

## SCIENTIFIC OPINION

FOR THE AWARD OF THE EDUCATIONAL AND SCIENTIFIC DEGREE "DOCTOR"  
(IN ECONOMICS) UNDER THE DOCTORAL PROGRAM "FINANCE, MONEY  
CIRCULATION, CREDIT AND INSURANCE" IN BA "D. A. TSENOV" SVISHTOV

**Reviewer:** Assoc. Prof. NADEZHDA GEORGIEVA BLAGOEVA, Ph.D., member of the scientific jury according to order 1037 / 2.12.2021

**Author of the dissertation:** RALITSA EMILOVA HRISTOVA - MARINOVA, D020217156, a part-time doctoral student at the Department of Finance and Credit, at the Faculty of Finance, SA "DA Tsenov" Svishtov

**Topic of the dissertation:** " FINANCIAL MANAGEMENT OF HUMAN RESOURCES IN FOREIGN TRADE REPRESENTATIVE OFFICES: PROBLEMS AND SOLUTIONS"

**Scientific adviser:** Assoc. Prof. ANELIYA RADULOVA, Ph.D.

### I. General characteristic of the dissertation:

The presented for review dissertation can be assessed as a study with great relevance especially in the years when the dynamics of modern society and the Covid-19 crisis significantly changed the labor market. The study is developed in a total volume of 183 pages, of which 143 pages are the main part. They follow the classic research framework when developing a dissertation. It is represented by an introduction, three chapters, conclusion, bibliography, and appendices. The **subject** of the research is focused on the problems and solutions for the financial management of human resources in foreign trade representative offices and Bulgarian company branches in neighbouring Romania. The object of the study is the financial management of human resources.

The **research thesis**, which the author tests in the dissertation, is formulated as follows: by identifying the problems, status, regulatory framework, and trends in the labour market can offer workable solutions for staffing and financial management of human resources in foreign trade

representative offices and the Bulgarian company branches in Romania given the outpacing indicators of our northern neighbour for convergence within the EU and market absorption.

The **purpose** of the study is to analyse the problems and propose solutions for staffing and financial management of human resources in foreign trade representative offices and Bulgarian company branches in neighbouring Romania, as a country with advanced indicators of convergence and market absorption. To achieve her purpose, the author sets herself three research tasks. The first chapter deals with various aspects of international human resources mobility. This mobility as the main precondition for the observed rapid expansion of the Bulgarian foreign trade representative offices and company branches in neighbouring Romania is the main focus of the second chapter. The third part examines the practices for the financial management of human resources for the development of a comprehensive network of Bulgarian branches in Romania. A questionnaire study was implemented to allow the PhD student to identify different problems. Subsequently, the author formulates her recommendations to overcome these problems. The whole content of the dissertation is well balanced evenly between the three separate chapters. In the end, the author systematizes her main conclusions. Intermediate conclusions and findings are summarized at the end of each chapter. It allows better perception and organization of the current work. The working hypotheses formulated at the beginning of each of the three chapters, also contribute to this.

The PhD student cited in good faith and compliance with the requirements of APA style 62 literature sources, including 38 in English and 24 in Bulgarian. The time framework of their publishing is generally long and covers the years from 1957 to 2021. The author's study of the investigation is given in 3 separate appendices. They consist of a list of Bulgarian companies in Rumania among which the survey was conducted, the structure of the questionnaire for the empirical research, and the graphical excerpt from Google forms for the results obtained in the survey. The author uses 51 figures and 11 tables for better illustration and visualization of her work.

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

This dissertation is dedicated to a topic of constant relevance, especially in recent decades in Bulgaria - labor migration and internationalization of the labor market. It's functioning, especially in the last two years in the Covid-19 situation, has been subjected to even more pronounced

dynamics and digitalization, which have quickly imposed in our daily lives the flexible forms of work - home office and teleworking. This requires some additional studies including the impact of the Covid crisis on the labor market. A similar analysis is performed in the present dissertation, which further adds value to the investigation. An interesting comparative analysis with the practice of our northern neighbor is performed. Problems that characterize the increasingly intensive exchange of human resources between Bulgaria and Romania are highlighted. The dissertation is presented in the necessary scientific style. It proves the competence of the author and the good practical knowledge of labor law in Romania. In her research, she uses several main methods: comparative analysis, methods of deduction and induction, graphical method, statistical methods of analysis, survey method, and others.

In the author's abstract, the Ph.D. student presents the culmination of her work. It is developed in a volume of 30 standard pages. It is characterized by a correct and concise summary of the most important findings and conclusions of the scientific research. It fully complies with the accepted norms for compiling and structuring an author's abstract. A total of three publications are related to the topic of the dissertation, of which 1 study, 1 article, and 1 scientific report. In all three publications, the Ph.D. student Ralitsa Hristova-Marinova is the sole author. This provides her with 35 of the required minimum of 30 points.

### **III. Scientific and scientific-applied contributions of the dissertation.**

The presented dissertation is a completed scientific work that reaches the goal of the research set at the beginning. The author defines five scientific and scientific-applied contributions. Among the most important are: author's interpretation of the concepts of foreign trade representative offices and financial management of human resources in foreign trade representative offices and company branches, conducting a precise sectoral analysis of the labor market in Romania in its demographic, geographical, and price aspect, performed empirical experiments, based on which the current state of the practices for the financial management of human resources among the Bulgarian company branches in neighboring Romania was established, conducted a survey of Bulgarian company branches in neighboring Romania regarding the impact of the Covid-19 pandemic.

### **IV. Questions on the dissertation.**

The presented dissertation is a completed study with a strong practical and applied nature. The Ph.D. student shows the necessary knowledge and competencies for conducting independent research on a given problem, the ability to identify specific problems and subsequently seek alternative ways to solve them. My critical remarks are related to highlighting the author's opinion, which is sometimes lacking. In this regard, I would like the Ph.D. student to express her opinion on the following issue:

What disadvantages of the Bulgarian tax and social insurance system can you reveal in our legislation based on the comparative analysis of the practice in Bulgaria and Romania?

Do you recommend us to use the Romanian experience in solving them or rather to search for third solutions?

#### **V. Summary assessment of the dissertation and conclusion.**

In conclusion, I believe that the presented dissertation on the topic "**Financial management of human resources in foreign trade representative offices: problems and solutions**" is fully completed and has the character of serious scientific research. The dissertation contains several scientific and applied contributions.

This gives me a reason confidently to give **MY POSITIVE ASSESSMENT** and vote **FOR** the award of the scientific and educational degree "**DOCTOR**" (in **Economics**) to **RALITSA HRISTOVA-MARINOVA** in the doctoral program 05.02.05 Finance, Money Circulation, Credit and Insurance.

10.01.2022

reviewer:

Assoc. Prof. Dr. Nadezhda Blagoeva

(.....)