

SUMMARY OF SCIENTIFIC PAPERS**for the period of 2017 – 2025**

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candidate for participation in a Competition
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in professional field 3.7 Administration and management
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MONOGRAPHS

1. **Usheva, M.** (2025). *Multigenerational Human Resources Management: from Generation T to Generation Alpha. Individual Psychological Characteristics of Generations*, Book 1, Sofia, Publishing House of the Bulgarian University of Economics / IBS Press ISBN: 978-619-7610-32-1 (Print), ISBN: 978-619-7610-33-8 (E-book), DOI: 10.5281/zenodo.14749133
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The monographic work offers an in-depth analysis of generational differences in the context of human resource management, focusing on the individual-psychological characteristics of Generation T, X, Y, Z and Alpha. It examines the social, economic and cultural factors that shape the values, work styles and motivation of different generations both in a global and in the Bulgarian context.

The study is based on empirical data collected through panel interviews and surveys with 1,080 respondents from 15 professional fields, using comparative analysis, historical and psychological approaches. The concept of a “transgenerational leader” was developed who effectively integrates employees from different generations and builds an adaptive and sustainable work environment.

The book offers practical guidance for HR professionals, managers and organizational leaders including strategies for selection, motivation, training and intergenerational communication that promote productivity and engagement in multigenerational organizations. The work contributes to a better understanding of generational dynamics and the creation of effective management practices in the modern work environment.

2. **Usheva, M.** (2025). *Multigenerational Human Resources Management: from Generation T to Generation Alpha. Peculiarities and Motivational Specificity of Generations*, Book 2, Sofia: Publishing House of the Bulgarian University of Business Administration / IBS Press. ISBN: 978-619-7610-37-6 (Print), ISBN: 978-619-7610-36-9 (E-book), DOI: 10.5281/zenodo.14915685
Available at: <https://zenodo.org/records/14915685>

The second book in the trilogy expands the study of generational differences by focusing on the motivational factors of Generation T, X, Y, Z, and Alpha and their impact on work engagement, productivity, and organizational culture. Financial incentives, personal development, work-life balance, recognition and career growth opportunities are examined as key elements for engagement and satisfaction across different age groups. Special attention is paid to the dynamic changes in motivational attitudes brought about by socio-economic transformations, technological progress and globalization.

The empirical study covers 1080 respondents from 15 professional fields, using psychological, historical and comparative analysis to identify differences in

motivational preferences of generations. The concept of a “transgenerational leader” was developed which combines adaptability, emotional intelligence and effective communication to manage multigenerational teams and create an environment conducive to long-term engagement and professional development.

The book offers personalized motivation and training strategies that can be implemented by HR professionals, managers and organizational leaders to improve multigenerational collaboration and effectiveness in teams. Labor contributes to the development of modern management practices by providing a comprehensive model for building a motivated, productive and sustainable work environment, tailored to the expectations of each generation.

3. Usheva, M. (2025). *Multigenerational Human Resources Management: from Generation T to Generation Alpha. Stimulating the Motivation of Different Generations in the Work Environment*, Book 3, Sofia: Publishing House of the Bulgarian University of Business Administration / IBS Press. ISBN: 978-619-7610-39-0 (Print), ISBN: 978-619-7610-38-3 (E-book), DOI: 10.5281/zenodo.14917892 Available at: <https://zenodo.org/records/14917892>

The third book in the trilogy deepens the study of motivation in the multigenerational work environment, focusing on the specific factors that stimulate the engagement and productivity of Generation T, X, Y, Z and Alpha. Financial incentives, work-life balance, personal development, recognition and career opportunities are analyzed as fundamental elements for the motivation and satisfaction of different generations. Special attention is paid to the dynamically changing attitudes and expectations generated by socio-economic transformations, technological innovations and global trends.

The empirical study covers 1080 respondents from 15 professional fields, using psychological, historical and comparative analysis to identify individual and generational motivational preferences. The concept of “transgenerational motivation management” is introduced which combines adaptability, emotional intelligence and effective communication with the aim of optimally leading multigenerational teams and creating a sustainable and motivating work environment.

The book offers personalized motivation and development strategies applicable to HR professionals, managers and organizational leaders aimed at improving intergenerational collaboration, work engagement, and team effectiveness. The work contributes to the development of modern management practices by presenting a comprehensive model for building a productive, satisfying and sustainable work environment tailored to the specific expectations of each generation.

4. **Usheva, M.** (2025) *Optimization of organizational processes in the modern work environment*. Sofia: Publishing House of the Bulgarian Academy of Sciences / IBS Press. ISBN: 978-619-7610-42-0 (Print), ISBN: 978-619-7610-43-7 (E-book), DOI: 10.5281/zenodo.15083748
Available at: <https://zenodo.org/records/15083748>

The monograph is a comprehensive, in-depth and interdisciplinary scientific study that examines some of the most current challenges facing the management of modern organizations. The author develops a concept for sustainable organizational management through optimization of internal processes, proposing a theoretical model linked to practical solutions. The study combines historical-logical analysis, systematization of good practices and a critical review of leading scientific paradigms. The emphasis on the connection between digitalization, generational diversity, and the need for adaptive processes is particularly valuable.

Additionally, the work enriches the scientific literature with original definitions and classifications, reflecting the complexity of the organizational environment in the context of dynamic technological and social changes. The author offers strategic guidance and identifies key factors for organizational effectiveness, formulating innovative solutions to achieve operational agility and long-term sustainability. The developed conceptual model provides a basis for application in both business and the public sphere. The value of the research also lies in its applicability in building adaptive and future sustainable organizational strategies.

TEXTBOOKS

1. **Usheva, M.** (2017). *Management Psychology: Skills, Diagnostics, Impacts*, Univ. Publishing House "N. Rilski", Blagoevgrad, ISBN 978-954-00-0130-2.

The textbook "Management Psychology: Skills, Diagnostics, Impacts" is a comprehensive and in-depth study of the psychological aspects of management, emphasizing the development of management skills, diagnostic methods and the impact on human behavior in an organizational context. Combining academic rigor with practical focus the book offers a sustainable model for understanding the relationship between the personality of the leader and the effectiveness of management processes.

The book is structured in five main chapters, which cover: the theoretical foundations of managerial psychology, the role of personality in management, the emotional-volitional aspects of leadership, managerial impact and approaches to conflict management. The last part includes test methodologies and creative tasks that support self-knowledge and stimulate managerial effectiveness. Particular attention is paid to self-knowledge as a basis for developing personal and professional potential.

The textbook combines theoretical analysis and practical approaches, examining the psychological mechanisms of decision-making, motivation, communication and team management. The main socio-psychological factors that influence leadership, organizational climate and conflict resolution are studied. The author's approach creates an opportunity for the development of soft skills, empathy and behavioral flexibility - key qualities for the modern manager.

2. Vodenska, M., **M. Usheva** (2019). *Hospitality in the Tourism Industry*, Part I, Matkom Publishing House, Sofia, 136 p.; pp. 73 -131, ISBN 978-619-7423-13-6.

The textbook "Hospitality in the Tourism Industry. Part 1" is a joint work of Prof. Dr. Maria Vodenska and Assoc. Prof. Dr. Mariana Usheva, aimed at the professional training of personnel in the tourism sector. The publication is consistent with the standards for professional education and provides up-to-date knowledge about the nature, structure and specifics of the tourism industry. The two authors combine their expertise in their respective fields to offer a comprehensive educational resource that combines theoretical analysis with a practical focus.

The part developed by Assoc. Prof. Dr. Mariana Usheva, is focused on human resource management in tourism and aims to build professional skills and attitudes that meet the needs of modern tourism organizations. Key topics are discussed such as: requirements for personnel in the hotel and restaurant industry, selection and hiring of personnel, forms of training and career development, assessment systems,

motivation and company culture. Particular attention is paid to the characteristics of the main positions in the sector and expectations for professional behavior.

The content emphasizes the importance of interpersonal communication, command ethics, good manners, and presentation when serving. The practical guidelines included in the section help to orientate in real situations from tourism practice. The material combines an analytical and behavioral approach and offers a useful basis for both training and effective inclusion in a tourist environment in accordance with modern requirements for service personnel.

STUDIO

1. Shemyatikhina, L., **M. Usheva** , K. Shipitsyna (2018). *Forms of support of small and average business in world practice*, Entrepreneurship, Volume: VI, Issue: 2, Year: 2018, pp. 237-258, ISSN: 1314-9598; 2367-7597.

The development of small and medium-sized businesses is a strategic priority for the stability of national economies. The business activity of entrepreneurs is a key factor for economic growth which requires effective forms of support. The article analyzes the state of small and medium-sized businesses worldwide, presenting examples from the European Union, the USA, China, Japan and other countries.

Various forms of state and non-state support are examined, including tax breaks, access to credit resources, subsidies and training programs. The analysis highlights the importance of national strategies to support entrepreneurship, while also addressing the challenges facing small businesses, such as access to finance, administrative barriers and the need for innovation.

The main methods used in the study include comparative analysis, content analysis and a systems approach. In conclusion, the authors offer recommendations for improving the mechanisms for supporting small and medium-sized businesses, in order to stimulate economic growth and improve the competitiveness of this sector.

ARTICLES IN REFERENCED SCIENTIFIC JOURNALS**Articles in WOS (Web of Science)**

1. **Usheva, M.** , M. Danchova (2018) *Team effectiveness and HR management*. Revista Inclusiones: Revista de Humanidades y Ciencias Sociales, 5(20), 12-21. ISSN 0719-4706.

The article examines team effectiveness and human resource management as key factors for the success of modern organizations. The authors emphasize that the formation and development of teams is not a natural process, but requires targeted efforts and strategies. They define the team as a dynamic organism in which all members act in sync complementing each other through their skills and knowledge.

The key factors for team effectiveness include clearly defined goals, shared leadership, trust between members, good communication and a supportive work environment. The article analyzes different types of teams, including work, project, and management teams and also examines the evolution of teamwork in European and Bulgarian companies.

One of the main conclusions is that European organizations implement well-structured management strategies for team development while Bulgarian companies often have a more informal approach. In conclusion, the authors emphasize that effective team management requires strategic management decisions and flexibility in adapting to dynamic market conditions.

2. **Usheva, M.** , M. Filipova (2018) *Stress in the process of management within the context of a socially oriented economy*. Revista Inclusiones: Revista de Humanidades y Ciencias Sociales, 5(17), 12-21, ISSN-e 0719-4706.

Stress is one of the main management problems in modern organizations, having a significant impact on the effectiveness and well-being of staff. High levels of stress lead to a number of negative consequences, including a decline in productivity, increased turnover, deterioration in the quality of products and services as well as an increase in the number of disciplinary violations and work accidents.

In view of these risks, the modern manager must have the ability to recognize the symptoms of stress, identify and eliminate its causes and implement effective stress management strategies. The article analyzes the different types of stress (eustress and distress), its symptoms and its impact on the organizational environment. Special attention is paid to the role of leadership in dealing with stress and creating a favorable working atmosphere.

The main goal of the study is to provide a comprehensive analysis of organizational stress and its management, proposing practical approaches for its reduction. Among the main strategies for dealing with stress are the development of prevention programs, improving communication in teams and implementing techniques to reduce tension in the workplace. The research methods used in the article include contextual analysis, a comparative method, and an intuitive-systematic approach which allow for a detailed examination of the problem and effective solutions for its management.

3. **Usheva, M.**, M. Filipova (2018) *Occupational stress. Sources and ways to cope with its consequences*. Revista Inclusiones: Revista de Humanidades y Ciencias Sociales, 5(21), pp. 84-94, ISSN 0719-4706.

Occupational stress is one of the most significant contemporary problems, affecting the physical and mental state of employees. It arises from the prolonged impact of emotionally negative and extreme factors related to the work process. Occupational stress occurs when the demands of the work environment exceed the knowledge, skills and abilities of the employee. It can be caused not only by organizational factors but also by personal characteristics and interpersonal relationships.

The main goal of the article is to provide an overview of the different types of occupational stress to analyze the main stress factors and their impact on different groups of employees, as well as to present methods, mechanisms and strategies for coping with stress. The research methods used include a survey, interview, content analysis, comparative method and intuitive-systematic approach.

4. Shemyatikhina, L., **M. Usheva** , K. Shipitsyna, VA Leongardt (2019) *Problems of Ensuring Economic Stability of Small Business in Russia and Bulgaria*, Atlantis Press, Advances in Economics, Business and Management Research, volume 47, pp. 965-968, DOI 10.2991/iscfec-18.2019.229; ISBN 978-94-6252-656-3; ISSN 2352-5428.

The development of an economy based on knowledge and innovation is a priority for the state policy of Russia and Bulgaria. Small businesses play an important role in economic stability, but at the same time they are exposed to a number of threats related to the unstable business environment, high competition and limited access to financing.

The article examines the processes of managing the economic stability of small businesses in the two countries, comparing the business environment and national characteristics. The main components of economic stability are analyzed, including

management, financial, investment and innovation factors. Based on the comparative analysis the authors present indicators for assessing economic stability, as well as different levels of threats to small businesses.

The main methods used in the study include comparative analysis, a systems approach and economic modeling. In conclusion, the article emphasizes the importance of strategic management for the sustainable development of small enterprises and offers practical solutions for increasing their economic stability.

5. **Usheva, M.** , M. Danchova (2019) *Contemporary Leadership In Bulgarian Economics* , Rev. Incl. Volumen 6 / Número Especial / Enero – Marzo, pp. 77-89, ISSN 0719-4706

The modern world is characterized by dynamism, uncertainty, complexity and rapid technological change. These factors impose new demands on leadership and traditional management skills are often not enough for success. In this context, leadership becomes a key factor for the sustainability and competitiveness of organizations.

The article analyzes the role of the contemporary leader in the Bulgarian economy, examining the effectiveness of leadership in achieving strategic goals in the Bulgarian and global context. The main characteristics of leadership are discussed, as well as the factors that determine its effectiveness and sustainability. Special attention is paid to innovation as the main driver of leadership and the competitiveness of organizations.

The main methods used in the study include content analysis, comparative method and intuitive-system approach. In conclusion, the article offers guidelines for sustainable leadership and its successful application in the modern economy.

Articles in other refereed scientific journals

1. **Usheva, M.** , M. Filipova (2018) *Business etiquette, corporate culture and Social Responsibility in the training syllabus for future managers*. Revista Europa Del Este Unida, (6), pp. 28-39, ISSN 0719-7284.

The success and image of organizations depend to a significant extent on their management and on the preparation of future managers. In the modern business world, business etiquette, corporate culture and social responsibility are among the most important assets of an organization. This requires that training programs for future managers include management skills, ethics, corporate culture, management etiquette and social responsibility, as well as methods for proper guidance and motivation of human resources.

The main goal of the article is to emphasize the importance of skills and competencies that are essential for a modern manager and the opportunities for their development at an early stage of training. The main aspects of business etiquette, corporate culture and social responsibility are analyzed, considering their impact on the effectiveness of management and the success of organizations. The research methods used include content analysis, comparative method, intuitive and systematic approach.

2. Shemyatikhina, L., K. Shipitsyna, **M. Usheva** (2020) *Marketing management of a non-profit organization*. Ekonomicko-manazerske spektrum, 14(1), 19-29. ISSN 1337-0839 (print) / 2585-7258 (online).

The development of the non-profit sector is associated with the growing role of non-governmental organizations (NGOs) in the social sphere and the provision of public services. However, the management of these organizations often faces challenges related to the lack of trust from society, limited resources and the need to implement marketing strategies typical of commercial organizations.

The article analyzes the importance of marketing management in the non-profit sector, examining social marketing, marketing models for NGOs and the specifics of marketing activities in the public sector. The authors emphasize that the implementation of effective marketing tools can increase public trust in non-governmental organizations, improve their financial stability and optimize their social mission.

The research methods used include historical, comparative and economic analysis, as well as primary and secondary data collection. In conclusion, the article offers strategic guidelines for improving the marketing management of NGOs in order to increase their sustainability and social relevance.

3. Todorov, I., **M. Usheva** , S. Tanchev, P. Yurukov (2020) *Discretion or automatic mechanism determines monetary conditions in Bulgaria?* Journal of Economic Thought, Issue No: 4, pp. 95-114, ISSN 0013-2993; <https://www.ceeol.com/search/article-detail?id=879507>

The aim of the study is to determine what determines the monetary conditions in Bulgaria under a currency board arrangement – the automatic mechanism typical of orthodox currency boards or deliberate influence by the government and the central bank. Using vector autoregression of time series for the period 1998-2018, the influence of the government deposit in the “Issue” department of the Bulgarian National Bank and the percentage of the required minimum reserves of commercial banks on the monetary base, the interest rate on the interbank market, the money supply and the monthly inflation rate was studied. The results of the empirical analysis show that the automatic mechanism does not function under the Bulgarian currency board arrangement, and the government and the central bank have a discretionary impact on the monetary conditions in the country.

4. Filipova M., R. Dimitrova, **M. Usheva** (2020) *Specificities of strategic decision-making in business. In: Management - Tourism - Culture, Studies and Reflections on Tourism Management* , Ignatianum University Press, Poland, Kraków, pp. 175-187, ISBN 978-83-7614-468-9.

Strategic decisions are complex processes made in conditions of high uncertainty of the external environment. They require dynamic adaptation of the corporate mission, goals and strategies. This article analyzes the specific characteristics of strategic decision-making in business, focusing on the relationship between uncertainty, management skills and effective strategic planning.

The study examines the main stages of strategic decisions – vision formulation, goal setting, strategy creation and their implementation. Special attention is paid to the challenges associated with the duration, complexity and conflict of strategic decisions. The article emphasizes the need for a well-structured decision-making process and consideration of various stakeholders.

The results of the study show that successful strategies are based on a clear corporate vision, effective management of internal and external factors, and adaptability to the dynamically changing business environment.

5. Todorov, I., **M. Usheva** , S. Tanchev, K. Durova (2021) . *Okun's Law in Bulgaria, Greece and Russia: a comparative analysis*. Economic and Social Alternatives, Issue 1, 2021. DOI: <https://doi.org/10.37075/ISA.2021.1.10>

The aim of this article is to carry out an empirical assessment and comparative analysis of Okun's Law for Bulgaria, Greece and Russia. Using time series regression using the least squares method, the relationship between unemployment, economic growth and the output gap in Bulgaria and Greece for the period from the first quarter of 2000 to the third quarter of 2019 and in Russia – for the period from the first quarter of 2003 to the third quarter of 2019. The results of the empirical analysis show that while in Bulgaria the phase of the business cycle does not affect the validity and strength of Okun's Law, in Greece and Russia the relationship between unemployment and aggregate output is cyclically determined – it is much stronger during a downturn than during an upswing.

6. Ivanov, Ph. , **M. Usheva** (2021) *Retrospective analysis of intrinsic motivation in the context of the modern enterprise*, Entrepreneurship, Volume: IX, Issue: 1, Year: 2021, pp. 20-35, DOI: 10.37708/ep.swu.v9i1.2, ISSN: 2738-7402

The article provides a retrospective analysis of the evolution of motivation theories, with a special emphasis on intrinsic motivation in modern enterprises. The main motivation theories are reviewed, including those of Maslow, Herzberg, McClelland, as well as modern concepts such as the self-determination theory of Deci and Ryan. The impact of intrinsic motivation on employee effectiveness, their commitment and organizational success is analyzed.

The research methods used include comparative analysis, content analysis and empirical studies of motivational factors in the work environment. The article emphasizes the need to integrate strategies for developing intrinsic motivation as a sustainable approach to human resource management.

7. Ivanov, P., **M. Usheva** (2021) *Workplace outcomes, the example of Bulgarian corporations*, Ekonomicko-manazerske spektrum, 15 (1), pp. 84-96, DOI: 10.26552/ems.2021.1.84-96

The current study is part of a broader empirical project aimed at investigating the interaction between employee motivation and workplace outcomes. Key work outcomes such as employee retention, psychological strain, job pride, engagement, satisfaction, and initiative were analyzed.

The study was conducted through a survey of 596 employees from various sectors of the Bulgarian economy, including workers in a state-owned railway

company. The main goal is to establish the interdependencies between motivation and performance in the work environment.

The results show a strong relationship between psychological strain and three of the work outcomes studied. In addition, a significant relationship was found between the tendency of employees to stay with the company and factors such as pride in work, satisfaction, commitment and initiative. The analysis proves that strong commitment leads to higher satisfaction, pride in the company and a tendency to work for the long term.

The methods used include regression analysis and correlation analysis of variables. The study contributes to the science of human resource management by highlighting the importance of motivation in achieving positive work outcomes.

8. Ivanov, Ph., **M. Usheva** (2021) *Influence of the hierarchy position and education degree on the preferences of motivators in the modern enterprise*, Economics and Management 18 (1), pp. 96-108, DOI: 10.37708/em.swu.v18i1.8; DOI: 10.37708/el.swu.v3i1.3

The study analyzes the influence of position in the hierarchy and educational level on preferences for various motivators in the work environment. The study is based on a survey conducted among 595 employees from various industries in Bulgaria, in which participants rated the most important factors for motivation in the workplace.

The results show that educational level significantly influences motivational preferences – more highly educated employees place greater importance on factors such as professional development and autonomy. Position in the hierarchy also has an impact – managers are more motivated by the work environment, challenges and leadership opportunities, while rank-and-file employees place emphasis on security and material incentives.

The analysis reveals significant correlations between education, position in the organization, and preferences for various motivators. Based on the results, recommendations are made for more effective motivation management in enterprises.

9. Ivanov, P., **M. Usheva** (2021) *Most applied forms of motivation and their influence on engagement, propensity of staying in the company and psychological tension*. Economics & Law, 3(1), pp. 38-52, ISSN 2682-972X; DOI: 10.37708/el.swu.v3i1.3

The forms of motivation applied in a given enterprise can significantly affect the overall performance of the organization. Motivated employees are often the key factor that distinguishes good companies from great ones. The present study evaluates the effectiveness of different motivational approaches based on the evaluations of workers in a railway company in Bulgaria.

Correlation analysis was used to examine the impact of different forms of motivation on three key aspects of the workplace: engagement, tendency to stay in the company, and psychological stress. The study, conducted among 451 workers over 10 days in June 2020, shows that the most used forms of motivation are socially oriented. A strong relationship was found between the applied forms of motivation and employee engagement, as well as their tendency to work long-term in the company. At the same time, higher levels of motivation lead to a decrease in psychological stress in the workplace.

The results of the study emphasize the need for strategic motivation management, with managers applying the most favorable forms of motivation to achieve organizational success.

10. Ivanov, P., **M. Usheva** (2021) *Effectiveness of work motivation and its influence on work outcomes*, Economics & Law, Volume: III, Issue: II , ISSN 2682-972X, pp. 43-52, DOI: 10.37708/el.swu.v3i2.5

The present study aims to investigate and prove the relationship between employee motivation and various work outcomes, including the tendency to stay with the company, psychological strain, pride in work, commitment, job satisfaction and initiative. The main hypothesis of the study is that there is a direct relationship between the effectiveness of motivation and work outcomes.

The study was conducted through a survey of 596 employees from various sectors of the economy, and the results were tested through regression analysis. The analysis confirms that there is a significant relationship between motivation and key workplace outcomes – higher motivation leads to better results, while a lack of motivation increases stress and reduces engagement.

The results highlight the need for strategic motivation management in order to improve the work environment and achieve higher efficiency in organizations.

11. Filipova, M., **M. Usheva** (2021) *Social and labor relations of the digital age: to the question of future education development*, Futurity Education, Vol. 1 No. 2, pp. 14-22, ISSN :2956 -3402, DOI: <https://doi.org/10.57125/FED/2022.10.11.15>

The article examines social and labor relations in the digital era, with a special emphasis on the impact of digitalization on the education of the future. The study is provoked by the profound transformations in modern society caused by the COVID-19 pandemic, local conflicts, and technological developments.

The main goal of the study is to analyze how digitalization is changing social and labor relations and how these changes affect the educational process. Scientific and specialized methods were used, including a SWOT analysis of remote work and education.

The results show that the remote organization of work and learning has formed new socio-labor paradigms. The study emphasizes the need to adapt educational systems to the digital society, offering practical guidelines for the development of distance learning and socio-labor relations.

CONFERENCE REPORTS

1. **Usheva, M.** (2017) *Personal competences of the modern manager in the practice of flexible management technologies* , Collection: New trends in the development of corporate management and business [Text]: materials Mezhdunar. scientific-practical conf . (Ekaterinburg, November 9, 2017) / [ref. for issue: I. N. Tkachenko, M. C. Evseeva]. – Yekaterinburg: [Ural Publishing House. Mr. econ. university]. – 209 p.), p. 193-196

The report examines the importance of creativity and creative thinking in the formation of management competencies of modern managers. A step-by-step process for developing creative thinking according to the Uccello model is presented. The direct connection between the possession of creative thinking and innovation in the work of management personnel is emphasized.

The development of corporate governance becomes particularly necessary and timely in the process of transformation of the economy of the former socialist countries to a market economy. The report describes the contribution of Bulgarian scientific schools to the methodology of corporate governance, as well as highlights the trends in the development of corporate governance in Bulgaria.

2. **Usheva, M.** , Shemyatikhina L. (2019). *Development of corporate governance in Bulgaria* , Collection: Actual problems of the development of corporate governance and business [Text]: materials Mezhdunar. scientific-practical conf . (Ekaterinburg, November 15, 2018) / [ref. for issue: I. N. Tkachenko, M. C. Evseeva]. – Yekaterinburg: [Ural Publishing House. Mr. econ. university]. – 194 p. , Yekaterinburg, village 91-96, eLIBRARY ID: 40550568 EDN: EZCNHZ

The report examines the development of corporate governance in Bulgaria in the context of global trends and economic transformations. It analyzes the main management approaches applied in Bulgarian companies and the role of corporate governance in the transition from a planned to a market economy.

The contribution of Bulgarian academic schools to the methodology of corporate governance is described, as well as the main challenges faced by companies in the country. The article also discusses the legal framework, risk management mechanisms and the importance of social responsibility in the corporate sector.

3. **Usheva, M.** , Ph. Ivanov (2020) *Influence of the presence of children taken care of in work motivation* , 02002, Published online: 23 December 2020, DOI: <https://doi.org/10.1051/shsconf/20208902002>, PDF (1.497 MB), References, HS Web of Conferences 89, 02002

Employee motivation is one of the most important factors for effective human resource management. This study analyzes the relationship between the number of children that respondents care for and preferred motivators at work. The main hypothesis of the study is that the number of children is related to the choice of motivational factors reflecting the different stages in the life cycle of employees.

The study was conducted through an online survey among 586 employees from different sectors of the Bulgarian economy, with the majority of respondents working in a state-owned railway company. The analysis shows that the most preferred motivators among all groups of respondents are related to the social environment and working relationships. At the same time, material incentives such as bonuses and financial incentives are less preferred.

Although the results do not fully confirm the main hypothesis, there is a weak correlation between the number of children and certain motivational preferences. This highlights the need for an individualized approach to human resource management.

4. **Usheva, M.** , L. Vagner (2021) *Earnings Management as a Tool of Bankruptcy Prevention during Global Pandemic of COVID-19* , 02063, References, PDF (1.671 MB, SHS Web of Conferences, Globalization and its Socio-Economic Consequences, DOI: <https://doi.org/10.1051/shsconf/20219202063>

The COVID-19 pandemic has had a significant impact on the economy and the financial stability of companies worldwide. This report examines earnings management as a tool for preventing bankruptcy during the global crisis. The research focuses on corporate strategies for managing finances, including accumulating reserves, optimizing costs, and improving accountability in uncertain times.

The study covers 172 companies in Slovakia operating in various economic sectors, analyzing the impact of the pandemic on their financial performance and management decisions. The main methods used in the study include a questionnaire survey and analysis of financial statements.

The results show that companies that implement active revenue management strategies are more resilient to economic shocks. The analysis highlights the importance of savings, research and development, and investment in intellectual capital as key factors in maintaining financial stability.

5. Ivanov, Ph., **M. Usheva** (2021) *Possible causes of the lowest labor productivity in the European Union*, 07026, Published online: 13 January 2021, References, PDF (1.851 MB), DOI: <https://doi.org/10.1051/shsconf/20219207026>

The report examines the possible reasons for the lowest labor productivity in the European Union, with a special focus on Bulgaria. The study highlights the link between low labor productivity and the competitiveness of enterprises at both the micro- and macroeconomic levels.

The main objective of the study is to analyze the key factors influencing labor productivity, such as workplace motivation, organizational environment, and economic conditions. The study was conducted through a survey of employees in a state-owned enterprise using a 5-point Likert scale, and through a meta-analysis of national economic indicators.

The results show that the social environment and relationships at work are the most significant motivators, while financial incentives have a weaker influence. In addition, low labor productivity in Bulgaria is associated with poor management, insufficient employee motivation, and the lack of effective management strategies.

6. **Usheva M.** , L. Tsenai (2024) *Human resources as a strategic factor in business*. XIX International Scientific Conference "Economic Growth, Business Prospects, Market Positioning in Crisis Conditions, Sofia 12-13 April 2024.

Human resources occupy a central place in the modern business environment, and their strategic management is a key factor for the sustainable development of organizations. Despite advances in automation and technology, the ability of people to innovate and be creative remains essential for corporate success.

The report analyzes the importance of investing in human resources for maintaining business competitiveness. It examines the challenges facing modern organizations, including balancing investment in human capital with globalization and competitive pressures. The authors emphasize the role of the knowledge and skills of specialists in increasing efficiency and achieving strategic goals.

In conclusion, the need to integrate sustainable human resource management strategies that allow companies to adapt to changing conditions and maintain their long-term competitiveness is emphasized.