С.А."Д.А.Ценов" Свищов
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OPINION

for the acquisition of the educational and scientific degree "Doctor" (PhD)

at the D. A. Tsenov Academy of Economics, Svishtov

Prepared the opinion: Assoc. prof. Hristo Georgiev Sirashki, PhD, D. A. Tsenov Academy of Economics, Svishtov, Department of Strategic Planning

Author of the dissertation: Miroslav Georgiev Marinov

Topic of the dissertation: „Development of strategies for human resources development in business organizations of the chemical industry“

I. General presentation of the dissertation:

The topic of the dissertation is undoubtedly relevant, as the research is focused on the human factor, which even in modern digital conditions and the massive use of artificial intelligence is a leading factor for success. The importance of the chemical industry, especially in underdeveloped regions, is strategic. The importance of the topic is associated with the rapid pace of development of the industry and at the same time with the lack of modern approaches to strategic management of human resources.

The main objective of the dissertation on the topic "Development of strategies for human resources development in business organizations in the chemical industry" is to study the current state of strategic planning of human resources in the pulp and paper industry, revealing the problematic issues and on this basis to develop and test a new model for predictive and strategically flexible management through data processing and artificial intelligence. The six research tasks that are set by the author in the introduction, I consider to be completed in the course of the research.

The object of research in the dissertation is the business organizations of the pulp and paper industry in Bulgaria, and the author examines them through the prism of their systems for strategic management and planning.

The subject of the study is the processes, methods and relationships in the development of long-term strategic plans for the development of people in the industrial sector.

The presented dissertation has a total volume of 160 pages, including a structural introduction, three chapters, a conclusion, a bibliography and appendices. 114 sources are used in the dissertation. The list of references shows the purposefulness of the scientific research, and I consider the number of sources to be sufficient. In the dissertation, the literary sources are cited correctly.

To illustrate and reinforce the main text, 11 figures and 18 tables are presented.

I believe that the volume of the dissertation is optimal and balanced in terms of content.

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

The main text of the dissertation includes an introduction, three chapters, and a conclusion.

The introduction includes the main required attributes: topicality of the topic, purpose of the research, object, subject, research tasks, research thesis, research methodology, restrictive conditions.

Chapter One presents an analysis of the theoretical assumptions that are the basis of human resource management in modern conditions. The author traces the evolution of development models and identifies the strategic approaches and methodologies that are most resistant to the specific problems in the chemical industry. The relationship "conceptualizing - strategizing - planning" is skillfully linked. Based on the presented theoretical review, the author presents conclusions about the current state and future prospects of the sector.

In the second chapter, an empirical study of the strategic planning and development of human resources in companies in the chemical industry is presented. With scientific accuracy, the processes of human resources management are decomposed, examining their strategic connection and functional sustainability. As the purpose of the presented research, Chapter Two indicates the establishment of the current state and the degree of development of human resources development strategies in the industry. The degree of connection between the production and technological plans and the plans for staffing is established. Three working hypotheses are formulated, which in the course of the work on the dissertation find their answer and confirmation. With scientific precision, the author's conclusions and conclusions are presented on the basis of the research. The author's own opinion in analyzing the results is impressive.

In the third chapter, the PhD student has proposed an author's model for strategic management, which is based on the results of the research presented in practice. The purpose of this chapter is to present an innovative methodological framework that will transform the planning of human resources from an administrative-counteracting activity into a strategic tool for achieving an advantage over competitors in the market.

The conclusion summarizes the tasks performed by the author of the dissertation and the confirmation of the research thesis.

From the report provided by StrikePlagiarism, no violations of the rules of academic ethics are noticeable.

III. Scientific and Applied Contributions of the Dissertation.

The dissertation contains a number of scientific and applied contributions that are related to the tasks performed in the work of the PhD student. I accept the contributions declared by the PhD student as follows: an analysis of the evolution of human resources management models is made. The obstacles to the development of the strategic labor potential in Bulgarian enterprises in the pulp and paper industry are analyzed in detail. New research approaches for analysis and assessment of skills are proposed. Developed and tested in practice is the author's model for flexible strategic management of personnel in the pulp and paper industry.

IV. Dissertation Questions.

I have no specific notes or recommendations, because when discussing the dissertation at departmental meetings, I have given notes that are correctly reflected by the doctoral student. I believe that the dissertation has the necessary depth, completeness and scientific level.

V. Summary evaluation of the dissertation and conclusion.

The presented dissertation on the topic "Development of strategies for human resources development in business organizations in the chemical industry" is a complete, up-to-date and in-depth author's research. Based on the above merits, scientific and applied scientific contributions, I give a positive assessment and support the awarding of the educational and scientific degree "Doctor" in the doctoral program "Planning" in the professional field 3.8. Economics of Miroslav Georgiev Marinov.

Date:
October 19, 2026
Svishtov

Drafted the opinion:
(Assoc. prof. Hristo Sirashki, PhD)