

**STANDPOINT**  
**by Prof. Dr Mariana Mateeva Petrova**  
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**Associate professor of Science: 3.8 Economics**  
**"St. Cyril and St. Methodii"**

of a dissertation for the awarding of an educational and scientific doctorate degree  
in Higher Education Area 3. Social, business and legal sciences  
Professional field 3.8. „Economics“,  
Doctoral program "**Finance, Insurance and Social Insurance**"

**Author: Maya Hristova Yaneva**

**Topic: Business Communication as a Key Tool for Business Development**

**(Following the example of international organisations in a multicultural environment)"**

**Scientific Leader: Assoc. Prof. Dr Daniela Ilieva, VUZF**

**1. General description of the materials submitted**

By order № 35 of 10.03.2021 of the Rector of VUZF University - Assoc. Prof. Dr. Grigorii Vazov, I have been appointed as a member of the scientific jury to provide an academic review on the thesis "Business Communication as a Key Tool for the Development of the Business (Following the example of international organisations in a multicultural environment)" for the acquisition of the educational and scientific degree "Doctor" in the Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Stand 3.8. Economics, doctoral program "Finance, Insurance and Insurance".

The author of the dissertation work is Maya Hristova Yaneva - PhD student in an independent form of education at the „Marketing and Management" department. The academic supervisor is Assoc. Prof. Dr. Daniela Ilieva from VUZF University.

The materials submitted by Maya Hristova Yaneva include documents based on a presented inventory: dissertation work, abstract, CV, reference to scientific and applied contributions to the dissertation work, report on the fulfilment of the minimum national requirements for the acquisition of the PhD title in the professional field 3.8. Economics. The PhD student has attached a list and copies of the publications on the subject of the dissertation work: 3 publications.

**2. Short biographical data for PhD student.**

**Maya Hristova Yaneva** graduated with a Bachelor and Master's degree in "Economics and Organization of Labour" in the University of National and World Economy. Works in effective communication and partnership with numerous European and national institutions and organizations that implement activities in both the private and non-governmental sectors.

There's over 20 years work experience in the field of management of successful small and large teams, sales, negotiations in an international environment, project management, development of partnership relations, outsourcing, construction of teams and offices on the territory of Bulgaria and beyond. Since February 2008. currently works at Sitel Bulgaria EOOD, headquartered in Sofia., successfully developing in a career plan.

**3. Topicality of the topic and appropriateness of the objectives and tasks set.**

A formulated theme is dedicated to an up-to-date and relevant management problem for modern conditions: the need for knowledge and skills in the field of management acquires new dimensions. Business communication becomes a key tool of managers of international organisations in a multicultural environment, with a topic for research being extremely relevant and significant. Despite the multi-facetedness of the business communication process in a multicultural environment, it is subject to complete definition and modeling.

The research thesis is correctly formulated and models the logic of the dissertation research and applied analytical toolkit.

The dissertation work is structured in accordance with the objective set, the research tasks, the work thesis, subject matter and reflects the author's approach to the subject being explored.

#### **4. Knowledge of the problem**

**Maya Yaneva's** education, qualifications and professional development have enabled her to formulate and evaluate in depth and objectively the problems explored in the dissertation work. The PhD student has professional experience and since 2012 has been director of the office in Sofia, manages more than 700 employees, and as "Head of key Clients management" since 2017. has been working for the development and expansion of partnerships with entrusted customers. She manages various initiatives, such as in 2018 the company's first project in China.

132 literary and internet sources of specialised scientific literature in Bulgaria and English have been used and analysed.

#### **5. Methodology of the study**

The following approaches and methods are used to achieve the objective and to solve the research tasks: Theoretical analysis of literary sources, induction and deduction, observation, analysis and synthesis, descriptive statistical methods, etc. Qualitative and quantitative methods for collecting primary information are used in the realisation of a depth interview and expert evaluation.

#### **6. Characteristic and evaluation of the dissertation work**

The dissertation work consists of an introductory statement in three chapters, conclusion, list of main scientific and applied contributions, list of publications on the subject, literature, list of included figures and twelve annexes. The development is in a volume of 235 pages, the main text (excluding applications) is 177 pages. 29 tables and 49 figures are presented.

The subject matter and subject matter of study are clearly and separately defined:

**The subject** of research of scientific work is the business communication of international organisations.

**The subject** of this development is the overcoming of barriers from the multicultural environment among human capital in the realisation of business communication in international companies.

The purpose of the dissertation work is to develop an original and author's methodology for enhancing the business communication skills of employees in international companies.

The objective set is significant for the economic system and the resolution of tasks ensures that it is achieved.

Chapter 1 clarifies the definitions of the main terms on which the study is based in context of business communication, the general model for the implementation of the communication process and the building elements is analysed. An in-depth theoretical analysis of the cultural environment and its resulting fundamental multicultural differences, which need to be known and managed, has

been carried out. At the end of the chapters is presented the international business label and international cultural differences are classified during business communication.

In chapter two, scientific searches are aimed at bringing out a common framework of the dissertation research. With the help of expert evaluation method, a model for assessing business communication skills in an international organisation is built. Following the analysis, an author's methodology has been synthesised to increase the business communication skills of employees in international companies. It was synthesised in stages, and each part of the methodology built is explained and separated in steps, recommendations, tools, resources and other necessary elements are derived.

Skilful handling of the research toolkit is observed. The information has been analysed in depth.

In chapter three, an experiment is carried out and an approbation of the methodology built in chapter two to increase the business communication skills of employees in international companies. In order to improve the business communication skills of employees in international companies, an action plan has been drawn un and implemented. The established significant increase I skill assessments by the employees in the organization proves that authors's methodology is applicable in an organizational environment.

Guidance has been given and recommendations have been made for the practical use of the methodology based on the interconnections between its individual components.

The successful approbation of the methodology for enhancing the business communication skills of employees in international companies and the reasoned thesis hypotheses prove the author of the thesis that international organisations use specific business communication, which includes understanding of cultural factors and overcoming them in order to achieve high effective communication. Despite the multifacetedness and importance of the business communication process in a multicultural environment, it is subject to complete definition and modelling, so as to ensure a significant improvement in organizational results through the implementation of appropriate trainings, action plans and improvement of the knowledge of the managers in the organization.

The depth of the conclusions accompanying each chapter, as well as the justification of the general conclusions and the proposals made, by which the scientific thesis is proven, is noticeable.

## **7. Contributions and importance of development to science and practice**

Getting to know the dissertation makes it possible to assess that the purpose of the study has been achieved and the resulting tasks have obtained adequate solutions. As a consequence, I am convinced that there is sufficient evidence of scientific and applied contributions in the dissertation work.

I accept the scientific and scientific and applied results formulated by the author:

1. A critical analysis of the theoretical and methodological aspects of the concepts of communication, business communication, multicultural business environment and cultural differences and barriers, international business label in conducting business communications has been carried out and the author's concept apparatus has been brought into the focus areas. Systematic and enriched knowledge in the field is derived and an original author paradigm has been developed.
2. A general framework of the dissertation research and methodology for enhancing the business communication skills of employees in international companies has been established.
3. Through an in-depth study of specialised literature, the key business communication skills for working in an international company have been identified.

4. An author's model of the key business communication skills for working in an international company has been developed with the help of an expert assessment.
5. An original methodology for enhancing the business communication skills of employees in international companies has been developed. The methodology is presented in a figure with recommendations for direct adaptation and application in business practice.
6. A set-up of the empirical study was built in the form of an experiment. With the implementation of the experiment in an international company, the importance of the identified key business communication skills for working in an international company has been confirmed.

### **8. Assessment of the publications to the dissertation work**

The results of the research on the subject of the dissertation are correctly presented to the scientific with 3 scientific publications. They are an indicator of the in-depth scientific interests of the PhD student, as well as that the scientific contributions to the dissertation are the personal work of the PhD student. The publications are distinguished by purposefulness and dimension, a well-reasoned author's position, reflecting the achievements of the dissertation work obtained in the course of the research.

It hasn't come to my attention that the results of the study in the dissertation work have been cited by other authors.

It is noticed that despite the competence of the author, there are no publications in IF/IR journals.

### **9. Assessment of the fulfilment of minimum national requirements**

A Reference for the implementation by the PhD student for the minimum national requirements for the acquisition of the educational and scientific degree "Doctor" in the professional field 3.8 Economics is attached.

### **10. Personal participation of the PhD student**

The thesis presented on the topic "Business communication as a key tool for business development. (Following the example of international organisations in a multicultural environment)" is a well-received scientific and applied study.

I have no doubt about the personal contribution of the PhD student, consisting in in-depth research, creative understanding and further development of theory and methodology, fundamental problems of the information economy, the process of intercultural management and the ability to function effectively in a multicultural environment.

The goal set has been realised: an original author methodology has been developed for the purpose of increasing the business communication skills of employees in international companies.

### **11. Abstract**

The abstract is in a volume of 50 pages and is prepared according to the requirements of VUZF University and the active Law. It is structurally sound and correctly reflects the logic and consistency of the dissertation work. It shows the skills of PhD student Maya Yaneva to synthesise and summarise to present her most important ideas and conclusions.

### **12. Critical remarks and recommendations**

The scientific work presented clearly shows the professionalism, good theoretical training and proven opportunities for further research.

It is recommended that the research of the PhD student continue in the future on the researched issues and their results are published in indexed and peer-reviewed international scientific publications, for which the PhD student has extensive practical experience and scientific potential.

### **13. Personal impressions**

I do not know the PhD student personally. We do not have joint publications or developments. My impressions are of the dissertation work and the publications on the dissertation. They show a serious and educated researcher with integrity and in-depth theoretical training and a proven ability to conduct independent research.

### **14. Recommendations for future use of dissertation contributions and results**

I would recommend that the PhD student implements the application of the author's methodology to increase the business communication skills of employees in international companies in a larger number of organizations, if possible, with different characteristics.

The systematic and purposeful training, monitoring and research of results in the research organization in order to track and compare the results in the longer term should be continued.

### **CONCLUSION**

The dissertation work contains scientific, scientifically applied and applied results, which represent the original contribution to science and meet all the requirement of the Law on development of academic staff in the Republic of Bulgaria (ZRASRB) and the Rules for application of ZRASRB. The presented materials and dissertation results fully comply with the specific requirements of the Rules for admission and training of PhD students at the Higher School of Insurance and Finance. The dissertation work shows the PhD student Maya Hristova Yaneva possesses deep theoretical knowledge and professional skills in Professional Direction 3.8. Economics, as she demonstrates qualities and skills for self-conducting research.

Due to the aforementioned statements, I am confidently giving my positive assessment of the presented survey by the thesis reviewed above, abstract, achieved results and contributions, and I propose the honourable scientific jury to award the educational and scientific degree "Doctor" to Maya Hristova Yaneva in the Field of Higher Education 3. Social, business and legal sciences; Professional direction 3. 8. Economics; doctoral program 'Finance and Insurance'.

15.05.2021 г.

Member of Jury: .....  
Prof. Dr. Mariana Petrova