

REVIEW

from

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Subject: dissertation work for awarding an educational and scientific degree "Doctor" in the field of higher education 3. Social, economic and legal sciences, Professional field 3.8. Economics, Doctoral Program "Finance, Insurance and Insurance".

Author of the dissertation: Maya Hristova Yaneva, PhD student in independent training at the Department of Marketing and Management, VUZF.

Topic of the dissertation: "Business communication as a key tool for business development. (Following the example of international organizations in a multicultural environment)".

Supervisor: Assoc. Prof. Dr. Daniela Ilieva, Department of Marketing and Management, VUZF.

1. General description of the submitted materials

This review is prepared on the basis of Order № 35 / 10.03.2021 of the Rector of the Higher School of Insurance and Finance (VUZF) - Assoc. Prof. Dr. Grigoriy Vazov, in accordance with the Law for development of the academic staff in the Republic of Bulgaria, the Regulations for application of this law, as well as in accordance with the Regulations for admission and training of doctoral students at VUZF.

The materials provided by the doctoral student include the following documents:

- biographical reference;
- dissertation work;

- abstract of the dissertation in Bulgarian and English;
- reference for fulfillment of the minimum national requirements for acquiring the educational and scientific degree “doctor” in professional field 3.8. Economics;
- publications on the topic of the dissertation - two articles and one report;
- reference for the main scientific and scientific-applied contributions in the dissertation.

The materials are prepared according to art. 52 of the Regulations for admission and training of doctoral students at VUZF and meet the requirements therein.

2. Brief biographical data about the doctoral student

Maya Yaneva has a bachelor's degree in economics, majoring in "Economics and organization of labor" at UNWE. He has a master's degree in economics in this specialty from the same university. He has a certificate in "Quality Manager" according to ISO 9001 from 2004 and "Six sigma - Green belt". He has experience in team management, sales, negotiation and partnership development. She has held the positions of “Operations Manager”, “Senior Operations Manager”, “Director” and "Key Account Management Director". She has also worked as a Sales Manager and Service Manager. She has received a number of awards and distinctions.

3. Topicality of the topic and expediency of the set goals and tasks

The dissertation presented for review focuses on effective business communication in an organizational environment. The author defends the thesis that international organizations have a specific business communication, which is influenced by cultural factors and that their knowledge and reporting leads to improved communication efficiency. The developed methodology for increasing the business communication skills of employees in international companies meets the current needs of the internationalizing business. More and more companies operate in different countries and need effective communication with employees of different values.

The introduction of the dissertation clearly presents the relevance of the research, the thesis and the working hypotheses. The object and the subject, the goal, the tasks, the scientific methods and

the limitations are correctly formulated. The main goal of the dissertation is to develop an original author's methodology for improving the business communication skills of employees in international companies. Achieving this goal is associated with solving the following tasks:

- 1) Research and analysis of the theoretical and methodological aspects of the concept of communication, in particular business communication, and definition the essence and main characteristics of both concepts.
- 2) Research and analysis of multicultural differences and existing barriers to effective business communications.
- 3) Research and analysis of techniques and tools for overcoming intercultural barriers.
- 4) Identification of the influence of cultural factors on the communication process among the employees of the multinational organization.
- 5) Development of a model for assessment of business communication skills in international communication.
- 6) Development of an author's methodology for increasing the business communication skills of employees in international companies.
- 7) Development of research tools and implementation of an experiment in an international company operating on the Bulgarian market.
- 8) Formulation of conclusions, recommendations and guidelines for future research.

The set goals and objectives are logically related and are linked to the research hypotheses.

4. Knowledge of the problem

The practical experience of the doctoral student is visible from the attached biography. This experience is applied in the interpretation of the theory, as an experiment of the methodology for increasing the communication skills of the employees in an international company is applied. Many theoretical approaches to the nature and significance of business communication are considered. The social and cultural differences in working in multicultural teams are analyzed.

They are studied and classified among the national cultural differences. The author's contribution is clearly traceable and distinctive.

This gives me reason to conclude that Maya Yaneva has in-depth theoretical and practical knowledge on the topic of the dissertation.

5. Research methodology

The research methodology contains scientifically based and proven approaches and tools. The methods of analysis, synthesis, induction, deduction, statistical methods and others are used in the dissertation. They are adapted appropriately for the achievement of the goal and for solving the tasks. Maya Yaneva also sets herself the ambitious task of synthesizing a model for assessing business communication skills, which is the result of a synthesis of data and facts and physical scientific interpretation. The MS Excel software product and the SPSS software package were used for processing and analysis of the obtained results.

There are clearly defined methodological connections of the dissertation with other sciences: human resources management, management theory, business communications, social management

6. Characteristics and evaluation of the dissertation

The dissertation is structured as standard according to the requirements. Contains an introduction, exposition in three chapters / Chapter I. Theoretical and methodological aspects of the study; Chapter II Development of a methodology for improving the business communication skills of employees in international companies; Chapter III. Experiment of the methodology for improving the business communication skills of employees in international companies /, conclusion, list of references, reference to the main scientific and scientific-applied contributions, reference to publications on the topic, list of tables, list of figures and applications. The main text is 165 pages. 132 sources are used and described in the bibliography.

The first chapter describes the theoretical aspects of the study. The basic concepts are analyzed and defined / communication, business communication, multicultural environment, intercultural communications, efficiency, etc./. The main functions, goals, types and channels for business

communications are considered. An analysis of the cultural environment and the resulting major multicultural differences, which need to be known and managed as a factor of effective communication.

The second chapter contains an author's methodology for improving the business communication skills of employees in international companies. The key skills for overcoming communication barriers have been identified and tools have been developed to assess and develop these skills.

The third chapter contains approbation of the methodology by conducting an empirical study. The results of the research are presented and analyzed and the working hypotheses and the defended thesis are proved.

I believe that the structure of the dissertation is built on a logical sequence of individual chapters. The goals and objectives of the study have been achieved.

7. Contributions and significance of the development for science and practice

The following more significant scientific and scientific-applied contributions can be singled out in the development:

- The field of scientific knowledge of business communications has been expanded, as they are researched and analyzed factors from the internationalization of the business and their influence;
- A new, author's model of key business communication skills for working in an international company has been synthesized;
- A new, author's methodology has been created to increase the business communication skills of employees in international companies by adapting proven scientific approaches and tools;
- Through approbation of the methodology, practical advice and instructions for the application are given in a real company.

The results in the form of a model of communication skills in international companies and a methodology for their improvement are dissertable and represent a novelty and contribution of the author.

8. Evaluation of the publications on the dissertation

Two articles and one report are presented as follows:

- Yaneva, Maya, Employee Satisfaction vs. Employee Engagement Vs. Employee NPS, European Journal of Economics and Business Studies, ISSN 2411-9571 (Print), ISSN 2411-4073 (online), Vol 4 No 1, April 2018;
- Yaneva, Maya, Z Generation in Corporate Environment. How To Address it?, Economic and Social Development, 27th International Scientific Conference on Economic and Social Development, Rome, 1-2 March 2018, ISSN 1849-7535 (online), p.739;
- Yaneva, Maya, Business communication skills of Bulgarians within a multicultural environment, Sp. Rhetoric and Communications, Issue 33, March 2018 ISSN 1314-4644 (online).

They are related to the topic of the dissertation and reflect the results that have been achieved.

9. Assessment of compliance with the minimum national requirements

From the submitted report on the implementation of the minimum national requirements for obtaining an educational and scientific degree "doctor" in professional field 3.8. Economy shows that the minimum national requirements are met. The author has provided evidence of achieving 80 points.

10. Personal participation of the doctoral student

I have no reason to suspect plagiarism in my dissertation. I believe that the development is an independent study of the doctoral student.

11. Abstract

The abstract correctly reflects the significant elements studied in the dissertation. It gives a clear and in-depth idea of the content of the dissertation and the results achieved. The abstract does not contain misleading statements or content that deviates from what is written in the dissertation.

12. Critical remarks and recommendations

I believe that the development is a well-balanced study. I recommend to the dissertation:

- to substantiate more clearly the applied statistical methods, including samples and hypotheses;
- to distinguish the hypotheses that are proved by the method of logical and theoretical analysis from the hypotheses that are proved by analysis of empirical data on the basis of quantitative methods;
- to emphasize in the defense the connections between the results of the different stages of his research with the tasks, the hypotheses and with the final goal.

CONCLUSION

I believe that the dissertation meets the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria, the Regulations for the implementation of this law, as well as the specific requirements of the Regulations for admission and training of doctoral students at VUZF. There are qualities and skills for conducting and presenting research independently and interpreting it from the point of view of practice. I give a positive assessment and propose to the scientific jury to award the educational and scientific degree "Doctor" to Maya Hristova Yaneva in the field of higher education: 3. Social, economic and legal sciences; Professional field: 3.8. Economics; Doctoral program "Finance, Insurance and Social Security".

May 13, 2021 Signature:

Sofia / prof. Dr. Nadia Mironova /