Appendix 12c

REVIEW

to occupy the academic position:

''Professor''	X
''Associate Professor''	
	one of the academic positions indicated shall be marked with the sign "X"

Candidates to occupy the position:

1	Assoc. Prof	PhD	Georgi	Ivanov	Kondev	UCTM
№	academic position	scientific degree	name	middle name	last name	workplace

Scientific area:

3	Social, Economic, and Legal Sciences
code	name

Professional area:

3.8	Economics
code	name

Scientific specialty:

Economics and Management

The competition has been announced:

71	07/08/2026	Economics and Business Management	Faculty of Chemical and Systems Engineering
in SG issue	date	for the needs of the Department	Faculty

The review was written by:

Professor	Dr.	Elena	Ilieva	Dragozova	University of Forestry
academic position	scientific degree	name	middle name	last name	workplace

1. Review for the candidate:

Assoc Prof	PhD	Georgi	Ivanov	Kondev
academic position	scientific degree	name	middle name	last name

1.1. Completion of the provided documents:

A) The competition documents are in full compliance with the Regulations	3 points	**X**

B) The documents are complete but do not fully comply with the requirements of the Regulations	2 points	
C) The documents are not completed in accordance with the requirements of the Regulations	0 points	
		one of the answers given is marked with the sign "X"

Missing documents and violated requirements must be described if response C is marked.

1.2. Meeting the minimum requirements under the Regulations:

A) The candidate meets the minimum requirements	20 points	X
B) The candidate doesn't meet the minimum requirements	0 points	
		one of the answers given is marked with the sign "X"

It must be filled in if answer B is marked. The publication activity of the candidate is analyzed. The response of the results achieved (quoted) is analyzed.
The presented scientometric indicators meet the requirements for the position of Professor in the professional field of Economics. The total score is 718; it is important to emphasize that the scores in indicator groups G, D, and E exceed the required minimum.

1.3. Relevance of scientific and / or applied research:

A) The research is relevant. Part of the research is pioneering (no results are known on the topic by other authors)	7 points	
B) Research is relevant. Results from other authors are known for each of the topics and / or applications studied.	5 points	X
C) Most of the research is relevant, but also some results are presented that have no scientific and / or applied value	3 points	
D) The smaller part of the research is relevant	2 points	
E) Research is not relevant	0 points	
		one of the answers given is marked with the sign "X"

The evaluation of the relevance of the research must be substantiated.
The scientific research presented by the candidate, Assoc. Prof. G. Kondev, aligns with the scope of the competition.

The research, situated within the field of Total Quality Management (TQM), focuses on integrating the principles inherent in this approach with digitalization, data analysis, automation, risk management, and sustainable development. Particular emphasis is placed on examining the interrelationships between leadership, employee engagement, process management, and the outcomes achieved regarding quality and customer satisfaction. The study of the EFQM model represents a significant area of scholarly inquiry, given its application as a framework for organizational excellence, self-assessment, and the systematic improvement of performance. Furthermore, the implementation of Total Productive Maintenance (TPM) constitutes a relevant research direction in industrial management, owing to its direct link to the reliability of production systems, the reduction of equipment downtime, the mitigation of losses, and the enhancement of productivity. Supply chain management is also a highly pertinent area of research, driven by the increasing complexity of international logistics networks, the volatility of the market environment, and the necessity of ensuring supply continuity.

1.4. Knowledge of the problems subject of research:

A) The candidate knows in detail the achievements of other authors on the researched topics and/or applications	6 points	X
B) The candidate is partially familiar with the achieved results on the researched topics and / or applications	4 points	
C) The candidate has no prior knowledge of the status of the researched problems	0 points	
		one of the answers given is marked with the sign "X"

The evaluation must be substantiated if answer C is marked.
The presented research demonstrates the author’s deep engagement with the subject matter; the data from the sources used are current and reflect the work of other scholars. In the modern conditions of scientific development, absolute and complete knowledge of all research is not possible, but Assoc. Prof. Kondev demonstrates a high level of research in scientific developments in the field in which he works.

1.5. Type of research:

A) Theoretical	4 points	
B) Applied	4 points	
C) Theoretical with application elements	4 points	X
D) It does not correspond to the level specified in the Act for the Development of the Academic Staff in the Republic of Bulgaria and the Regulations	0 points	
		one of the answers given is marked with the sign "X"

The level of research must be substantiated if answer D is marked.

The monographic study and the articles present theoretical concepts, along with their interpretation and application within industrial and other organizations.

1.6. Objectives of the research:

A) Realistic and of scientific and / or applied interest	8 points	X
B) Realistic, but not of scientific and / or applied interest	4 points	
C) Unattainable (unrealistic)	0 points	
		one of the answers given is marked with the sign "X"

Objectives must be specified. The type of the set objectives must be justified.
The candidate participates in the competition with research characterized by highly realistic objectives; the work not only yields concrete scientific and practical results but also optimizes the models and approaches employed within the field of industrial management. Through research conducted in the areas of TQM, EFQM, TPM, and supply chain management, the candidate has achieved goals related to the investigation and systematization of contemporary theoretical concepts and best management practices. The study analyzes the potential for applying principles such as Total Quality Management (TQM), organizational excellence, effective equipment maintenance, and the optimization of supply chain processes. Approaches have been identified for continuous quality improvement, productivity enhancement, efficient resource utilization, and sustainable organizational development. Furthermore, the work outlines possibilities for integrating these models and methods into a unified management framework designed to boost the competitiveness and efficiency of industrial organizations. Some of the publications demonstrate the application of these theoretical concepts and approaches toward improving the quality of logistics education within engineering degree programs in higher education.

1.7. Methods of research:

A) Adequate to research and set scientific objectives and /or applications	8 points	X
B) Partially appropriate, enabling part of the scientific objectives and / or applications to be achieved	4 points	
C) Inappropriate methods	0 points	
		one of the answers given is marked with the sign "X"

Methods must be specified. The type of methods used is justified.
In the research concerning TQM, EFQM, TPM, and supply chain management, appropriate methods—such as analysis and synthesis, comparative analysis, the systematization of scientific literature, and the examination of best management practices—have been employed. Approaches used include the assessment of organizational performance, quality self-assessment, the analysis of production equipment efficiency, and the investigation of supply chain processes. By applying a

systems and process-oriented approach, the interrelationships between quality, productivity, resource efficiency, and continuous improvement have been analyzed, with the aim of formulating well-founded recommendations for enhancing managerial decision-making within industrial organizations.

1.8. Candidate research contributions:

A) With lasting scientific and / or applied response, they form the basis for new research and applications	20 points	
B) They are of significant scientific and / or applied interest, complete and / or summarize previous research	16 points	X
C) They are of scientific and / or applied interest	12 points	
D) Lack of significant contributions	8 points	
E) Lack of contributions	0 points	
		one of the answers given is marked with the sign "X"

Contributions must be specified. The type of results achieved must be justified.
The scientific and applied scientific contributions presented fall into several areas: the application of TQM and process management in industry; organizational excellence models (EFQM) and change management; the management, optimization, and "greening" of supply chains (GSCM); strategic management and competitiveness; and quality management and innovation in higher education. The contributions are appropriately formulated and organized into the aforementioned areas; consequently, I concur with them and characterize them as significant scientific contributions with practical relevance.

1.9. Participation of the candidate in the achievement of the presented results:

A) The candidate has at least an equal participation in the submitted papers	8 points	X
B) The candidate has at least an equal participation in most of the submitted papers	7 points	
C) The candidate has a secondary participation in most of the submitted papers	4 points	
D) The candidate participation is unnoticeable	0 points	
		one of the answers given is marked with the sign "X"

Critical notes must be provided if one of the items C or D is marked.
I believe that the candidate has an equal participation in scientific publications and this is proven by the fact that he is the first author (in most cases and sole) in the scientific papers presented.

1.10. Pedagogical activity:

A) The candidate has effective and sufficient pedagogical activity at the university. The textbooks issued are modern and useful (they meet the requirements of the Regulations). The work with undergraduate and doctoral students is at a high professional level.	8 points	X
B) The candidate has sufficient pedagogical activity at the university. The textbooks issued satisfy the requirements of the Regulations.	6 points	
C) The pedagogical activity and / or textbooks issued are insufficient (do not meet the requirements of the Regulations)	0 points	
		one of the answers given is marked with the sign "X"

Critical notes must be provided if one of the items B or C is marked.
Based on the provided documentation, the candidate has delivered 12 lecture courses within Master's and Bachelor's degree programs, with an average annual teaching load exceeding 500 hours. Since attaining his habilitation, he has supervised the preparation of 50 diploma theses and has authored numerous reviews while serving on academic juries in the Republic of Bulgaria. Two textbooks and one study guide—designed to support student learning at the University of Chemical Technology and Metallurgy (UCTM)—have also been presented. Assoc. Prof. Kondev has supervised one doctoral student through to a successful defense. Therefore, I firmly assign 8 points.

1.11. Critical notes:

A) Lack of critical notes	8 points	X
B) Critical notes of a technical nature	7 points	
C) Critical notes that would partially improve the results achieved in a small part of the research	5 points	
D) Critical notes that would partially improve the results achieved in most of the research	3 points	
E) Significant critical notes	0 points	
		one of the answers given is marked with the sign "X"

Critical notes must be provided if one of the answers C, D or E is marked.
I have no critical remarks; I only wish for Assoc. Prof. Kondev to continue his scholarly activities and collaboration with colleagues from Bulgaria and abroad who conduct research in the field of quality management, as well as to continue his diligent work with students and doctoral candidates.

1.12. Conclusion

A) The evaluation of the candidate's activity is **POSITIVE**	This evaluation is assigned to a total number of at least 65 points	X
B) The evaluation of the candidate's activity is **NEGATIVE**	This evaluation is assigned to a total number below 65 points	
		one of the answers given is marked with the sign "X"

To be filled in if requested by the reviewer
In connection with the above and based on the presented scientific production with proven scientific and scientific-applied contributions in the scientific specialty "Economics and Business Management", I propose that Assoc. Prof. Dr. Georgi Ivanov Kondev be elected as AD "Professor" in the field of higher education 3. Social, economic and legal sciences, professional field 3.8. Economics, and the academic specialty "Economics and Business Management."

06.11.2026	The review was written by:	
date	**Prof. Dr. Elena Ilieva Dragozova**	signature