

OPINION

- From:** Prof. Dr. **Valentina Lyubenova Nikolova-Alxeieva**,
University of Food Technology - Plovdiv,
Professional field 3.8. "Economy" Scientific specialty
"Economics and Management" (Business Economics
and Corporate Governance)
- Regarding:** dissertation for the award of the scientific degree "**Doctor**"
under the doctoral program "Finance, Insurance and Insurance,
Professional field 3.8. Economics in Scientific field 3. Social,
Economic, and Legal Sciences at the Department of Finance,
Higher School of Insurance and Finance – Sofia
- Reason** to present the opinion: participation in the composition of the scientific jury
for the defense of the dissertation according to the Order of the Rector of
VUZF № 35 /10.03.2021 for opening a procedure for defense of a
dissertation work.
- Author of the dissertation:** **MAYA HRISTOVA YANEVA**
- Topic of the dissertation:** **BUSINESS COMMUNICATION AS
KEY TOOL FOR BUSINESS
DEVELOPMENT (Following the example of
international organizations in a multicultural
environment)**

1. Relevance of the problem developed in the dissertation

The relevance of the presented dissertation stems from the need to adapt international companies to the characteristics of today's turbulent business environment, through effective management of multicultural barriers and improving business communications to achieve better employee motivation, and hence higher results, competitive advantages and sustainable development.

The development of this dissertation is influenced by the fact that there are various studies in the field of business communications and human capital management, but insufficient, limited research on how the multicultural environment affects and what are the factors for achieving highly effective business communications in international companies .

The role of business communications and their effective management to increase results in multinational enterprises in local, regional, national and supranational aspects is undeniably important. Due attention is paid to their challenges, both in theoretical research and in practical developments and empirical studies. But their dynamic nature, inherent flexibility and adaptability, as well as their permanent pursuit of development require the study of new and hitherto unexplored aspects of the organization of business communications in their activities.

In this sense, *the relevance of the topic* is expressed in establishing the benefits of the application of new approaches, methods and modified analytical research, which can be expressed in the following directions:

- More in-depth and comprehensive knowledge of the nature and dynamics of business communications development in a multicultural environment. Facilitating and

stimulating their development by defining more effective and directly addressed to their needs scientific and applied approaches.

- Proposing a model for improving the business communication skills of employees, considered as multicultural human capital of international companies and increasing their added value to achieve social, economic and sustainable effects, in conditions of pronounced turbulence and fierce competition. It is this fact that gives high weight to the relevance of the topic.

In this regard, *it can be concluded that the topic of the dissertation is dissertable and successfully chosen*. It is extremely relevant and has great practical significance. *The doctoral student has substantiated very well this significance and topicality*.

2. General characteristics of the presented dissertation

The dissertation analyzes the current scientific achievements in the field of business communications and human capital management to achieve added value, competitive advantage and sustainable development in a multicultural environment. The list of used literature sources indicates a total *of 132 sources*, of which: *37 in Cyrillic, 73 in Latin* and *22 electronic sources*.

The indicated literature sources are current and directly related to the topic of the dissertation.

The presented dissertation is *177 pages long*. Structurally, it includes an *introduction, 3 chapters, a conclusion and 6 appendices*. The results were obtained using modern tools and are illustrated with appropriately selected *46 figures and 29 tables*. The appendices present questionnaires, measurements and results related to the empirical research.

In the introduction of the dissertation the *main goal* and *eight logically connected tasks* for its achievement are formulated. The *object and subject* of the research are correctly defined, as well as the *main thesis* of the author, according to which international organizations use specific business communication, which includes understanding the cultural factors and overcoming them in order to achieve highly effective communication. In proof of this, *three working hypotheses* have been raised.

The tasks were completed in the course of the research, and the formulated research thesis was proved. The verification of the raised three hypotheses is made. The structure of the dissertation research is logically constructed and corresponds to the set goal and tasks.

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

➤ *In the theoretical part of the dissertation research:*

The doctoral student has made a serious literature review and has made a synthesis of theoretical foundations of the communication process, business communications and their management through the prism of multicultural differences and the influence of the multicultural environment for effective communication in international companies. The systematizations and generalizations made show in-depth and conscientious work with the literature, skills for application of analytical and deductive techniques for processing a significant amount of information with different research methods. Correctly, all citations and comments of the author are listed below the line, which facilitates the references to the cited sources.

The participation of the doctoral student in the discussions on the researched problems is active and reflects skills to express own critical thinking and formulates new conclusions and findings.

➤ *In the methodical part of the dissertation research:*

The PhD student has chosen an appropriate methodology and research tools that correspond to the complex, multidimensional nature of the research. To prove the author's

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thesis, a systematic approach was used, building on already done research, theoretical analysis and synthesis, comparative analysis, the method of observation, experimental and empirical method, as well as descriptive, inductive, deductive methods on generalization and derivation of the essential characteristics of basic concepts. To achieve the **main goal and the set tasks**, a grouping method was used (*opinions of authors, methodological characteristics, influencing factors, companies*); method of analogy; graphic methods; statistical and other methods. Qualitative and quantitative methods were used to collect primary information during the in-depth interview and expert assessment. The specialized software product SPSS and statistical package of MS Excel were used in the processing of the empirical information. The field research methods used the surveys of managers and employees in a multinational company with 146 offices in 28 countries and territories and over 75,000 employees who speak 48 languages. The sample is a non-random target typological and includes 20 surveyed employees and managers of 25 offices.

I give a very high assessment of the literature review, the methodology used, as well as in terms of the implementation of the tasks set to achieve the research goal.

➤ ***In the applied part of the dissertation research***

The doctoral student, correctly, applies the methodology proposed in the second chapter for conducting the empirical research. The results of the applied survey: field surveys of managers and employees in a multinational company with 146 offices in 28 countries and territories and over 75,000 employees who speak 48 languages are presented at a good level with sufficient volume, scope and content of evidence and analytical material.

The paper contains concrete results and empirical evidence that objectively reflect the real achievements of the research.

The presented dissertation is a complete, completed study on a topical and significant socio-economic problem. In the course of the research the most significant theoretical and practical problems related to the identification of multicultural barriers and the factors for improving business communications in international companies in a turbulent, tectonic environment, creating the need for permanent change, were raised and discussed.

All this gives grounds to conclude that Maya Yaneva knows the modern literature on the researched problem and has the necessary theoretical level for research and analysis of economic problems, formulation of scientific theses, testing of hypotheses through empirical evidence and formation of scientific generalizations.

Stakeholders in the research can be educational and training organizations for the purposes of vocational training, business organizations with different industrial profiles, organizations from the non-governmental sector, state and regional authorities.

I believe that the results of the dissertation research have a high degree of practical applicability, so I recommend the project-oriented approach for further development of the topic.

4. Evaluation of scientific and scientific-applied contributions.

Contributions can be divided into *scientific and applied science*.

➤ **Scientific contributions** include:

- enrichment of knowledge in the field of business communications management and in the context of a multicultural environment;
- systematization of key business communication skills for work in international companies;

➤ **Scientific-applied contributions** include:

- the proposed author's model of the key business communication skills for working in an international company with the help of an expert assessment;
- the proposed original author's methodology for improving the business communication skills of employees in international companies and derived recommendations for direct adaptation and application in business practice;

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I accept the contributions as real, reliable and proven in the course of the dissertation research.

I consider the contribution achievements to be *the personal work of the doctoral student*. *The conclusions and proposals in the dissertation are presented by Maya Yaneva as an erudite researcher with good theoretical training, with opportunities for creative generalizations and formulation of solutions for practice.*

5. Evaluation of dissertation publications

A total of 3 independent publications are presented, dedicated to the dissertation, which shows its bright ability for individual expression. All three are published in publications, referenced and indexed in international databases of scientific information, one of which is in the scientific journal "Rhetoric and Communications" of the Institute of Rhetoric and Communications. In terms of volume and quality, they meet the requirements for obtaining an Educational and scientific degree "Doctor".

I accept all publications as directly related to the dissertation. They summarize and publish significant problems and research results in the dissertation.

6. Abstract evaluation

The presented abstract of the dissertation is in a volume of **47 pages**. It reflects the goals and objectives of the study, the highlights of the individual chapters of the dissertation, as well as the contributions of the author. *The abstract is developed in accordance with the requirements for its preparation and reflects the main results and contributions of the dissertation.*

7. Critical notes, recommendations and questions

- **Main opinion:** quality dissertation, excellently illustrated, clearly outlined contributions with potential for development.
- **Critical remarks:** I have no significant critical remarks on the dissertation research.
- **Recommendations:** the doctoral student has the potential to publish in publications that are referenced and indexed in world-famous databases of scientific information (Scopus / Web of Science)
- **Question:** Is there an implemented concept for Industry 4.0 and in particular Lean Six Sigma 4.0 in the studied international company and how does it affect or would affect the organization of business communications in it?

8. Conclusion

Given the merits of the dissertation, the relevance and complexity of the studied problems, the need to find effective solutions to them in practice, the good theoretical level of the researched and analyzed problems, it can be summarized that the presented dissertation meets the normative criteria for awarding educational and scientific degree "doctor"/ ZRAS, art. 6, para 2 and para 3 /.

These results of the study, dedicated to "**Business communication as a key tool for business development**" provide a sufficient basis for a **high assessment** of the scientific potential and research opportunities of the doctoral student.

All this allows me to confidently vote **POSITIVE** for the award of **Maya Hristova Yaneva** to the scientific and educational degree "**Doctor**" in the professional field **3.8. "Economy"**.

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Plovdiv

Produced by:
/ Prof. Dr. V. Nikolova-Alexieva /