

REVIEW

From Assoc. Prof. Dr. Hristo Georgiev Sirashki, Academy of Economics "D.A. Tsenov "Svishtov ", 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. Significance of the researched problem in scientific and scientific-applied relation.

Undoubtedly, the topic of talent management is especially relevant in both theoretical and practical terms. The human factor has always been a leader in achieving organizational development and sustainability. More and more attention is paid to human resources with knowledge, experience and motivation. Through them, success is achieved in organizations. In this sense, the chosen research problem is directly related to the challenges of finding and retaining talents, as well as the lack of a clear and precise theoretical framework for the research problem. Emphasis is placed on the business search for new sources, approaches and methods for analysis, conceptualization, discovery and maintenance of talents, according to modern understandings of career development.

Based on scientific research, the author has felt the need for theoretical clarification of the issue and search for opportunities for practical application of this so-called. "Management phenomenon" - talent management. The logic of the main thesis is followed by the author. The research focuses on the thesis that talent management refers to the ability of organizations to plan, evaluate, develop and retain their best talents, using an integrated approach, and organizations need to fundamentally change the development strategy of their employees. This determines the importance of the dissertation in both theoretical and practical aspects.

2. Accurately formulated goals and objectives of the dissertation.

I can note that the purpose of the research is formulated clearly and specifically, it has been successfully decomposed into sub-goals and research tasks. The object, the subject and the main thesis of the research are defined correctly in the introduction. The main goal of the study is related to the possibilities for developing an integrated framework for talent management through theoretical analysis and study of strategies related to talent management in various organizations in Bulgaria. In connection with the main goal and sub-goals, the eight research tasks are formulated precisely and

clearly: clarification of the essence of the process of talent management as a management tool; systematization of the current methods and tools for evaluation of the talent management, through which to cover the selection, development and retention, as well as development of reliable tools for evaluation of the activities, realized by the specialists in human resources; analysis of the difficulties related to talent management practices and on the basis of this analysis propose approaches to problem solving; analysis of trends related to talent management practices and comparative analysis of good practices of leading international companies in the field of talent management; application of a comparative approach for analysis of the mechanism for talent management in different organizations in Bulgaria in the period 2017-2019; study the application of specific models for evaluating talent management practices; formulation of recommendations (creation of a talent management framework) with scientific-applied character, aimed at improving the application of various strategies for talent management in the Bulgarian context; developing guidelines for creating a coaching culture to support human resources professionals. It should be noted that as a result of the work on the topic, the set goal and tasks have been fulfilled.

3. Degree of knowledge of the state of the problem and correspondence of the used literature.

The author knows in depth the researched problem and the scientific apparatus in the researched field. The scientific apparatus is used correctly, no logical contradictions and statements have been noticed. The achievements in the scientific literature, which are related to the management and development of talents, are presented comprehensively and in a wide overview. The author's opinion and critical scientific thinking stand out clearly. A rich conceptual apparatus is used, which shows in-depth knowledge of literary sources. There are no gaps in language or grammar. The dissertation is written in a scientific style and shows a free use of scientific terminology. Systematization of scientific research, various concepts, analyzes and discussions on the issue is presented. A large amount of information has been processed, analyzed, summarized and evaluated with scientific correctness. The list of used and cited literature includes 33 Bulgarian, 219 foreign and 19 Internet sources. In conclusion, it can be summarized that in the dissertation work there is in-depth knowledge of the researched problem, author's participation and own attitude on the topic. The good skills of the doctoral student for analyzing the achievements in the scientific literature and practice stand out. A large volume of literary sources has been processed, while at the same time we observe observance of scientific ethics.

4. Correctness in quoting a representative number of authors.

In Maria Tumbeva's dissertation there is no incorrect citation of literary sources.

5. Existence of a substantiated and developed theoretical model of the research.

Based on the research relation human resources - human capital - talent management, the author has presented and tested a theoretical model through precise scientific selection, isolation and generalization of elements, topics and aspects related to talent management and development. It reflects both the achievements in connection with the management and development of talents in the world practice, as well as the specific characteristics of the achievements in Bulgaria. The model gives the main parameters to which its application in practice must correspond, according to 14 indicators, which cover the author's summaries and relations. The research model is related both to the content characteristics and the set parameters of the theoretical-applied framework, indicated by the author in the first chapter of the dissertation, and to the research methodology - the systematization of the used methods for their research, ascertainment and analysis. presented in the second chapter of the dissertation. Combined on the principle of triangulation, quantitative and qualitative methods complement the tools for researching the problems defined by the author and enrich the theory and practice of human resource management.

6. Correspondence of the chosen methodology and research methodology with the set goal and tasks of the dissertation.

The research is based mainly on methods such as: analysis and synthesis, abstraction and generalization. In order to achieve the set research goals and objectives, the author additionally uses a wide range of research approaches and methods. Quantitative and qualitative methods of research on the principle of triangulation are skillfully combined.

Through the study and analysis of the scientific literature on the topic, as well as the best practices on a global scale, the conceptual apparatus used in the dissertation is clarified, additional distinctions and explanations are made.

Through the method of preliminary consultation, the author received the necessary information for structuring the main questionnaire. In the course of the research a method of face-to-face interview is used, as the author has presented arguments in favor of his choice and this method has been skillfully applied.

Flick's method is purposefully used, related to the selection of organizations that are suitable for the research. In the study, the author uses five approaches to increase internal validity: triangulation; instructing peers; testing; rechecking; confirmation of the answer.

7. Existence of own contribution to the collection and analysis of empirical data.

I believe that the collection and analysis of empirical data was done personally by the author, with scientific precision, accuracy, criticality and reliability. All this provides a good basis for the analyzes made by the author and the conclusions and results achieved in the scientific research.

8. Description of contributions:

8.1. Brief description of the nature and assessment of the reliability of the material on which the contributions of the dissertation are built.

I believe that the contributions declared by Maria Tumbeva in the dissertation are her personal work. This is evident in the author's publishing activity, which is in the field of the topic of the dissertation. The availability of professional experience is the basis of one's own contribution to the collection and analysis of empirical data. The dissertation is full of rich information from the point of view of the research. The topic is relevant and can be considered as a contribution to Bulgarian economics.

8.2. Description of the candidate's contributions and their classification.

The attached reference for the contributions in the dissertation work correctly reflects the results achieved by doctoral student Maria Tumbeva. The reference from the author's abstract objectively reflects the scientific and scientific-applied achievements of the author. I accept the declared two groups - scientific contributions and practical contributions. The contributing moments of the dissertation can be grouped into two groups:

Scientific contributions:

- Based on a solid theoretical analysis and independent author's study of talent management in the Bulgarian context, the theoretical formulations and modern concepts of talent and talent management are summarized, incl. the nature, scope, relationship of basic concepts, classifications and categories.

The author has tested the research model developed by him, while substantiating the complexity of the research tools used. The confirmed hypotheses, which are indicated in the dissertation, can also

be referred to this contribution. An important theoretical contribution is the conceptualized idea for building an integrated framework for talent management in various sectors and businesses in Bulgaria.

A significant contribution is the developed author's methodology related to theoretical and applied findings, guidelines and recommendations for coaching programs and the development of coaching culture.

- The author's sample model for talent management has been developed

Theoretical and applied contributions:

- As a significant contribution in this group we can point out the conducted in-depth study of the practices and approaches to talent management in different sectors and the proposal for new approaches and policies in the field of talent management in the modern dynamic conditions.

The author has successfully identified the challenges and opportunities for management approaches, initiatives and strategies, and on this basis has proposed guidelines for improvement.

The comparative analyzes performed as a result of the doctoral student's scientific work follow examples of synchronization of organizational, managerial and individual efforts, creating favorable conditions for the formation of a spiral of mutual encouragement, leading to constant self-development and self-improvement of each employee. This makes it possible to justify different options for specific dimensions or methodologies for adequate tools and applications for different areas of business.

Impacts of the dissertation on the external environment.

In the materials on the defense are presented 8 publications, of which: scientific articles - 1 pc., Scientific reports from participation in conferences - 4 pcs. and scientific communications, which are presented at international conferences - 3 pcs. With them the doctoral student has made public the main ideas and scientific achievements in the dissertation.

The presented materials do not indicate the use and citation of the work by other authors. There are no reviews in the scientific press, etc.

Personal qualities of the author (if the reviewer knows him).

I do not know doctoral student Maria Tumbeva personally and my impressions are only from the presented dissertation.

Opinions, recommendations and notes.

I believe that the dissertation has a complete form and meets all the requirements, so it would be difficult to identify weaknesses and make recommendations. PhD student Maria Tumbeva needs to continue her future research and applied research in the field of human resources management.

During the defense, doctoral student Maria Tumbeva could comment on the impact of the Covid-19 pandemic on employee retention and the orientation of organizations towards talent development.

Conclusion.

The dissertation on "Management and development of talents (following the example of international companies in Bulgaria)" is a current, independent, significant and extremely in-depth study. The findings made by me and the assessments given in the review show that the dissertation fully meets

the mandatory legal requirements of ZRASRB and the Regulations for its implementation, as well as the internal regulations of NBU.

Based on these merits, scientific and applied contributions, I give a positive assessment of the dissertation "Talent Management and Development (following the example of international companies in Bulgaria)" and support the award of Maria Yosifova Tumbeva to the educational and scientific degree "Doctor" in scientific specialty "Business Administration", professional field 3.7 "Administration and Management".

Date:

11.10.2021

Signature:

(Assoc. Prof. Dr. Hristo Sirashki)