

R E V I E W

by Prof. Dr. Teodora Marinova Georgieva
Faculty of Economics, Sofia University

of the materials submitted for participation in a competition for the academic position of "Associate Professor" in the field of higher education - 5. Technical Sciences in a professional field - 5.13. General Engineering specialty - "Industrial Management"

In the competition for an associate professor, announced in the State Gazette, issue 48 of 13.06.2025 and on the website of TU-Gabrovo for the needs of the Department of "Management" at the Faculty of Economics, the candidate is Senior Asst. Dr. Eng. Tsanka Marinova Zlateva-Petkova.

Brief biographical data

Senior Asst. Dr. Eng. Tsanka Marinova Zlateva-Petkova was born on 10.06.1974 in the city of Gabrovo. She completed her secondary education at the National Aprilovska Gymnasium, Gabrovo in 1993. Chief Asst. Dr. Eng. Tsanka Marinova Zlateva-Petkova completed two master's degrees at the Technical University, Gabrovo: in 1998 in Industrial Management and in 2007 in Human Resources Management. She has two specializations in Nice, France: Flow Technologies in 1998 and Production Management in the same year. In 2013, she obtained the educational and scientific degree "Doctor" in the professional field 3.8 Economics.

The professional and academic career of the candidate Chief Asst. Dr. Eng. Tsanka Zlateva began in 2006 at the Technical University, Gabrovo as an assistant in the Department of Industrial Management. In 2015, she held the academic position of Chief Assistant in the Department of Management.

Chief Asst. Prof. Dr. Eng. Tsanka Marinova Zlateva has conducted 6 teaching mobilities for the purpose of teaching or training in Latvia, Lithuania, Greece and Slovakia in the period December 2022 - May 2025.

She is fluent in written and spoken English, Russian and Greek.

The scientific interests of Sr. Asst. Prof. Dr. Eng. Tsanka Zlateva are in the field of management, human resources, planning, organizational behavior.

All the stated facts and circumstances from the professional profile and career development of the candidate as an academic lecturer, researcher and expert with clearly expressed scientific orientations are directly related to the development of the professional field and scientific specialty of the competition procedure. They unconditionally confirm the legitimacy of the grounds for the candidate's participation in the competition for "associate professor" in the institution with which he is in an indefinite employment relationship.

General description of the submitted materials

For the purposes of the competition, the candidate submits the required documents and scientific production. I believe that overall they are sufficiently detailed and precisely formatted, accurately reflect the current professional and academic status of the senior asst. dr. eng. Tsanka Zlateva and comply with the requirements for eligibility of candidates for the competition for “associate professor”, in accordance with the ZRASRB, PPZRASRB and the regulations of the higher school. No formal and administrative violations were identified within the preliminary stage of the competition procedure.

Reflection of the candidate’s scientific publications in the scientific community (known citations)

The submitted reference establishes a total of 9 citations of the candidate’s scientific publications. The citations and public interest in the author’s research results are an assessment of colleagues, teachers and researchers for the achievements of the candidate for “associate professor” in the field of academic activities. They are evidence that the senior Asst. Prof. Dr. Eng. Tsanka Zlateva is a well-known and respected specialist in professional and academic circles.

This is also confirmed by the fact that Sr. Asst. Prof. Dr. Eng. Tsanka Zlateva has been invited as a member of the scientific committee and as a reviewer of the international scientific and practical conference "Environment. Technology. Resources" in 2021, refereed and indexed in the Scopus database.

Overview of the content and results of the presented works

The habilitation work of Sr. Asst. Prof. Dr. Eng. Tsanka Zlateva is on the topic "Management of the industrial enterprise in a competitive business environment". The monograph is a comprehensive, interesting and fascinating read, with which she sets herself the ambitious goal of convincingly presenting an entirely new aspect of the human-centric approach. Sr. Asst. Prof. Zlateva explores the role and importance of human resources as a key factor in increasing the competitiveness of industrial enterprises. The issues are analyzed against the background of the peculiarities of the modern business environment and the related requirements for continuing education, development and accumulation of new knowledge and skills.

From a content point of view, the following are of a contributing nature: First, a comprehensive analysis of the existing scientific literature and known theoretical concepts on the topic of industrial enterprise management has been made. Special attention is paid to measuring the quality of human resources as a factor for success in a dynamic business environment; Second, the possibilities for introducing innovative solutions to support the implementation of management functions have been thoroughly analyzed. It goes into depth regarding new forms of motivation and development of corporate culture; Third, it is based on a rich arsenal of research approaches, which, in addition to testifying to the serious research qualities of the author, also contributes to the validation of the achieved results and the generalizations drawn. Научното творчество на кандидата за „доцент“ включва общо 19 заглавия, от които 16 самостоятелни, в това число: 3 научни публикации в издания, които са реферирани и индексирани в световноизвестни бази данни с научна информация.

In parallel with this, the candidate deposits 1 textbook and 1 teaching aid.

The scientific works have been published in specialized publications in Bulgarian and English and reported at international conferences and forums, thus becoming public knowledge. The content of the independent textbook is based on the research work, the author's empirical studies conducted and participation in research and practically oriented projects.

The specific participation of the author in the collective publications is noted in the publications themselves or in the submitted separation protocols. With proper evidence, the candidate certifies the originality and authenticity of the scientific works deposited for review and the achieved scientific results, reflecting in total his scientific research and applied activity.

The thematic problem circle of the scientific production is related to the scientific specialty of the competition. It is focused on the study of a wide range of issues of the theory and practice of human resources management, reengineering of industrial enterprises, their innovative and technological progress.

The effects of the candidate's accumulated research experience, knowledge, contributions and expertise in the thematic area are directly related to their transfer to teaching and learning activities, work with students, and the promotion of the issue in the public sphere, including through the deposited active participation in scientific and practical conferences.

General characteristics of the candidate's activities

Teaching and teaching activities (work with students and doctoral students)

As an academic, Ch. Asst. Dr. Eng. Tsanka Zlateva performs sufficient teaching and learning (classroom and extracurricular) employment in the implementation of the curricula of the higher school in university training courses, corresponding thematically to the announced competition, as follows:

- Engineering - Bachelor's and Master's Degrees
- Production Layout Planning - Bachelor's Degrees
- Organizational Behavior - Bachelor's and Master's Degrees
- Business Planning - Bachelor's and Master's Degrees
- Enterprise Economics - Bachelor's and Master's Degrees
- Human Resources Management - Bachelor's Degrees
- Fundamentals of Management/Business Administration - Bachelor's Degrees
- Personnel Management Systems - Master's Degrees
- Organizational Culture and Leadership - Master's Degrees
- Professional Management Standards and Human Resources Development – Master's Degree Course
- Engineering Course Project – Bachelor's Degree Course
- Pre-Graduate Internship in Master's Degree Course
- Production Internship I and II in Bachelor's Degree Course

For the purposes of this competition, the candidate for the academic position of "associate professor" provides data on academic workload for the last four academic years as follows:

Academic year	Type of workload	Number of hours equivalent to seminar classes
2021/2022	Total workload	1179,7
	including overtime	391,2
2022/2023	Total workload	1125,1
	including overtime	365,3
2023/2024	Total workload	1167,9
	including overtime	348,1
2024/2025	Total workload	1072,4
	including overtime	319,0

Chief Asst. Dr. Eng. Tsanka Zlateva is the author of over 20 curricula in the Bachelor's and Master's degree programs. She has been the head of the Master's program "Human Resources Management" in the specialty "Business Management" since 2013.

Scientific and applied research

The scientific and applied research achievements of Chief Asst. Dr. Eng. Tsanka Zlateva are directly related to the participation as an expert, consultant and manager in the implementation of projects, including annual participation in projects at the Scientific Research Fund of the Technical University, Gabrovo since 2007, national and international projects, as well as projects of the Bulgarian Chamber of Commerce and Industry-Gabrovo. He is the head of the project "Development of innovative management products and services for companies operating in the field of mechatronics and clean technologies", 2021. The projects implemented by the candidate for "associate professor" have been commissioned, funded and accepted by prestigious international and national institutions. For the purposes of participation in the competition, this should be assessed as positive efforts to transfer research results to the real sector, management of science, innovation and academic education.

Contributions (scientific, scientific-applied, applied)

The thematic problem circle of the scientific production is related to the scientific specialty of the competition. It is focused on the study of a wide range of issues of the theory and practice of scientific, technological and innovation activities. The most important contributions of a theoretical-methodological, methodological and applied nature are related to the following:

Scientific and applied contributions:

- It has been proven that through the human-centric approach, the human factor is transformed from an implementer into an active carrier of knowledge and creativity.

- A conceptual model for the transition from Industry 4.0 to Industry 5.0 has been developed, which emphasizes the stages of digital maturity and the strategies for achieving a balance between technology, the human factor and sustainability.
- An interpretation of the life cycle phases is presented not as a strictly linear sequence, but as overlapping and evolving processes, requiring high flexibility to integrate new ideas and change goals.
- A new model for a remuneration system has been formed - a remuneration structure linked to qualification, flexibility, collective results and commitment has been proposed, which builds on traditional remuneration systems.
- It has been proven that human resources management in the traditional form of production and the “personal administration” model is insufficient when switching to flow production technologies.
- A concept of “knowledge migration” and “knowledgeable person profiles” with potential for group classification and personnel selection has been derived.
- A methodology has been created for determining temperature fields in the impact zone for different values of power density, scanning speed, frequency and raster step in laser marking of X6Cr13 stainless steel samples.
- It has been proven that when reengineering the industrial enterprise in order to bring its management and functional structure in line with the dynamics of the surrounding business environment, including the world economy, efficiency and better production results are achieved.

Applied contributions:

Ch. Assoc. Prof. Dr. Eng. Tsanka Marinova Zlateva-Petkova works towards proving the role of project, process and resource management as critical factors for sustainable development and competitiveness of enterprises in the modern industrial environment. In addition:

- A methodology of system-structural analysis has been proposed for studying the connections, dependencies and logic of the functioning of processes in industrial design.
- A practically applicable methodological framework has been derived for determining production volumes, resource availability, technological cycles and implementation schedule when introducing new products, with an emphasis on machine-building enterprises.
- Practical guidelines and recommendations have been formulated for introducing a new HR strategy in Bulgarian enterprises, including: building a core of highly qualified personnel for internal training; reducing the share of low-skilled labor; strengthened partnership with educational institutions; integrating continuous training into the production process.
- Databases of laser marking parameters of C22 steel samples have been obtained.

The general analysis of the presented scientific production shows that it contains a variety of scientific and applied scientific developments and achievements, as well as those intended for the educational process, evaluated as a whole.

Assessment of the candidate's personal contribution

Author of over 50 scientific publications, which include a monograph, a textbook and a teaching aid, articles and reports at international and national scientific conferences, articles in scientific journals in the country and abroad, of which three are indexed and referenced in the scientific database SCOPUS.

It should be noted that in the scientific research activity of Senior Assistant Professor Zlateva there is consistency, logic, continuity, scientific correctness and constructiveness. Her lasting interest in the study of the problems of economics and industry is evident. She has an affinity and ability to closely connect scientific research with their practical applicability. Her good literary awareness is impressive. She is clearly familiar with the literature on the researched problems (including the latest), has mastered and successfully uses the main modern research approaches, shows the ability and skills to systematize and critically comprehend classical and new theories, and to formulate and defend her theses well. On this basis, her personal contribution is evident, expressed in in-depth research, creative understanding and further development of the theory and methodology in the field of industrial management. My assessment of the candidate's personal contribution is high.

Critical notes and recommendations

A careful study of the scientific works of Senior Assistant Professor Zlateva gives me reason to summarize that there are no significant omissions, inaccuracies or contradictions in them. At the same time, I also have some critical notes that do not affect my final positive assessment and could rather be accepted as recommendations for future work. The most important of them are:

- The systematized theoretical material and the author's conclusions can be illustrated and supported by the use of case studies from the activities (past and/or present) of Bulgarian industrial enterprises. This will give the reader additional confidence in the validity of the conclusions and generalizations made. At the same time, this would allow for a more in-depth study of the practices of enterprises, to identify influencing factors and to derive recommendations for improving management systems.
- In-depth interaction with representatives of other stakeholder groups, including business, intermediary organizations and the government sector, will allow the results of the conducted scientific research to positively influence the preparation and implementation of the political and programmatic framework in the field of the industrial sector.

Personal impressions

My impressions of the professional and personal qualities of Senior Asst. Prof. Dr. Eng. Tsanka Marinova Zlateva-Petkova are very good. She is a well-established person, teacher and researcher. I have known her since 2011, when she was enrolled as a doctoral student at the International Business School, Botevgrad. In my capacity as Deputy Rector for Research, I was involved in the procedure for training doctoral students. I was impressed by her hard work, ambition and diligence. In the following years, Tsanka Zlateva has always shown accuracy and high quality in her research activities and collaboration with colleagues.

Conclusion:

Considering the above, I propose that Senior Asst. Prof. Dr. Eng. Tsanka Marinova Zlateva-Petkova be elected as an "Associate Professor" in the field of higher education 5. Technical Sciences, professional field 5.13. General Engineering, specialty Industrial Management.

27.10.2025 г.

Рецензент:

