

STATEMENT OF OPINION

From associate professor Dr. Nadiya Ivanova Marinova, 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 subject of development are modern practices and approaches for talent management in companies in Bulgaria and the opportunities for transfer of successful examples from leading international companies.

The object of the research is the development and management of talents in Bulgarian and international companies established in Bulgaria.

A research thesis defined in the dissertation is that talent management refers to the ability of the organization to plan, survive, develop and retain (retain) its best talents using an integrated approach. The emphasis is on building organizational capacity - collective skills, abilities and expertise, which are the result of investments in HR, creating a coaching culture, training and development, compensation, communication and other areas related to HR.

The research thesis is formulated to reflect talent management in terms of the organization's ability to plan, evaluate, develop and store the best talent through an integrated approach. To this end, the emphasis is on building the collective skills, abilities and expertise that result from investing in human resources, creating an adequate culture through training and development, compensation, communication and social and psychological spheres. In this regard, intangible assets are the ways in which people and resources are integrated to achieve organizational goals.

The main goal of the dissertation is theoretical analysis and study of strategies related to talent management in various organizations in Bulgaria and the possibilities for developing an integrated framework for talent management. The study can be characterized by complexity - the public sector, private sector, NGO and public sector, and is logically based on a critical review of the literature and a comparative analysis of empirical research.

The aim and tasks fully correspond to the topic of the dissertation. The main scientific problem is correctly formulated. Its boundaries are defined, clearly and specifically indicating the research objectives, the object, the subject and the main thesis of the research. Specific working hypotheses and methodology are formulated, which is sufficient to achieve the goals set by the doctoral student.

The doctoral student analyzes and systematizes a significant volume of literature sources on the topic, which are cited correctly in the text. An own critical interpretation of the ones presented in them has been made. The used literature gives a sufficiently complete picture of the state of the researched problem. The literature sources are arranged and numbered according to the requirements of the adopted standards.

Many tables, figures and diagrams have been used, which successfully illustrate the text and contribute to its understanding. The results of the research are reasoned logically and understandably.

In conclusion, I believe that PhD student Maria Tumbeva offers a high quality study.

2. Evaluation of the obtained scientific and scientific-applied results

The structure of the dissertation is built in accordance with the formulated goal and the detailed tasks.

The introduction to the dissertation convincingly substantiates the problem and its significance. The purpose and research tasks, the object and the subject of the research are clearly and precisely formulated. The choice of research approaches and methods is argued. The limits within which the study itself was conducted have been determined.

The first chapter examines talent management as a specific function of the work of management and human resources departments. The author gives his own definition, which he could present as his own contribution.

The presented model of talent management is argued with relevant critical indicators, on which a practical approach should be based. In this way the degree of elaboration of the research problem

becomes clear and the theoretical basis is formed, on the basis of which the doctoral student derives the main research thesis. The research and the conclusions in the first chapter are supported by solid argumentation and create the necessary basis for the development of the research methodology.

The second chapter presents the research methodology. The necessary integration of the different methods and techniques is substantiated in order to achieve reliable results and objective conclusions. Based on the formulation of criteria, 3 global companies were selected as case studies - Hewlett Packard, Hilton Group and McDonald's. To increase the reliability and objectivity of the results, it is proposed to implement five approaches - triangulation, instructing peers, testing, re-checking and confirming the answer, which are adequate and relevant to the objectives of the study.

The conclusions and summaries formulated in the second chapter show the main emphases related to the organization and conduct of the research process - methods, tools, objectifying the analysis of the obtained data and results.

The third chapter presents the research model and the immediate results of its application in practice. It is constructed logically, systematically and adequately. As a result of the interviews with leading experts, as well as the work with the case studies of the three companies, the doctoral student developed a basic questionnaire for the actual study. The objects of the research are structured through adequately selected criteria - branch, size, number of staff, form of ownership, in relation to 320 subjects. The processing of the information from the conducted surveys leads to adequate interpretations and summaries and shows unequivocally the presence of own contribution in the collection and analysis of empirical data.

In the fourth chapter the focus is on coaching and coaching culture as a proven practice for talent development and management. All aspects of coaching are properly explored - goals, types, process, stakeholders, expectations and principles. Definite distinctions are made between the terms coaching and counseling, therapy, mentoring and training. Significant problems (barriers) in the coaching process have been identified. The formulated conclusions, summaries and findings are fully adequate and identify the role of the coaching approach in the context of talent management in organizations. The presented theoretical-applied framework is profound and logically connected. It covers all the more important conclusions and findings of the research in all its aspects and fully meets the main purpose of the dissertation and the formulated scientific thesis.

The summaries and recommendations made in the dissertation are specific, reasoned and completely realistic and can be the basis of any initiative to develop and implement a coaching culture in the context of innovative talent management. The doctoral student demonstrates skills for clear and reasoned scientific defense of his / her views on innovative management and talent development.

In the conclusion of the dissertation the immediate results of the research are well systematized and concrete conclusions and recommendations are formulated.

3. Evaluation of the obtained scientific and scientific-applied results

The dissertation examines a current and significant scientific problem. The main points of contribution can be considered and evaluated as scientific and practical contributions. I accept the four scientific and three practical-applied contributions formulated by the doctoral student.

4. Impact of the dissertation on the external environment

Four independent scientific publications have been made on the topic of the dissertation, as well as 4 presentations of reports in renowned specialized national publications, conferences and scientific

forums, which testifies that a number of ideas and conclusions formulated in the research are available to both professional and to a wider audience. All of them reflect specific aspects of the doctoral student's research activity and provide the necessary publicity.

5. Evaluation of the abstract

The presented abstract correctly reflects the content of the dissertation. It presents in a synthesized form the main points of the dissertation: general characteristics; content and structure of the work; scientific contributions; publications on the dissertation.

6. Critical remarks, recommendations and questions

I have no critical remarks and questions on the presentation of ideas and statements in the dissertation.

The only recommendation I could make is for the doctoral student in some places to specify her expressions more precisely. For example, in certain places the opinion has been expressed that only HRs are responsible for talent management in companies. The doctoral student should clarify her opinion, because in my opinion the executive directors, incl. high-level managers are officials who set strategic policy and the HR would find it difficult to manage on their own.

I recommend the PhD student to continue her research in a wider range of subjects, as talents appear in a variety of and many times unexpected forms and places.

7. Conclusion

The presented dissertation shows that the author has in-depth knowledge of the issues studied. The topic of the dissertation is topical and significant in scientific and practical-applied aspect. The dissertation is a fully completed scientific and practical-applied research, which meets the requirements of the Law for development of the academic staff, the Regulations for its application, as well as the internal normative base of NBU for awarding educational and scientific degree "doctor".

In his research, the doctoral student shows that he has the ability to conduct independent research and obtain specific scientific and applied research results and contributions. All this gives me reason to give a positive assessment of the dissertation and to propose to the esteemed members of the scientific jury to decide to award the educational and scientific degree "Doctor" to Maria Yosifova Tumbeva in the scientific specialty "Social Management" in professional field 3.7 "Administration and Management".

Date: 05.11.2021

Signature:

(Associate professor Dr. Nadiya Ivanova Marinova)