

## **STANDPOINT**

by Galin Borisov Tsokov, professor at Plovdiv University  
on a dissertation for the awarding of the educational and scientific degree 'Doctor' in the field of  
higher education: 1. Pedagogical sciences,  
Professional field: 1.1. Theory and management of education  
Author: Elena Nenkova Ivanova  
Topic: "COMPETENCE-BASED APPROACH TO THE MANAGEMENT OF HUMAN  
RESOURCES IN KINDERGARTENS IN A TIME OF CRISIS"  
Academic Advisor: Prof. Dinko Gospodinov

### **1. General description of the presented materials**

By order of the Rector of Sofia University "St. Kliment Ohridski" (SU), I have been appointed as a member of the scientific jury to ensure the procedure for the defense of the dissertation on the topic "COMPETENCE-BASED APPROACH TO THE MANAGEMENT OF HUMAN RESOURCES IN KINDERGARTENS IN A TIME OF CRISIS" for the acquisition of the educational and scientific degree 'doctor' in the field of higher education 1. Pedagogical sciences, Professional field 1.1. Theory and management of education. The author of the dissertation is Elena Nenkova Ivanova, a PhD student at the Department of "History of Pedagogy and Education Management" at the Faculty of Pedagogy of Sofia University "St. Kliment Ohridski". The set of materials presented by Elena Ivanova in hard copy is in accordance with the Regulations for the development of the academic staff of SU and includes all the necessary documents.

The dissertation is 232 standard pages long. The bibliography includes 184 titles without the used internet resources, of which 70 are in Bulgarian, 6 in Russian, and 108 in English. The work is structurally composed of an introduction, three chapters, a conclusion, a list of references, and appendices. The doctoral student has attached 4 publications on the topic of the dissertation.

### **2. Relevance of the topic and expediency of the set goals and objectives**

The topic chosen by the doctoral student is relevant not only for the theory and management of education, but also for the practice related to the effective management of kindergartens as specific educational institutions. This is because the problems developed in the dissertation are not only related to the analysis of the application of the competence-based approach in the management of human resources, but also to the construction of a practical and applied model for optimizing the

management of kindergartens in a time of crisis. In this sense, the topic developed by the doctoral student is worthy of a dissertation and has its scientific value.

### **3. Knowledge of the problem**

The author has a very good knowledge of the state of the researched problem in science, critically and creatively evaluates the literary material, and makes a comprehensive analysis of the theoretical statements.

### **4. Research methodology**

The chosen research methodology as a whole allows for the achievement of the set goal and for obtaining an adequate answer to the tasks solved in the dissertation.

### **5. Characteristics and evaluation of the dissertation**

Overall, the dissertation wins with its positive features, which can be summarized in several main points:

- Significance and relevance of the developed problem.
- The comprehensive analysis of the theoretical statements for the application of the competence-based approach and the management of human resources.
- The in-depth analysis of problems related to the management of kindergartens in a time of crisis.
- The in-depth empirical research carried out at a very good level.
- Based on the good theoretical, quantitative, and qualitative analyses carried out in the research, the doctoral student derives practical and applied measures to optimize the management of human resources in kindergartens in a time of crisis.

### **6. Contributions and significance of the work for science and practice**

The scientific contributions of the dissertation research can be summarized as follows:

#### ***Theoretical and scientific contributions:***

- A thorough theoretical analysis of the application of the competence-based approach in the management of human resources has been carried out
- The main types of crises in educational organizations and their causes have been established.

- The main characteristics of crisis management of human resources in kindergartens have been identified, and leadership crisis competencies have been generalized.

***Scientific and applied contributions:***

- Based on the empirical research, the specific characteristics of crisis management of human resources in kindergartens in our educational system have been established.
- A practical and applied model for crisis management of human resources in kindergartens has been developed, and it has received a positive expert evaluation.
- As a result of the empirical study, three lists of crisis competencies are constructed: for the management, for the pedagogical, and for the non-pedagogical staff, which can be used in the process of human resource management for any kindergarten.

**7. Assessment of the publications on the dissertation**

The doctoral student has attached 4 publications - three articles in periodical scientific journals and one in a scientific collection. The number and nature of the publications fully correspond to the requirements of SU for the public defense of the dissertation and largely reflect the essence and results achieved in the dissertation research.

**8. Abstract**

The content and quality of the abstract accurately reflect the structure and main results achieved in the dissertation.

**9. Critical remarks and recommendations**

Some remarks and recommendations can be made to the dissertation:

- In my opinion, Ms. Ivanova's dissertation contains sufficiently developed scientific ideas and achieved results that can be popularized through the publication of a monograph.

**CONCLUSION**

The dissertation contains scientific, scientific-applied, and applied results that represent an original contribution to science and meet all the requirements of the Law for the Development of Academic

Staff in the Republic of Bulgaria (ZRASRB), the Regulations for the Application of the ZRASRB, and the corresponding Regulations of Sofia University "St. Kliment Ohridski". The dissertation shows that the doctoral student, Elena Nenkova Ivanova, possesses in-depth theoretical knowledge and professional skills in the scientific specialty, as she demonstrates qualities and skills for independently conducting scientific research. I have no doubt about plagiarism in the dissertation and the related publications submitted for review.

For the above reasons, I confidently give my positive evaluation of the research conducted, presented by the dissertation, abstract, and achievements and contributions reviewed above, and I propose to the respected scientific jury to award the educational and scientific degree of 'doctor' to Elena Nenkova Ivanova in the field of higher education: 1. Pedagogical sciences, Professional field 1.1. Theory and management of education.

August 17, 2025

Member of the scientific jury:

(Prof. Galin Tsokov)