

OPINION

by Assoc. Prof. Plamen Mihaylov Manev, PhD, Eng.,
University of Ruse “Angel Kanchev”, Agrarian and Industrial Faculty
on the materials submitted for participation in the competition for holding the academic position
“Associate Professor”, in the field of higher education – 5. “Technical Sciences”, in professional
field – 5.13 “General Engineering”, specialty – “Industrial Management”.

In the competition for holding the academic position “Associate Professor”, announced in the State Gazette, Issue 48 of 13.06.2025 and on the website of the Technical University of Gabrovo, for the needs of Department “Management” at the Faculty of Economics, Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng. participates as a candidate for this academic position.

1. Overview of the content and results in the presented publications

The candidate, Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng., participates in the competition for holding the academic position “Associate Professor” with the following research publications:

- A habilitation thesis:
 - A monograph – sole author;
- Textbooks and teaching aids:
 - One textbook – sole author;
 - One teaching aid (guidebook) – sole author;
- Research publications:
 - In issues that are referenced and indexed in renowned global databases – three (3) as a co-author;
 - In non-referenced issues that are scientifically peer-reviewed or are published in collective volumes – sixteen (16) – in all of them as a sole author.

The publications submitted for participation in the competition are relevant and completely align with the specialty of the announced procedure. The research papers are allocated into three theoretical domains. I consider them to be appropriately allocated and precisely formatted. I believe that they satisfy the eligibility criteria for the candidate in accordance with the requirements of the normative documents that are currently in force in Bulgaria (the Act for the Development of Academic Staff in Bulgaria and the Statute for the Implementation of the Act for the Development of Academic Staff in Bulgaria). I did not encounter any administrative or procedural violations while I was carefully reviewing the submitted documents. It has to be noted that these research publications do not repeat the publications presented in the procedure for obtaining a PhD (doctorate) degree.

2. General characteristics of the candidate’s activity

2.1. Educational and pedagogical activity (work with bachelor, master and doctoral students)

The solid teaching experience of Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng., is supported by teaching (lectures, exercises, course projects, production and pre-diploma practices) students from a number of bachelor’s and master’s degree courses at the Technical University of Gabrovo. The disciplines taught by her are as follows:

- Engineering - bachelor’s and master’s degree;
- Production Layout Planning - bachelor’s degree;
- Organizational Behavior – bachelor’s and master’s degree;
- Business Planning – bachelor’s and master’s degree;
- Enterprise Economics – bachelor’s and master’s degree;
- Human Resource Management – bachelor’s degree;
- Management Basics/Business Management – bachelor’s degree;
- Systems for Management of Personnel – master’s degree;
- Organizational Culture and Leadership – master’s degree;

- Professional Standards for the Management and Development of Human Resources – master’s degree;
- Course Project in Engineering – bachelor’s degree;
- Pre-diploma practice – master’s degree;
- Production practice - Parts I and II – bachelor’s degree.

From 2013 to the present moment, she is the administrative manager of the master’s programme in “Human Resource Management” for the specialty “Business Management”.

She has successfully mentored both scientifically and methodically the theses of bachelor’s and master’s degree students.

2.2. Research, scientific and applied activity

The candidate, Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, participates in the competition with 20 research publications that include one monograph and nineteen (19) research papers. Three of the submitted publications are in English and are published in volumes that are referenced and indexed in renowned global databases of research information.

She is the author of a textbook and a teaching aid. Each year since 2007 she has participated in research projects of the Technical University of Gabrovo, financed by the Research Fund. She has participated in many national and international projects, as well as in projects of the Gabrovo Chamber of Commerce and Industry. She is the project manager of the project “Development of Innovative Management Products and Services for Companies that Operate in the Domain of Mechatronics and Clean Technologies”, 2021.

In the period from May 2022 to December 2025 she has been on six teaching or training mobilities in Latvia, Lithuania, Greece and Slovakia. She also took part in many national and international conferences, both in Bulgaria and abroad.

She has authored more than 20 bachelor’s and master’s degree programmes.

2.3. Implementation activity

I think that based on the presented research products, and more specifically – the aspects of human resource management presented in the monograph, most of the results obtained can find their useful application in practice, especially in the context of the current dynamic and competitive business environment, and the leading role that the human factor has in it.

3. Contributions (scientific, scientific and applied, applied). Significance of contributions for research and practice

I acknowledge the contributions declared by Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, and consider that they are justified as they enrich the existing knowledge and research with applications in science and implementations in practice. I think that the contributions can be classified as scientific and applied or applied.

Out of the **scientific and applied contributions** I would highlight: the bibliographic review; the generalization and systematization of the profound changes and the dynamics of the social and economic environment in the beginning of the 21st century; the developed methodic for assessing the competitiveness of the industrial enterprise; the developed conceptual model for transitioning from Industry 4.0 to Industry 5.0 that focuses on the stages of digital maturity and the strategies for obtaining a balance between technologies, the human factor and sustainability and the integrated management approach that combines the classical management functions and the new paradigms of the digital era, and the sustainable development of the industrial enterprise.

Out of the **applied contributions** I would point out the evidence that project management, processes and resources in the modern industrial environment becomes a critical factor for the sustainable development and the competitiveness of enterprises; the methodology for systematic and structural analysis for exploring the relationships, dependencies and the logic for the functioning of processes in industrial enterprises and the formulated practically applicable methodical framework

for determining production volumes, provision of resources, technological cycles and scheduling of operations and the introduction of new products focusing on manufacturing companies.

4. Assessment of the candidate's personal contribution

Based on the high percentage of publications as a sole author in the materials presented for participation in this competition, I consider that the contributions declared by Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng., are her own work. Her publications are distinguished by their relevance in respect to the researched problems and impress by skillfully reflecting actual business challenges. They take into consideration the specifics of the dynamically changing regional and international business environments in the context of increased competition. An additional proof of her professional level of expertise are her participations in the organizing committees of prestigious scientific forums and as a reviewer at conferences indexed in globally renowned databases (Scopus).

5. Critical remarks and recommendations

In principle, I do not have any critical remarks in relation to the materials presented for the competition. They are very well systematized thematically, formatted and prepared in a manner that significantly facilitates the review process of the scientific jury.

I recommend that the candidate attempts to increase her publication activity, preferably in indexed journals, and to participate in more scientific conferences abroad so that her research activity gets wider recognition and promotion.

6. Personal impressions

I have no direct personal impressions and I do not personally know the candidate. My conclusions are based solely on the research works submitted for participation in the competition.

7. Conclusion:

Upon a detailed examination of the materials submitted for review it can be observed that the research indicators of the scientific production of the candidate Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng., exceed the minimum national requirements as well as the additional research requirements of the Technical University of Gabrovo for the academic position “Associate Professor”. The declared research and applied contributions of the submitted research work, and the significant academic experience of the candidate enable me to give a justified positive overall grade.

Considering the abovementioned facts and data I propose that Principal Assistant Tsanka Marinova Zlateva-Petkova, PhD, Eng., is elected an “Associate Professor” in the field of higher education – 5. “Technical Sciences”, in professional field – 5.13 “General Engineering”, specialty – “Industrial Management”.

25.10.2025

Member of the scientific jury:
/Assoc. Prof. Plamen Manev, PhD, Eng./