



STATEMENT

for awarding the educational and scientific degree "**Doctor**"
in professional field 3.7. Administration and Management
to full-time Ph.D student **Silvia Toneva**

Prepared by: Prof. Nadya Velinova - Sokolova, Ph.D., Department of Finance and Accounting, Faculty of Economics and Business Administration, Sofia University "St. Kliment Ohridski", Member of the Scientific Jury

Author of the dissertation: Silvia Nikolaeva Toneva, PhD candidate in professional field 3.7. Administration and Management in Doctoral program "Business Administration" at the Faculty of Economics and Business of the University of St. Kliment Ohridski"

Dissertation topic: THE ROLE OF DUAL TRAINING FOR THE IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT POLICIES IN THE ORGANIZATION

Grounds for preparing the statement: Order No. RD-38-614/28.10.2024 on opening a procedure for public defense of a dissertation on the topic: "The role of dual training in the implementation of human resource management policies in the organization" and approving the composition of the scientific jury, as well as the Decision of the scientific jury at the first meeting held on 06.11.2024.

I. General presentation of the candidate

Silvia Nikolaeva Toneva holds two master's degrees ("Human Resources Management", 2010 and in Economics with two specializations - Psychology and Pedagogy, 2003) from the University of National and World Economy. Her professional experience is in the field of human resources management, and for fifteen years she has held various positions related to the selection and hiring of personnel and the training and development of employees. She is fluent in English and Russian.

II. General characteristics of the dissertation:

The dissertation has a total volume of 234 pages. It is structured in an introduction (9 pages), a main text of two chapters (167 pages), a conclusion (3 pages) and contributions (2 pages). There are 7 appendices with a total volume of 25 pages. The information in the dissertation is visualized in 35 figures and 9 tables. The list of literature used consists of 94

sources, of which 48 - in Bulgarian, 1 - in Russian and 45 - in a foreign language, as well as 142 Internet sources, the majority of which are scientific articles and developments.

The object of this dissertation is the model of dual training in Bulgaria, and the **subject** - the possibilities for implementing human resources management policies in the organization through the application of the dual system. In this regard, **the aim** of the dissertation is, based on theoretical concepts in the field of training and human resources management, to analyze the state of the dual system in Bulgaria and, based on the conclusions and generalizations from the analysis, to reveal the possibilities for an improved model to be applied in the future. To achieve this, the implementation of **7 clearly defined tasks** is set. **The research thesis** that the author defends is that through the dual system of training, some of the challenges related to human resources management in the organization can be solved - recruitment and selection of personnel, ensuring continuity and career development, motivation of personnel. This, in turn, requires the identification of specific measures to support all participants in dual training partnerships as a prerequisite for promoting its wider application and increasing the benefits at the organizational and sectoral level. The limitations within which the research was conducted are correctly indicated. Two research questions are also posed, to which the dissertation seeks an answer.

After a careful review of the dissertation, I believe that the stated goal and objectives have been achieved, and the research thesis has been proven.

III. Assessment of the form and content of the dissertation.

The topic of the dual system of training, as the author has indicated, aims to improve the quality of vocational education and training, and hence the workforce, by providing opportunities for developing professional skills in accordance with the needs of the labor market, as well as to facilitate the transition from education to employment. The topic is relevant because it has found application in secondary education in Bulgaria. The structure of the dissertation meets the requirements, as well as good research practices are observed. It is logically sound.

The introduction of the dissertation justifies the relevance and practical significance of the study. The object, subject, goal and objectives are defined. The research thesis defended in the dissertation is formulated. The methodology and limiting conditions of the study are presented.

The first chapter outlines the theoretical requirements for dual training. We examine the specifics of the possibilities for solving current problems related to human resource management. It focuses on preparing an analysis of the state of the dual training system and its connection with personnel management policies.

The second chapter outlines, discusses and analyzes the results of the research conducted on the potential of the dual system to support the **implementation** of human resource management policies in the organization. Specific examples are presented that demonstrate the applicability of the problem under consideration. From the results obtained, proposals are derived for improving the model at a systemic level. In this regard, this chapter has a practical and applied nature.

The conclusion contains a summary of the research conducted. Some research perspectives on the issues of the dissertation are indicated.

IV. Scientific and scientific-applied contributions of the dissertation work.

The contributions of a scientific and applied nature presented in the abstract reflect very accurately the researched problems and the achieved results set out in the dissertation. I fully agree with the contributions presented in this way, namely

1. presentation of an innovative approach through which the dual training system (DTS) is considered as an opportunity to effectively solve a number of challenges facing human resources management policies;
2. through the author's research, a comprehensive systematic picture of dual training at a conceptual level is presented, including the identification of various systemic solutions for DTS in many countries in the EU and beyond;
3. through empirical research, the workability of the research program and the adequacy of the data processing project are verified;
4. through the proposed toolkit, well-defended proposals to stakeholders - employers, educational institutions, legislators are substantiated;
5. Innovative practices are proposed such as: a) a mechanism for assessing positions in the organization suitable for dual training; b) a model for assessing the employability of dual training graduates

V. Evaluation of dissertation publications.

On the topic of the dissertation, the author has submitted 4 publications, two of which are co-authored. All submitted publications are in Bulgarian. The publications present significant results of the dissertation and are in appropriate publications. They meet the requirements for successful completion of the procedure.

VI. Evaluation of the abstract

The abstract correctly presents the dissertation work. It has a total volume of 65 pages. It correctly reflects the structure and content of the dissertation work, the research strategy and its implementation.

VII. Critical notes, questions and recommendations.

I have no specific comments for the doctoral student, but I would recommend more future developments in databases such as Web of Science, Scopus, and other indexed publications, as well as continuing his active participation in research projects, international conferences and seminars, where he can popularize the results of his research.

Questions: What are the challenges for the introduction of dual training in Bulgaria in the field of higher education? Indicate the strengths and weaknesses of the problem?

VIII. Summary evaluation of the dissertation work and conclusion

The dissertation work of **Silvia Toneva** submitted for evaluation is an original and up-to-date scientific research, with achieved contributions of a scientific and scientifically applied nature. The author shows good knowledge of the theoretical and practical problems and demonstrates correctness in referring to the information sources. The conclusions obtained contribute to the understanding of the significance of the researched issues. It fully meets the minimum requirements of the Act on the Development of the Academic Staff in the Republic of Bulgaria (ADASRB), the Regulations for the Implementation of the ADSRB, as well as the Regulations for the Development of the Academic Staff at Sofia University. All of the above gives me reason to express a **positive opinion** and to propose to the esteemed members of the scientific jury to support the awarding of the educational and scientific degree "Doctor" to Silvia Nikolaeva Toneva in the professional field 3.7. Administration and Management.

Date: 18.11.2024

Statement prepared by:

(prof. Nadya Velinova-Sokolova, Ph.D.)