

REFERENCE
for the abstracts of the scientific papers
of Head Assist. Prof. Stanislava Krasimirova Stoyanova, PhD

MONOGRAPHS:

1. Stoyanova, St. *Leadership and team work in the management of organizations in the field of services*. Faber, V. Tarnovo, 2020, p. 160, ISBN 978-619-00-1189-7.

Reviewers:

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2. ***Prof. Ivan Tsanov, PhD***

The scientific monograph "Leadership and team work in the management of organizations in the field of services" analyzes and interprets mainly the theoretical and methodological aspects of the target, focusing on some practical ones.

In our time, the theory and practice of teamwork is developing rapidly and intensively, and in this problematic area, innovations are constantly emerging. There is also a wide use of the team form of work in Bulgarian organizations in the field of services, which requires a wide and detailed study of this complicated phenomenon by Bulgarian researchers. In general, it can be said that leadership and teamwork are beginning to take shape before our eyes as an unalterable tool for managing organizations at the beginning of the XXI century. All this poses complex and numerous problems for researchers to solve.

In the work we tried to focus mainly on the theoretical and methodological aspects of leadership and teamwork in the management of organizations in the field of services, and where necessary we also considered the practical point of view. As part of the publication, we did the following:

In the first chapter we described and analyzed the theoretical formulations and the development of ideas for leadership. We found that leadership is a complex theoretical phenomenon, in the essence of which there is no generally accepted academic opinion. We have described and analyzed some of the key models and concepts in leadership theory. It became clear that the theory of leadership is a rapidly evolving part of the theory of teams, in which many different concepts and ideas coexist. We also touched on the widely discussed issue of leadership and organizational management. We came to the conclusion that there are both similarities and differences between the leadership and management of the organization. We researched and summarized the specifics of the organizational aspects of leadership and management in the field of services. Finally, we tried to analyze possible future directions in the study of leadership. In this regard, we suggested that research in this problematic scientific field will expand and deepen, which is dictated primarily by the needs of practice.

In the second chapter we focused on the nature and management of teamwork and gave our interpretation of this complex scientific issue. We first looked at the similarities and differences between the group and the team. We found that most researchers are of the opinion that there are serious and fundamental differences between the group and the team, although there are other views. We made an analysis of the main characteristics and features

of teamwork. We found that teamwork has unique characteristics and features that quite sharply distinguish it from other numerous forms of organizational interaction between people. We made a brief analysis of the models and concepts in the management of team work in the field of services. It became clear that there are numerous and diverse models and concepts for teamwork management, some of them mostly theoretical, others more practical. At the end of the second chapter we focused on the important issue of making managerial decisions in teamwork. The established scientific opinion was confirmed that management decisions play a key role in the effective operation of teams and are one of the most important team components.

In the last third chapter of the monograph we described and interpreted the interaction between the leader and the team in the context of organizational management in the services sector. At the very beginning, we focused on the essence of management and considered the so-called self-managing work teams. We learned that management is an extremely complex phenomenon, which can include the organizational management of any type of team. We are convinced that self-managing work teams have unique characteristics that make them preferable for use in various public areas. We studied as much as possible the role of the leader in teamwork. We found that the leader is the focus of teamwork and almost everything depends on his behavior in the end, so that the team can effectively implement its functions for which it was created. We discussed the characteristics of the team environment in the scope of leadership functions. We made sure that the characteristics of the team environment significantly influence the leadership functions and direct them in one direction or another. We focused on the vast scientific problem of conflicts between the leader and the team and their resolution. We defended the thesis that the science of conflictology is the basic theoretical foundation on which the conflictology of team work can and should be built. At the very end of the monograph we developed and presented an innovative concept that helps to increase the effectiveness of organizational management in the field of services, through the interaction between the leader and the team.

We are fully convinced that in the future it is necessary to continue and expand research in the field of leadership and teamwork in the management of organizations due to the indisputable fact that teams have become a trivial daily routine of any organizational form of interaction between human individuals.

STUDIES:

2. **Stoyanova, St. *Modern model of the organization as a social system. Empirical research in economics, administration and business management*, ASI Print, Svishtov, 2011, pp. 299-318, ISBN 978-954-933-660-3.**

The prosperity of an organization depends in direct proportion to the behavior and motivation of the people in it, which requires constant care, regular evaluation and constant investment by the management team. The scientific research is focused on studying the behavior of staff and on this basis offering a modern model of the organization as a social system that improves the effectiveness of the relationship management - individual and group activities. The aim is, by studying the social and

motivational profile of the organization, to contribute to achieving its sustainable development and aspiration, its activities to be more effective and more desirable for the individual, useful and responsible to society.

In the current dynamic business environment, more and more attention is paid to the need to balance the economic goals of organizations with the social goals of society. This trend reflects modern notions that business organizations are open social systems that exist and develop exclusively through people and their conscious activity. Their continuous transformation is justified by the fact that they are open systems that reflect the influence of the environment, which is one of the main challenges that managers have to deal with.

The main feature of social systems is their "human nature and essence", which determines the existence of informal or created formal rules, connections, processes and relationships. That is why the flexible behavior of the human factor for maintaining a dynamic balance of the organization and its development in the long run is essential for the effective realization of the set goals.

Due to the complexity of the issues under consideration, it is difficult to claim completeness. However, it can be summarized that business organizations are social systems that unite people in their activities and the desire to be managed and made more effective and desirable for the individual. The presence of these two prerequisites allows everyone, regardless of what specialist he is and in what field he works, to understand the complexity and content of human relationships, which make possible the normal and effective functioning and development of various organizations and institutions that determine the face of society, in general, the place in it and the way of life of the individual.

3. Asenov, An., Chipriyanov, M., Stoyanova, St. Development of ecological system for bulgarian business based on EMAS and ISO 14001. Almanac Scientific research "Problems of business and higher education", Issue Volume 15, APH "Tsenov", Svishtov, 2011, pp. 311-358, ISSN 1312-3815.

The main objective in this project is to create variants of a system for environmental development of Bulgarian business organizations. This should be a system through which the development of managerial decisions is achieved through the optimal combination of environmental concept with problems of corporate business in our country.

The complexity of the decisions on the development of the activity in market, internal organizational, financial, etc. aspect is determined not only by the specifics of the strengths and weaknesses of companies, but also by the opportunities and risks arising from the dynamic changes in the environment. This is especially true for the economic practice in our country, which is increasingly facing the serious challenges of global not only economic but also environmental problems. All this requires the implementation of a comprehensive system for corporate eco-management of large Bulgarian business organizations.

The precise construction of variant management systems for ecological development of the Bulgarian companies will favor the more precise determination and regulation of their individual impact on the environment. It will help to more accurately comply with

the regulations in the field of ecology. Which will increase the trust of customers and society in the business organization.

It is envisaged that the management system for environmental development of Bulgarian business will be based on the Eco-Management and Audit Scheme (EMAS) and the ISO 14001: 2004 standard, but will focus mainly on the strategic perspective. In essence, EMAS is a voluntary European directive designed to improve the business organization's performance in managing environmental interactions. ISO 14001: 2004 is an international standard that includes a set of requirements for an environmental management system. Both components are designed to control and as a result - to reduce the harmful effects of the activity on the environment. On this basis, a variant system for ecological development of Bulgarian business has been constructed, based on EMAS and ISO 14001: 2004 as a basis for the implementation of successful and environmentally friendly corporate management, especially in strategic terms, in the context of global environmental and economic challenges.

4. **Chipriyanov, M., Asenov, An., Stoyanova, St. Studying the possibilities for a future development of distance learning master's degree programmes at D. A. Tsenov Academy of Economics. Almanac Scientific research "Research of companies, human potential, regions and higher education", Issue Volume 17, APH "Tsenov", Svishtov, 2012, pp. 477-506, ISSN 1312-3815.**

The main objective of the project is to study the possibilities for the future development of distance learning Master's degree programmes at D. A. Tsenov Academy of Economics. To achieve this, the following has to be done: forming a clear picture of the demand for graduates; identifying opportunities for improving the quality of the elements of the educational process; drawing up proposals for future development and improvement of the VJL Web-based learning system; defining a vision of D. A. Tsenov Academy of Economics' market behaviour in terms of distance learning Master's degree programmes.

The need for distance learning is imperatively imposed by the dynamic changes in all areas of activity in recent years. The Member States of the European Union are becoming increasingly aware of the importance of training in increasing the competitiveness of the labor market, and this fact is reflected in the National Reform Programs developed in the framework of the Global Development Strategy to 2020.

Distance learning can also be a successful educational strategy in times of crisis. This type of training can meet the challenges of the times with a number of advantages. It is they who provide conditions for achieving economic and social prosperity, for seeking solutions to significant problems of today and for upgrading the accumulated knowledge.

The processing of the data from the current research project made it possible to find some supporting directions in which the future improvement and development of distance learning in master's programs at the Academy of Economics could be sought. Some of them are related to identified weaknesses in the current organization. The more important guidelines for development, which at the same time can get the meaning of priorities, can be defined in three directions: improvement of the educational documentation, the organization and the control over the training in distance form; implementation of online exams; organizing academic partnerships.

5. **Emilova, Ir., Stoyanova, St., Dinkov, M. Volunteerism in Bulgaria – state, trends and prospects. Almanac Scientific research “The economy and governance on the path to sustainable development”, Issue Volume 23, APH "Tsenov", Svishtov, 2016, pp. 417-444, ISSN 1312-3815.**

The objective of the study is to research the state and trends of volunteerism in our country and to outline the prospects for development. In this respect, the main tasks are as follows: to research and summarize the latest theoretical formulations and normative documents on the discussed topic; to present an objective analysis of the current situation in Bulgaria regarding the existing perception of and attitude towards volunteerism; to carry out a survey among volunteers, which will shape up the profile of the Bulgarian volunteer and the parameters of the existing practice; to define the conditions imposing the need for confirming volunteerism as an important element in overcoming the consequences of the financial and economic crisis and as a tool for social inclusion of disadvantaged groups.

The main research thesis that is defended is that in our country volunteerism is acknowledged as a useful and significant activity for the European community, state and society, and it is expected to play an even more significant role in the support of important social systems of the European countries in the future. The survey we have carried out focuses on individuals who perform volunteer activities within volunteer organizations or individually. The state of volunteerism as a phenomenon is outlined and ideas and recommendations for its development in the new economic realities are formulated.

The identified problems with volunteering in Bulgaria help to outline its boundaries, potential and intentions to become an important element of national policy. The interaction between the state and the civil sector is the most natural tool for implementing this type of policy. Voluntary work deserves its positive assessment by society, which would activate additional civic resources in building a modern democratic and European society.

6. **Asenov, An., Stoyanova, St., Aleksieva, D. Innovative practices for good management. Almanac “Scientific research”. D. A. Tsenov Academy of Economics, 2017, Issue Volume 24, Part I, APH "Tsenov", Svishtov, pp. 343-372, ISSN: 1312-3815.**

The concept of good management is directly related to the sustainable development policy. As such, it requires decision-making and regulation of relationships in an environment of uncertainty. In such conditions the achievement of the objective depends on a successful combination of the implemented management tools and practices. Thus innovation and innovative management become a key factor for the success of the organization.

Through the innovation process, the organization positions itself favorably in its environment and so its strengths stand out in the best possible way. The introduction of innovations in the organization requires the implementation of a system of plans and the presence of competent and motivated employees. These changes are reflected in real competitive advantages. The successful implementation of innovation in the practice of organizations and in people's lives is expressed in building sustainable relationships

between the functional requirements of users, potential technologies and core competencies. The market-oriented business monitors all changes affecting innovations and changes of the most diverse nature at the national and international level.

Theoretical and empirical research has been carried out in the development and modern concepts for the innovative management have been summarized and analyzed. At the organizational level, sustainable management requires changes according to the new parameters of the business environment. Maintaining sustainability is an internal goal of the organization.

The role of organizational innovation for sustainable management of the business organization is substantiated. The development of the organization depends on the speed of innovation processes and strategies in the company. Innovations help to quickly create new perspectives and goals in the company, which strives for success in today's business environment. Its main goal is to support the technological renewal of Bulgarian companies on their way to the global market of goods and services. The innovation strategy is supported by the managers in the implementation of management functions and their leading role in this process.

7. Emilova, Ir., Asenov, An., Dilkov, Ts., Stoyanova, St. *Management – reality and future*. Almanac „Scientific research“, D. A. Tsenov Academy of Economics, Issue Volume 25, Part I, APH "Tsenov", Svishtov, pp. 242-267, 2018. ISSN: 1312-3815

The objective of the study is to highlight the trends in the management development as a science and to reveal the challenges of economic and management knowledge in the 21st century. In this regard, the main tasks are the following: to study the latest theoretical formulations on the research issues; to formulate thematic directions that enable the presentation and objective analysis of the theoretical views on management issues to the current situation; to present the views of the project participants according to their research on the themes.

The main research thesis that is being defended is that in the new global economy the management as a science needs an analysis of the present, which will enable determining its priorities for the future. Priority areas in management development have been identified and reviewed in this paper. They are as follows: Man and social environment, Organizational development, Strategic Management, Eco-management.

The derived personality traits prove the decisive human role in management processes. The clarification of the social side of the organization confirms the need to orient the management to the human factor.

The opportunities for long-term development of the organization are tied to the analytical perspectives of strategic management. It is presented as a set of management decisions and actions that identify what to change in an organization and what it will cost. The strategic risk management is analyzed and considered as a strategic business process. The philosophy of risk management and organizational responsibility are included in the overall strategy for risk management. In this context, strategic techniques for motivating staff are adequately identified. The main conclusion that is confirmed is the combination of external conditions with the internal qualities of the person to achieve motivation. This

contributes to maximizing the potential of staff and the long-term development of each organization.

As a result of the author's research, the conceptual framework of management is determined through the prism of the interdisciplinary approach. The real problems in specific thematic areas are outlined, which is a prerequisite for determining future trends. In the course of the research activity the scientific achievements on the considered issues are summarized, analyzed and to some extent further developed.

The practical significance of the research is related to the possibility to solve practical cases as a result of getting acquainted with the trends in the development of management science.

ARTICLES:

- 8. Stoyanova, St. *Innovative ways of managerial influence on organizational behavior.* Journal "Industrial management", year 10, Issue Volume 2, PH TU – Sofia, 2013, pp. 51-63, ISSN 1312-3793.**

Modern organizations, the people working in them and their managers must come to understand that despite the fact that they are spatially united and have common goals, they are different. All of them have individual features that are unique and unrepeatable, shaping their strengths and weaknesses. Organizations, in the form of their management teams, should have a stimulating effect on individual and group behavior and thus activate the strengths, as they can be useful both for the individual and for the organization as a whole. This can be a powerful factor in success. Management teams that are able to manage the influence of this factor will gain a competitive advantage over others.

The scientific research in this article is dictated by the topicality of the issues in modern management and is focused on innovative ways to influence the behavior of people in organizations aimed at increasing organizational efficiency and sustainability of the management process. To solve the research tasks, scientific research methods are used, such as: theoretical analysis, the method of analysis and synthesis, systematic approach, logical description, comparative method, etc.

In order to achieve sustainable social and economic results in society, respectively in organizations, it is extremely important to have a correspondence between the economic and social behavior of individuals. The priority focus of organizations on economic interests can be questionable if, in parallel, there is no work to increase the effectiveness of management, which is crucial for behavior and positive relationships between members of the group and for the correspondence between personal and organizational interests. This raises the need to balance between concerns about people and concerns about implementation.

A general trend in modern organizations is the problem that they do not effectively use the power of human capabilities and potential. Therefore, the aim of the present study is to offer adequate to the rapidly changing requirements innovative ways to influence organizational behavior to increase the integration between the subject and the object of management and hence - the effectiveness of the management process. It is a question of

adequate management policy how the various problems will be solved on the way to the realization of the management process. Establishing its sustainability is one of the important tasks facing modern governance. This can only happen if the power is exercised properly and the behavior of the human factor is formed, corresponding to the direction of the management process.

9. **Asenov, An., Stoyanova, St. *Trends and perspectives of modern management technologies*. Collection of studies and articles "Improving the training process in accounting and finance". UPH "St. St. Cyril and Methodius", The University of Veliko Tarnovo, V. Tarnovo, 2013, pp. 97-104, ISBN 978-954-524-949-5.**

The current stage in the development of the business is characterized by profound changes in its entire system. An important feature is globalization, which implies strengthening the interdependence and mutual influence of different spheres of activity. In connection with these processes, no phenomenon in society, regardless of its nature - economic, political, legal - should be considered in isolation, which necessitates timely consideration of trends and prospects for its effective management.

A study of the history of market development shows that very often the future comes earlier than managers want to part with the present. The market processes that take place in the modern economic environment are very dynamic. Companies are influenced by many factors that have a positive or negative impact. The market economy is constantly setting new challenges and requirements for companies. Problems in making managerial decisions in conditions of uncertainty, risk and competition are only some of the characteristics that determine the need for new economic behavior. The market system requires flexible management based on competitive market structures. This raises the need for timely reporting of trends and prospects to modern business organizations for their effective management.

10. **Stoyanova, St. Key aspects of building management teams for project activities. // Journal "Economic Archive", APH "Tsenov", Svishtov, Issue 2, 2015, pp. 63-77, ISSN: 0323-9004.**

The policy of constant innovations, organizational changes, globalization, and the mass introduction of communication and information technologies render project teams an indispensable practice for a lot of contemporary companies. Teamwork is an essential feature of project activity, while project management encourages the establishment of teams. This is due to the fact that the benefits from applying modern methods and approaches to project management ultimately depends on the qualities and skills of both project team leaders and members.

The up-to-date nature of the issues researched in this article stems from the growing significance of project activity in the business world and the awareness that organisations need to increasingly employ project teams so as to adapt to dynamic organizational changes.

The objective of this article is to study the key aspects of building and managing project activity teams. In order to accomplish this objective, the following major tasks have been set: (1) to present the main groups of processes involved in project management

and to examine teamwork activity; (2) to identify the nature and features of project teams which distinguish them from other types of teams; (3) to study the individual stages through which project teams go in the process of their formation and to analyse the processes related to organising, managing and leading project team members; (4) to present and analyse project team management models according to the nature of the organizational structure of management.

The specific features of building and managing teams in the process of implementing project activities, which have been subject of consideration in this article, underlie the development of contemporary organisations. This is due to the fact that project teams as a form of project activity contribute significantly to the efficiency and competitiveness of organisations and the development of the personal potential of their members.

- 11. Stoyanova, St. *Effective teamwork - the main energy potential of the modern business unit.* // Journal „Social and Economic Analysis”, Volume 6 / Issue 1, 2013-2014, UPH “St. St. Cyril and Methodius”, The University of Veliko Tarnovo, V. Tarnovo, 2015, pp. 19-26, ISSN 1313-6909.**

In the context of the 21st century, teamwork skills have become a key competence for professional life. The main prerequisites and conditions for reaching cohesive and effective teams are created by the management of organizations, and the reasons for their increased use to solve various problems are varied.

In modern management, teams are the main tool for organizational excellence, not the ultimate goal. They are a basic structural unit of the organizations of the future and this determines the need for the development of conceptually new management approaches for designing effective human interaction. It also imposes global changes in the behavior of the workforce. Teams motivate perfection, empathy, energize staff and build additional skills.

An effective team must be built methodically and consciously. Of course, this cannot be done without the active participation of senior management, which must make strategic decisions in this direction. All issues affecting the team should be discussed in order to receive feedback and take time to clarify expectations. The high degree of openness is one of the most important characteristics of the team approach.

- 12. Stoyanova, St. *Management influence on individual and group behavior in business organization.* // Diogenes, 2019, Volume 27 / Issue 2, UPH “St. St. Cyril and Methodius”, The University of Veliko Tarnovo, V. Tarnovo pp. 166-177, ISSN: 2367-9549.**

In this academic article the main emphasis is the nature and specificity of human behavior in an organization. The chief factors that are influencing on an individual behavior are considered and analyzed, as well the useful management techniques for stimulation and limitation of individual and group behavior in the organization. The text presents the main views on what personal behavior is based on and emphasizes the varieties of responsible behavior of employees as an integral part of the organization.

Human behavior at work and in society is a consequence of a complex combination of individual qualities, values and the environment that surrounds him. He lives and forms himself as a person in society, is in constant interaction in small social groups that influence him and even the organization in which he operates. This diversity in the behavior and relationships between people in modern organizations requires the application of different, appropriate to the specific situation, approaches to management influence on the behavior of employees to achieve sustainability in organizational development.

13. Stoyanova, St.. *Organizational aspects of leadership and management activities in the field of services.* // Eastern Academic Journal, Volume 3, September, 2020, pp. 10-19, ISSN: 2367-738.

The topicality of the issues for organizational aspects of leadership and management in the field of services is determined mainly by the radically changing business environment, which is located on a global scale. The business world, and the world at large, has been confronted with unprecedented statements that have never appeared before and in the international aspect. The claim that the topic of leadership in the management of organizations is one of the most exploited in academic research in the broad field of business management in recent decades can be maintained without almost any risk of error. This, of course, is not dictated by random factors, but is primarily due to objective circumstances, such as changes in the business environment and radical transformations in national economies and the global economy. All this poses complex and numerous problems for researchers to solve. Some of these problems have primarily theoretical and methodological aspects, and others - mostly practical dimensions, but both are not easy to solve. In this article, we focus our focus primarily on the theoretical and methodological aspects of the role of leadership in the management of service organizations, but we do not neglect the practical point of view.

This paper focuses on the challenges and role of leadership in the management of service organizations. It examines theoretical statements that describe the nature and characteristics of the concept of "leadership", as well as the development of ideas about organizational leadership and leadership. The emphasis is on the role of the leader in achieving effective management of organizations operating in the tertiary sector. After studying the features and properties of the services, the basic factors of influence and the guidelines for determining the necessary leadership qualities and competencies for effective management, according to the specifics of the activity, are derived.

Based on what is stated in the article on the characteristics and specifics of organizational leadership in the context of the current socio-economic situation, we can conclude that the effective management and success of organizations in the field of services depends on the harmonious interaction of formal, social and personal sphere. Therefore, one of the most important competencies of a modern leader is the ability to coordinate different interests, ie. the interests of the organization to coincide with the interests of the divisions and the personal interests of the associates.

- 14. Stoyanova, St. *Areas of interaction between leadership and corporate social responsibility.* // Journal „Social and Economic Analysis”, 2020, Volume 12/Issue 2, UPH “St. St. Cyril and Methodius”, The University of Veliko Tarnovo, V. Tarnovo, 2020, pp. 248-254, ISSN: 2367-9379.**

Corporate social responsibility operates in a different context, determined by the leadership approach of the organization. The concepts of the parameters of corporate social responsibility are influenced and developed in their entirety regardless of the leadership styles established in companies that have achieved the SA8000 standard (social accountability). In this sense, there is a research problem – interactive leadership and transformational leadership spend and use the resources of the organization in different ways, but achieve a generally accepted standard.

The role of the leadership approach in the practice of forms of corporate social responsibility continues to grow in the context of the adoption of the concept of so-called "ethical consumerism", which is rooted in the consumer's ability to understand and make sense of environmental and social results. decisions to purchase or refuse to purchase a particular product. The positioning of a certain product on the market, related to certain environmental or moral concerns, requires a significant change in the application of the company's leadership approach. In the presence of a competitive market situation, every business organization is faced with the need to demonstrate certain forms of "corporate altruism" in order to maintain and expand its customer base.

This leads to the next stage of development of corporate social responsibility - linking branding practices with the imposition of morally acceptable and generally accepted expectations for the quality of the market goods offered by the corporation. Here, the leadership approach is also extremely important, as the brand is the market face of a particular company and at the same time is a guarantee for its effectiveness. Linking the brand with the principles of corporate social responsibility is a general and important task of management practices. The development of corporate culture in the future will focus on the ethical standardization not only of companies but also of the brands they produce.

- 15. Stoyanova, St. *Specifics of the Team Approach for Collection of Management Decisions in the Modern Organization.* // E-Journal „Dialog“, Issue 4, 2020, pp. 1-12, ISSN: 1311-9206**

This scientific article examines the specific features and challenges of decision-making in terms of teamwork, and its main purpose is to present their role and influence in achieving efficiency in the management of modern organizations. It examines theoretical statements that describe the nature and some patterns of the decision-making process in the team form of activity, its stages and ambivalent characteristics. The emphasis is on the development of ideas about the role of the team in achieving effective management of organizations. After studying the above features, the basic factors influencing the efficiency in the process of making management decisions are derived.

The team organization of the work is interpreted as the foundation on which the management of the future will be built. However, teamwork is not always directly related to management, but there is no authoritative scientist in management theory who claims that without successful leadership, successful teamwork is possible. Many researchers on this issue emphasize the fact that the leading economies around the world are actively testing a variety of organizational forms, which are due to the incredibly increased competition and radical changes in the internal and external environment of companies. In this regard, it is emphasized that one of the most successful organizational forms for dealing with challenges is that of the team. Most of them even claim that the team form of activity actually has no alternative and it is the most appropriate in modern conditions. Objectivity requires that there are also opponents of the team form of activity and decision-making, but they are a small minority and do not have a wide influence.

Achieving efficiency in the management decision-making process in a team context has an extremely important impact on achieving sustainability in the interaction between team members, which can be influenced by leadership style, field of common interests, motivation, individual qualities, collective qualifications, and others.

16. Stoyanova, St. *Diagnosis and management of organizational conflicts in the context of the interaction between the leader and the team.* // Eastern Academic Journal, Volume 4, December, 2020, pp. 114-126, ISSN: 2367–738.

The scientific article focuses on the prerequisites for the emergence and management of organizational conflicts in the context of the interaction between the leader and the team. The aim of the research is to derive the characteristic features of the conflicts between the leader and the team and to present a toolkit of strategies for their resolution and effective management. This goal is achieved by analyzing the relationship "management - conflict", examines in detail the features of conflict paradigms, derives the positive and negative effects of conflict, as well as their relationship with the degree of correspondence between the interests and behavior of the individual and group. The focus is on conflicts in the process of interaction between the leader and the team or between individual organizational members, which raises the need for their timely diagnosis and management.

Each leader prefers the teams (groups) in his organization to work together to achieve organizational goals. In practice, however, conflicts arise between individual members and even between groups, which, if not managed properly, can lead to delays in the production process and disruption of the sustainability of the management process. Voluntarily or compulsorily, the leader must solve problems of personal behavior in the organization, which is facilitated by conflict management strategies.

SCIENTIFIC PAPERS:

17. Stoyanova, St. *Modern technologies for business management.* International Scientific Conference “Business management systems in small and medium enterprises”, APH “Tsenov”, Svishtov, 2010, pp. 282-286. ISBN: 978-954-23-0455-5

The unfolding of the scientific and technological revolution is becoming extremely dynamic in the modern age of turbulent dynamics. In recent years, there have been significant changes in the organizational structure of enterprises due to changing conditions for their operation. They are associated with the penetration of information technology and automated production systems, which lead to the formation and division of international markets, computerization and globalization of market relations.

Bridging the gap between business and technology for true collaboration has long been a priority for business management systems. It should be said that today the introduction of information technology in business management has no alternative. In fact, the management of this system integration is a new challenge for the modern business organization and represents a step in the process of its adaptation to the conditions of the modern age, which is not accidentally called "information", and in its specific manifestations - economy and knowledge society. That is why the issues related to the integration of information technology in business management are becoming one of the most important and current issues in management thought and practice.

- 18. Stoyanova, St. *Social responsibility of the manager in the management systems*. B III International science conference "Knowledge society", IV International science conference for young researchers "Technical science and industrial management", KSI Transactions on Knowledge Society, Volume 2, Sofia, 2010, c. 79-81. ISSN 1313-4787.**

Socially responsible management is a concept in which companies integrate social and environmental issues into their business operations and into their relationships with partners on a voluntary basis. This ensures not only conflict-free interaction with the environment, but also sustainable development and effective functioning of organizations, which is a positive trend for promoting good practices of social responsibility.

The manager in the modern business organization must consider his activity through the prism of public utility. This position is a result of the attitude to the role of management and the social results of the functioning of organizations, being an active participant in solving various social problems that society can not only cope with. Every organization is part of the structure of society and its results must meet certain social needs. In addition to the efficient use of its resources, it has a social responsibility that stems from the fact that without the social environment, its activities can become meaningless.

Social responsibility is a strategic choice of the management of any organization that wants to integrate better into the environment in which it operates through a responsible attitude towards society and the environment. For this reason, the active role of managers is extremely important to minimize problems in society, to ensure sustainable development and an optimal environment for the functioning of the organization they manage.

- 19. Stoyanova, St. *Team behavior – factor for effective management*. B III International science conference "Knowledge society", IV International science conference for**

young researchers "Technical science and industrial management" , KSI Transactions on Knowledge Society, Volume 2, Sofia, 2010, c. 82-84. ISSN 1313-4787.

Team effectiveness is a dynamic process, not a complete state. It depends on many variables that also stimulate and barrier, including factors in the external environment, management style and team characteristics. In fact, it is an open system and therefore its effectiveness is not something fully established, but it changes over time and at the beginning of the interaction of internal processes with the external environment. Otherwise, the efficiency factors are limited to the scope of the team itself and no objection is read to other aspects that are beyond its scope and space.

The critical moment in the effectiveness of the team is its ability to achieve useful results. The roles must be balanced; relationships - built; goals - defined; the methods of work must be specified, an adequate organizational culture and a sense of common belonging must be developed. The immediate result is an energetic and fruitful climate in the team.

20. Stoyanova, St. *Role of the manager in a crisis. Anniversary international scientific conference "The global crisis and economic development", Volume 2, UE - Varna, 2010, pp. 411-417. ISBN: 978-954-21-0490-2*

The manager has a crucial role not only in the implementation of the management process, but also in creating optimal organizational conditions. For this reason, the description of its activities includes the construction of the management system and the improvement of the existing one, when necessary.

The need for compliance of the role and qualities of the manager with the structure, characteristics and processes in the organization can be defined as law. Any discrepancy in the management impact beyond the objectively possible limits within which the system can function is a prerequisite for negative results and even a crisis situation. Even without conditions of crisis, it is inevitable in a chaotic transformation, without a strategic concept and management based on random decisions.

For the survival of the organization and successful transformation during a crisis, the most important thing for its managers is to realize that managing change in a crisis is their duty.

21. Asenov, An., Stoyanova, St. *Eco-efficient management tools. National Scientific Conference "Conclusions from the crisis - lessons learned, recommendations, strategies", CEM – Plovdiv, 2011, pp. 256-265. ISBN: 978-954-927-762-3*

The desire to provide methodological support in the development of solutions for environmental efficiency leads the management teams of organizations often resort to the use of a "balanced set" of financial and non-financial indicators. The aim is to study and model the causal relationships between past results, the current situation, goals, strategies and the necessary resources for their implementation. Here it is appropriate to apply the so-called. "Balanced Scorecard" (BSC). It is a proven tool for analyzing and solving the problems of sustainable development. At the same time, other management tools can be used to establish, manage and publicly present corporate values, such as the Corporate Sustainability Code (CSReporting).

In the context of the globalization of socio-economic life, the leading values of the business organization are becoming increasingly important. They are a tool both for fuller use of opportunities and for easier coping with emerging threats and risks (strongly expressed in dynamically developing market economies). All this requires the use of appropriate management tools to establish, manage, and especially for the public presentation of corporate values.

- 22. Stoyanova, St. *Necessity and opportunities for organizational stress management*. IV International science conference "Knowledge society", KSI Transactions on Knowledge Society, Volume IV, Number 3, September 2011, pp. 62-65, ISSN 1313-4787.**

The problem of the adaptive and functional abilities of people has become very topical in the contemporary, fastly developing social, economic and technological environment. Over the last years this has provoked an increasing interest in the issues of organizational stress because it causes various negative consequences which affect the sustainability of the organizations and the strategies through which stress could be influenced on an organizational and personal level. The possibilities for managing the levels of stress in the organizational environment provide opportunities for the reduction of the negative stress effects as well as utilizing them as a productive and natural impetus for the development of the modern organization. However, if the problems related to stress are neglected by the managers, this could lead to extremely serious consequences both for the individual and the organization.

- 23. Stoyanova, St. *Organizational stress management - a major factor for the stability of the modern organization*. International Jubilee Scientific Conference "The economy and governance of the 21st century - solutions for stability and growth", APH "Tsenov", Svishtov, Volume 5, 2011, pp. 299-306, ISBN 978-954-23-0681-8 (5)**

In today's rapidly changing socio-economic and technological environment, the problem of the adaptive and functional capabilities of the human factor is becoming increasingly relevant. This dictates the special interest in recent years to the problems related to stress in organizations, causing many negative consequences reflecting on their sustainability and strategies through which it can be influenced individually and organizationally. Stress is becoming an increasing social problem, with a direct impact on the stability of behavior in organizations and public life in general. This is a problem that directly corresponds to the effective activity of the people on the one hand, and on the other hand with the sustainable development of the organizations themselves.

The ability to manage stress levels in the organizational environment allows, in addition to reducing its negative impact, its use as a productive and natural force for the development of modern organization. However, ignoring the problem of stress by managers is a sign of a low management culture, which can lead to extremely negative consequences both individually and organizationally.

- 24. Stoyanova, St. *Specifics of the resilience of the human factor in the organization*.. Anniversary international scientific-practical conference "20 years of investment in**

the future ”, The University of Veliko Tarnovo “St. St. Cyril and Methodius”, Economic Research Institute – BAS, V. Tarnovo, 2012, pp. 470-475. ISBN: 978-954-616-221-2.

The emphasis on the social character of the organization orients the management towards the search for new key mechanisms for activating and stimulating the behavior of the main factor of the organization - the human one. This leads to a clear understanding of the need to reveal the creative talents of the individual, as a key condition for successful management and sustainability of both internal organizational interactions and relationships with the external environment.

Technical, financial and regulatory decisions play an important role in achieving the sustainability of the organization. But the importance of the key factor for its creation, existence and development, namely the human factor, should not be denied. This should focus the attention of the subject of management in search of appropriate tools to influence the behavior and complexity of human relationships, consistent with the values, ethical and social point of view, morality, law, motivation and more. It should be noted here that the perception of a pattern of behavior by the individual object can have value only when it becomes the norm for the behavior of the whole team. It must be part of the shared values in the organization. This ensures not only conflict-free environment (because it works, for example, within the law), but also sustainability and a strategic horizon for the organization itself.

25. Stoyanova, St.. Concepts for behavioral impact of management in organizations. International science conference: “Strategic and business planning in the knowledge economy”. APH "Tsenov", Svishtov, 2012, pp. 169-174. ISBN: 978-954-23-0760-0

Modern social systems, including organizations, are in a qualitatively new stage of their development. Unity, interdependence and multi-interconnectedness, combined with exceptional dynamics of processes, scientific and technological progress, continuous change and integration of technologies are crucial for social structures as an object of management. In these fundamentally new conditions, any wrong management concept leads to very large losses. This requires modern management approaches to focus on the behavior and role of the human factor with its inherent qualities, competencies, interests, culture, values, needs and factors that determine its motivation, in order to achieve optimal sustainability of the management process.

Managing people means, above all, influencing them so that those who manage and manage together to achieve pre-set goals of the organization. In each case (situation) the managing subject must personify its impact in such a way as to make it adequate to the inner nature and nature of the object managed by him, in an effort to match his individual behavior with the desired organizational behavior.

26. Asenov, An., Stoyanova, St. Management of process organizations. International scientific conference UNITECH'12 Gabrovo, APH „Vasil Aprilov” – Gabrovo, 2012, Volume III, pp. 119-123. ISSN 1313-230X

The scientific report introduces the essence of the process organization. The most popular organizational forms for modern business are indicated. Emphasis is placed on the

following main points: clarifying the nature of the process organization; differences between the classical and process organization and formulation of their main characteristics; the types of organizations according to the main business process; defining the characteristics of the new types of organizations; and others.

Proper process management in a process-oriented organization can lead to a significant reduction in production costs of the enterprise, by minimizing operational staff placing responsibility only on highly specialized persons engaged in the process, improving the quality of work due to increasing of self-control, etc.

- 27. Stoyanova, St. *The interaction between university and business - challenges and development trends. The project „New knowledge and skills for successful professional realization of students from D. A. Tsenov Academy of Economics”, Higher education and business in the context of the Europe 2020 strategy, Abagar, V. Tarnovo, 2014., pp. 317-323, ISBN 978-619-168-103-7.***

In the current stage of economic development, the efforts of the countries of the European Union, including Bulgaria, are aimed at building a knowledge economy based on the production, transfer, distribution and use of knowledge and information. Increasing the cost of science is a prerequisite for accelerating economic growth and labor productivity, as the economy and education must mutually stimulate and interact.

The dynamics of the labor market and innovations in all economic spheres determine new and higher requirements both for the graduates and for the university professors, who must be able to meet today's and tomorrow's challenges. Here is the intersection between educational strategies, research, institutional and external standards, financial policy of higher education institutions, etc. on the one hand and the technological, social and economic environment in which universities develop, on the other. The specifics of these interactions are complex due to the special positions of the parties, which requires the search for timely and adequate solutions for adapting Bulgarian higher education to business needs, as well as for engaging employers in the training of higher education professionals, and in creating fair opportunities for their realization.

The effective development of these relations would lead to the establishment of forms of strategic partnership between business and universities, based on the understanding of mutual benefits and benefits. Also to build a competitive national knowledge-based economy within the European Union and the global economy.

- 28. Emilova, Ir., Stoyanova, St., Dinkov, M. *Youth volunteering in Bulgaria - management problems and solutions. European practices and national reflections in planning: International jubilee scientific-practical conference. Svishtov, pp. 121-127, Volume 3, 2015, ISBN 978-954-23-1150-8.***

Modern society is characterized by extremely dynamic processes. This puts individuals, groups and organizations to the test. It is clear that even traditional problems cannot be solved in previously established structures and institutions. The emergence of new social and emotional cases provoke the public consciousness and require a new theoretical understanding of familiar approaches. An indisputable fact is the registered

increased sensitivity to the problems of the needy, manifested by voluntary work, donations, social responsibility.

In our country, volunteering is already recognized as a useful and important activity for the European community, the state and society. It is expected that it will play an increasingly important role in maintaining important social systems of European countries in the future. It is necessary to define the conditions requiring the promotion of volunteering as an important element for overcoming the consequences of the financial and economic crisis and as a tool for social inclusion of disadvantaged groups, which is a contribution to achieving the goals of the Europe 2020 Strategy. for smart, sustainable and inclusive growth.

29. Stoyanova, St. Innovative approaches for managing the motivational process International science conference “Trade and tourism business in conditions of intelligent, sustainable and inclusive growth”, APH "Tsenov", Svishtov, Volume 1, 2016, pp. 333-336, ISBN 978-954-23-1150-8.

Issues related to personality motivation and behavior can be analyzed from different perspectives. In order to clearly distinguish the research interest of different sciences in the motivational process, it should be noted that sociology studies primarily the influence of the social macro and microenvironment on motivation, ie. of objective factors. Psychology deals with the psychological mechanisms for its formation and the influence of individual characteristics on this process, and management theory focuses mainly on the relationship: motivation - efficiency and hence on ways to influence and direct work behavior according to organizational goals.

The motivational process in the organizational environment is closely linked to the preservation of organizational culture and values that guide the achievement of high quality work. In order to have shared interests and ideas, management must make decisions that have a positive impact on employees in order to give their best. To motivate people means to direct them in a certain direction, to take the necessary steps to get them there.

30. Stoyanova, St. Conceptual and practical aspects of knowledge management in the company environment. Economic prosperity through knowledge sharing: International Scientific Conference, Volume 3, APH "Tsenov", Svishtov, 2016, pp. 473-477, ISBN: 978-954-23-1187-4.

In today's highly volatile and competitive business environment, knowledge plays a key role and becomes an important resource and source of the highest quality and competitive advantages. Discovering, maintaining and using the talent of employees and employees becomes a major potential for the development of business units. As a result, a modern business organization cannot compete effectively in the market without the presence of highly qualified managers and employees. It is vital for the competitiveness of individuals and organizations to continually learn and adapt quickly to changes in their environment. The acquisition of new knowledge, as well as the preservation and effective use of existing ones, becomes an essential factor for the development of organizations. Therefore, knowledge management is considered a major challenge for modern organizations.

Knowledge management is a process oriented to the critical problems in the organization related to adaptation, flexibility, survival, competitiveness, competence, etc. At the same time, the continuous dynamic changes in the external environment of the company must be taken into account. This identifies knowledge management as a major challenge for modern organizations.

- 31. Asenov, An., Stoyanova, St. *Organization of the innovation process. Development of the Bulgarian and European economy - challenges and opportunities: Collection of scientific articles from an annual conference dedicated to the 25th anniversary of the founding of the Faculty of Economics at The University of Veliko Tarnovo "St. St. Cyril and Methodius"*, V. Tarnovo, 2018, pp. 99-102. ISSN 2603-4093.**

In today's conditions of economic, technological, social and demographic change, different companies use a variety of organizational forms to adapt to the dynamics of time. Therefore, there is a need for organizational management to periodically re-evaluate management systems and constantly generate new ideas and organizational solutions. Business units need to change the focus, goals, regroup roles and responsibilities, which leads to the use of new forms of innovation through the design and redesign of innovation units, scientific and technical departments. But successful innovation management requires special attention to human capital. Innovation units are managed by progressive individuals with innovative ideas, creating the right conditions for creative activity through high motivation, creative thinking and work activity of the whole team.

- 32. Stoyanova, St. *Women in science and the invisible barriers. // Gender differentiation in the academic environment, Volume 2*, V. Tarnovo, 2020, pp. 77-87. ISBN 978-619-7602-00-5.**

The majority of researchers on the issue of leadership unite around the idea that the role of the leader for the successful functioning and development of the team is crucial. Gender differentiation does not have a significant impact on leadership effectiveness, but men and women differ in the type of leadership roles and leadership styles through which they interact in work teams. The team efficiency and the opportunity to develop the leadership potential of the organization are presupposed by the achievement of the optimality of the working environment in the organization, which depends on many factors. It is based not only on cooperation, but also on common shared values. With the growing complexity and unpredictable changes in the external environment, modern organizations increasingly need such individuals to effectively balance managerial functions and leadership skills, ie. to maximally integrate power and influence as the main mechanisms for changing the behavior and attitudes of subordinates / followers. This would significantly contribute to the voluntary acceptance of the set goals, suggestions and norms of behavior by subordinates; for the maintenance of a supportive working environment and for the effective implementation of the management process in the teams and organizations.