

STATEMENT OF OPINION

From associate professor Dr. Kristiyan Stoyanov Hadjiev, NBU, Department of “Administration and Management”, professional strand 3.7 “Administration and Management”, scientific field of study 05.02.20 “Social Management”

Regarding: Submitted dissertation work for acquiring an academic title of “doctor” in the scientific field of “Social Management”, professional strand 3.7 “Administration and Management”

Author of the dissertation work: Maria Yosifova Tumbeva – doctoral candidate on an individual training within the doctoral program of “Business Administration”, NBU

Theme of the dissertation work: “Talent Management and Development (following the example of international companies in Bulgaria)”

Scientific adviser: Associate professor Dr. Dimitar Panayotov

Basis for submission of opinion: Order №3-PK-250/29.07.2021 of the Rector of New Bulgarian University, Sofia

This opinion meets all the requirements of the Development of Academic Staff in the Republic of Bulgaria Act and the Rules of Procedure of New Bulgarian University.

1. General characteristics of the dissertation work

The reviewed dissertation work consists of 239 pages and is structured in four chapters, introduction, conclusion, science-applicable contributions, a list of publications and reports on the theme of the dissertation, bibliographic reference and 5 annexes. The main body consists of 188 pages and contains 17 charts, 16 figures and 11 diagrams in ICF Bulgaria. It includes 51 separate pages of contributions related to the dissertation work research. In confirmation of the exposition there have been quoted 33 Bulgarian and 219 foreign literature and Internet sources.

The submitted dissertation work is dedicated to an extremely important current issue, related to talent management and development in the context of globalization of economics and unprecedented levels of competition. It has been adequately reasoned and supported by the doctoral candidate. *The focus* of research is on contemporary practices and approaches of talent management in Bulgarian companies as well as the opportunities for transfer of successful examples from leading international companies. **The formulated research thesis** presents the idea that talent management refers to the ability of businesses to plan, assess, develop and retain their best talents, applying an integrated approach. The emphasis falls on building an organizational capacity – collective skills, abilities and expert experience, which are the result of Human Resources investments, creation of coaching culture, education and development, compensations, communication and other spheres related to HR. These key, impalpable actives represent the ways of uniting people and resources in order to fulfil the organization objectives. **The main purpose of the dissertation work is** *creating an integrated frame for talent management* on the basis of theoretical analysis and survey of strategies and

practices related to talent management in different organizations. The research is characterized by complexity – public sector, private sector, NGO and 11 state sector, and is based on critical review of the literature and comparative analysis of the empirical studies carried out.

The dissertation work is **well balanced**, the issues discussed are presented in their consistency and correlation; the style is scientific and the technical layout is excellent.

The purpose and the tasks are correlated and consistent, and they are fully in line with the theme of the dissertation work. The main scientific issue is correctly formulated, with its boundaries precisely defined. There is a clear and concrete exposition of the tasks, object and subject of research, as well as its main thesis. Five work hypotheses have been formulated. A methodology has been developed, which totally suffice the achievement of the research purposes. Terms and concepts used in the dissertation work have been specified.

The literature used is maximally close to the theme and gives a full enough picture of the state of the surveyed issue. Literature sources have been organized and numerated in accordance with the existing standards.

The doctoral candidate analyses and systematizes a considerable volume of literary sources, which are correctly quoted in the text. There is a personal critical interpretation of the theses set out in them.

The text has been successfully supported by a number of charts, figures and diagrams, which contribute to its comprehension. The results of the scientific research are clearly and logically outlined.

In the light of the foregoing, I come to the conclusion that the utter clarity of the doctoral candidate about all the issues mentioned above is one certain prerequisite for the high quality of the whole dissertation work.

2. Assessment of the achieved scientific and scientifically-applied results

In line with the formulated purpose and detailed tasks the structure of the dissertation work has been built.

The introduction of the dissertation work contains all the necessary “requisites”: convincing reasoning of the issue and its significance; clear and precise formulation of the purpose and tasks, object and subject of research; argumentation of the choice of research approaches and methods. The conditions for carrying out the research have been identified.

The author demonstrates a thorough knowledge of the topic and the related issues.

Chapter 1 studies the content characteristics of the term “talent”, as well as talent management as a specific function of the management’s and HR departments’ work. An integrated author’s definition has been presented, however not pretending for personal contribution, although there are grounds for this. There is an adequate exposition of the three components of talent management – identification, development and retention, which allows a thorough scope of the process, as well as application of relevant actions and

approaches during the stages of work. The presented theoretical model of talent management is based on 14 critical indicators (questions), which set the grounds for a practically applied approach within this context.

Chapter 1 clearly states the level of elaboration of the issue and forms a theoretical basis for developing the main scientific thesis. The conclusions reached by the dissertation candidate are well reasoned and solid. The survey in Chapter 1 is thorough and sets the necessary basis for elaboration of the methodology for the empirical research.

Chapter 2 presents the methodology for the research. The focus is set on the necessary integration of the different methods and techniques with regard to achieving reliable results and objective conclusions after carrying out the survey. There is logical reasoning of the way of conveying the survey through cases and the resulting basic principles are annexed to the main body of research. On the basis of the formulated criteria, 3 world companies have been chosen as cases – Hulet Pakard, Hilton Group and Macdonald's. For increasing the reliability and validity of the results, the dissertation work suggests the implementation of **five approaches** – triangulation, instruction of equally footed persons, testing, double checking and answer confirmation, which are adequate and relevant to the research purposes.

The formulated at the end of Chapter 2 conclusions lead to the really basic accents, related to the organization and conveyance of the research process – methods, instruments, as well as objectivity of the analysis of the received data and results.

Chapter 3 presents the research model and the immediate results of its probation in practice. It is logically, systematically and adequately constructed. On the basis of interviews made with leading experts, as well as the work with cases from the three world companies, the dissertation candidate creates a **basic questionnaire** for the essential survey. The objects of survey are structured through objective criteria – branch, size, number of personnel, form of ownership, with a total of 320 people. The processing of data from the interviews leads to adequate interpretations and conclusions and points unmistakably to a personal contribution in collecting and analyzing of empirical data.

Chapter 4 focuses on coaching and coaching culture as adequate practice for talent development and management. There is an adequate study of all aspects of coaching, regarding aims, types, processes, sides involved, expectations and principles. A clear distinction has been made between the terms coaching and consulting, therapy, mentoring and training. The crucial problems in the coaching process have been identified.

The formulated at the end of this chapter conclusions and findings are completely relevant and they identify the role of coaching in the context of talent management in businesses. The suggested theoretically-applied frame is sufficiently thorough and consistent. It embraces all the main conclusions and findings of the research, in all its aspects. It has been structured adequately, in stages and actions, sides involved, roles and totally corresponds to the fundamental objective of the dissertation and the formulated scientific thesis.

The conclusions and recommendations made are concrete, well-reasoned and totally realistic and they set the grounds for every initiative for developing and implementation of the coaching culture in the context of talent management in organizations as a new dimension.

In conclusion, in all the four contextual chapters, the doctoral candidate displays skills for clear distinction and well-reasoned accreditation of her views in the sphere of talent management.

In *the concluding chapter* of the dissertation work the candidate systematizes the immediate results of the research, by formulating concrete conclusions and recommendations.

Result of the dissertation research: confirmation of the formulated main research thesis.

3. Assessment of the achieved scientific and scientifically-applied contributions

The dissertation work represents a *serious scientific research* of a current and significant issue. The main contributions can be considered and evaluated in two groups – scientific contributions and practice-applied contributions. I fully accept the formulated by the candidate 4 scientific and 3 practice-applied contributions.

4. Influence of the dissertation work on the external environments

On the theme of the dissertation there have been 4 independent scientific publications, as well as 4 presentations of reports in renowned specialized national journals, conferences and scientific forums, which testifies that a number of ideas and conclusions formulated in the research are accessible to professional audiences. All of them reflect concrete aspects of the research work of the candidate and provide the necessary publicity.

5. Assessment of the author's summary

The presented author's summary reflects concretely the contents of the dissertation work. It displays, in a synthesized way, basic moments of the dissertation: general characteristics; contents and layout of the work; scientific contributions; publications on the issues in the dissertation work.

6. Critical notes, recommendations and questions

I have no critical notes, recommendations and questions regarding the exposition of ideas and the layout in the dissertation work.

7. Conclusion

The submitted dissertation work shows the author's thorough knowledge of the issues researched. The theme of the work is current and significant in scientific and practice-applied aspect. The dissertation is a complete scientific and practice-applied research,

which meets all the requirements of the Development of Academic Staff in the Republic of Bulgaria Act and the Rules of Procedure of New Bulgarian University. In her research work the doctoral candidate displays her ability to convey an independent scientific research and receive concrete scientific and practice-applied results and contributions.

On these grounds I give **a positive evaluation of the dissertation work and I therefore take the liberty of recommending to the Honorable scientific jury to vote positively and to award Maria Yosifova Tumbeva with an academic title of “doctor” in professional strand 3.7. Administration and Management; scientific field of study “Social Management”.**

Date: 04.10.2021

Signature: