis, chapter three identifies guidelines and formulates concrete measures to enhance coordination and integration in the management of incoming material flows. The suggestions made by the author deserve high praise, as they are distinguished by a clearly expressed practical-applied character and a high level of expertise.

In my opinion, the scientific production of Senior Asst. prof. Dr. Plamena Milusheva corresponds in subject matter and content to the announced competition for the academic position "Associate Professor" in professional field 3.8 "Economics", scientific specialty "Logistics of Supply" and is appropriately linked to the academic disciplines in which she carries out her teaching activity. The scientific publications do not repeat those for obtaining the PhD, they are devoted to current problems of the theory and practice of supply logistics, and they highlight interesting and significant evaluations, conclusions and recommendations. A significant part of them have been published in indexed scientific journals, as well as in edited collective volumes included in the National Reference List of Bulgarian Scientific Journals with scientific peer review of NACID. The published textbook is of a high academic level, it is methodologically and substantively sound, which is one of the most important conditions for the effective training of students.

#### **4. Quantitative and qualitative evaluation of teaching work**

Senior Asst. Prof. Dr. Plamena Milusheva is a well-respected university lecturer and participates in the training of students from the Bachelor and Master degree programmes at the University of Economics - Varna. She lectures in six



disciplines at the University of Economics - Varna. For the period 2008 - 2023 she conducted lectures and seminars in the following disciplines: "Fundamentals of Logistics", "Supply Logistics", "Warehouse Logistics", "Supplier and Customer Relationship Management", "Supply and Production Logistics", "Economic Logistics", "Specialization Seminar", "Enterprise Economics", "Fundamentals of Management", etc. For each of the last two years (2021/2022 and 2022/2023 academic years), the candidate has 450 hours (300 hours of lectures and 150 hours of exercises) of classroom work (converted into hours of exercises) in the Bachelor's degree programme. The courses taught are in the field of the competition and consistently ensure the candidate's full teaching load in accordance with the established standards. In the Master's degree programme, Senior Asst. Prof. Dr. Plamena Milusheva teaches two courses to the students of the specialty "Logistics Management" in distance learning.

In my opinion, a positive assessment should also be given to her active extra-curricular work with students: 1) under the scientific guidance of Dr. Milusheva 35 bachelor and master diploma theses of students from three specialties have been developed and successfully defended; 2) she is a long-standing supervisor of the practical training of students from the specialty "Logistics"; 3) she regularly organizes visits of students in practice; 4) she is a tutor for students of "Logistics" and "Logistics Management"; 5) she annually participates in the review of students' scientific activity as a member of the committee for the evaluation of students' work; 6) she is a member of the state examination committee for „Logistics“ and „Logistics Management“.

What has been reflected so far gives grounds to argue that the nature and content of the teaching activity of Senior Asst. Prof. Dr. Plamena Milusheva fully corresponds to the subject matter and scientific field of the announced competition. At the same time, it proves her as an experienced and established lecturer with an established teaching authority. The developed lecture courses, the conducted seminar classes, the scientific guidance of numerous successfully defended graduates, as well as the participation as a mentor in the project "Student Practices - Phase 1 and Phase 2" are a categorical proof that Senior Asst. Prof. Dr. Plamena Milusheva successfully prepares logistics specialists for the practice.

### **5. Evaluation of scientific and applied contributions**

The long-term scientific research of Senior Asst. Prof. Dr. Plamena Milusheva in the field of supply logistics has enabled the creation of works with scientific and applied contributions in the following areas:

1. The basic theoretical issues of supply logistics have been enriched and systematized (nature and significance, development factors, basic decision-making areas in logistics, basic managerial problems of the first phase of material flows).

2. A methodology has been developed for empirical study of: 1) application of the logistics concept in company management (5 aspects are



covered); 2) supply chain development (10 aspects are covered); 3) supplier selection and relationships (8 aspects are covered).

3. With empirical data from manufacturing and commercial companies, the developed methodology has been approbated. The degree of supply development in the studied enterprises is clarified and guidelines are derived, in which measures are proposed to increase coordination and integration in the management of incoming material flows.

4. Supplier selection practices and supplier relationships are identified. Trends related to various aspects of supplier relationships are identified and opportunities for improvement are formulated on this basis.

5. Specific recommendations directed to managers for improving the application of logistics in Bulgarian business practice are identified and justified.

## **6. Citation evaluation**

The report on the fulfilment of the minimum national requirements shows that a significant number of the candidate's scientific publications have been cited by Bulgarian authors - evidence of 115 points of citations exceeding the significantly required 50 points has been provided. This is convincing evidence that the scientific achievements of the head as. Dr. Plamena Milusheva in the field of supply logistics are well known to the scientific community in Bulgaria.

## **7. Critical comments and recommendations**

Senior Asst. Prof. Dr. Plamena Nikolova Milusheva possesses the necessary creative charge and can realize independent scientific research. I would highly recommend Dr. Milusheva:

- To focus her efforts on working in larger research teams to implement research projects in the field of logistics and supplier and customer relationship management.
- To work more actively to publish research papers refereed and indexed in world-renowned databases.
- To engage in research supervision of PhD students.
- Continue to motivate young people to pursue a career in logistics.

## **8. Conclusion**

The in-depth analysis of the documents and works of Senior Asst. Prof. Dr. Plamena Nikolova Milusheva gives grounds to claim that:

1. All the conditions and requirements of the Academic Staff Development Act in the Republic of Bulgaria and its implementing regulation for holding the academic position of Associate Professor have been fulfilled.

2. With the position held and the publications realized in terms of quantity, type, content and quality, she fulfils the requirements of the Academic Staff Development Regulations of the University of Economics – Varna (in their part for holding the academic position of "Associate Professor").

All this gives me the reason to express my categorically positive attitude regarding the competition and to support the candidature of Senior Asst. Prof. Dr. Plamena Nikolova Milusheva for the academic position of "Associate Professor" in the professional field 3.8 "Economics", scientific specialty "Logistics of Supply" at UE - Varna, as well as to recommend the distinguished members of the Scientific Jury to support this decision.

August 3<sup>rd</sup> 2023  
Varna

Signature: ...

/Assoc. Prof. Dr. Silvia G. Blagoeva/

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