**SOFIA UNIVERSITY "ST. KLEMENT OF OHRID"**

**FACULTY OF BUSINESS**

## STATEMENT

by Prof. Dr. Lalka Borisova

International Business School - Botevgrad

Professional direction 3.7. Administration and management, Scientific specialty: "Economics and management (by branches)"

Member of the scientific jury in the competition for awarding the educational and scientific degree "Doctor", announced by SU "St. Kliment Ohridski"

**Regarding** : Dissertation work for awarding the educational and scientific degree "doctor" in professional field 3. 7 . Administration and Management, District 3. Social, Economic and Legal Sciences, DP - Economic Management

**Author of the dissertation: Ivona Hristova Litsova**

**Dissertation topic:**

## "Development of a Model for Evaluation of Teaching and Learning Outcomes"

**Reason for presenting the Opinion:** Participation in the composition of the scientific jury for the defense of the dissertation work, according to Order No. RD 38 - 52/26.01.2024 of the Rector of SU "St. Kliment Ohridski" - Sofia.

1. **Information for the dissertation student**

**Ivona Litsova** was trained in the doctoral program "Business Management", PN 3.7. Administration and management", according to Order no RD 20 -5/07.01.2019 of the Rector of SU. The training was carried out in *regular form.*

The development of creative biography of the doctoral student eloquently shows the concentration of research activity in a well-structured direction in the field of human resources - their hiring, training and development.

### 2. General characteristics of the presented dissertation work

The doctoral dissertation has a volume of 166 pages (main text 132 pages, used literature, appendices), structured in two chapters . **I read** that such a scientific work should be structured in three chapters: theory; methodology and practice; guidelines and suggestions.

**First chapter** ( **Theoretical study parameters** ) _ has a marked theoretical character. The doctoral student analyzes the literary sources on the topic and presents the definitions of leading authors.

Emphasis is placed on assessment like element of the staff training and development process . Introduced are models and methods for training evaluation , a comparative characteristic was made between eight the model , their application and structural is justified elements . The Teaching and Learning System and the main ones are considered methods used to evaluate learning . _ _ The views of a number of authors on the importance of this System and the need to qualify employees and the effect on the organization have been reviewed and analyzed. A definition of goals was made (according to Ames 1992), according to which "goals are an integrated pattern of beliefs that lead to different methods and correspond to certain achievements." The training needs and the need for a properly structured program that meets the learner's profile are analyzed in detail, the emphasis is on the qualities of the trainer, the technology of conducting and the subsequent results for the trainee, the practical application of what has been learned and the evaluation of the training.

Doctoral student examines eight learning assessment models compared on 3 metrics: core features, elements/components, and application. Complements the analysis by presenting other models and approaches to training evaluation, expanding the influence of training evaluation beyond the organization, including the benefits of training to society and the surrounding environment.

Based on the reviewed and analyzed literature and conducted studies, the doctoral student proposes a model that includes four elements: technology, learning, behavior and performance (results), used in empirical studies, which **I consider a scientific contribution** .

Main conclusions on Chapter One are missing.

**In the second chapter** ( **Presentation and analysis of the results of the conducted research** ), the doctoral student describes the research methodology, the information sources and the results of her own empirical research. The survey includes 3 questionnaires. Survey 1 – examines the evaluators of the trainings; Survey 2 - is aimed at managers and specialists from the "Human Resources" department; Survey 3 - aims to check what they justify themselves with training costs and benefits to the organization. In all surveys, a Likert scale of 1-5 was used , where 1- I completely agree, 2 - I rather agree, 3 - I neither agree nor disagree, 4 - I rather disagree, 5- I completely disagree I agree. A total of 314 respondents participated in the survey in the three surveys. Interviews were also conducted with 20 respondents from different professions and fields of activity to analyze the results obtained.

The doctoral student substantiates the need for the proposed Model for the evaluation of trainings by individual elements, the answers are analyzed and shown graphically. To prove the usefulness of the Model, multiple regression was used to examine the importance of the elements of technology, learning and behavior on business and societal outcomes. Multiple regression shows how strongly the independent variables affect the dependent variable. The case examines the impact of technology, learning and behavior on learning outcomes. The reliability of the Model is also confirmed by calculating the Cronbach Coefficient alpha . Summaries and justified conclusions have been made that the elements Technology, Skills and Behavior show an influence on the dependent variable Training results, which proves the formulated thesis and **I consider it a scientific contribution** .

**I don't think so** for right , after conducted questionnaire study the results to be analyzed using author 's quotes , right? this is a PhD student contribution to make own conclusions and recommendations . Me I lack this skill .

**The title** is clearly formulated and is closely related to the doctoral thesis, the subject, the purpose, the tasks and the structure of the research. The purpose, tasks and subject of the research are correctly formulated, and the object - training evaluators and employees in managerial positions or in the Human Resources department resources in large companies in Bulgaria from various sectors , is successfully selected. The topic of the dissertation is on a problem that is current and significant from a managerial and economic point of view, and the exposition in it does not fully meet the necessary methodological and methodical requirements

related to the writing of such a work - I consider the lack of the 3rd chapter **to be an omission .** which contains conclusions and recommendations, good practices. The literature used is cited correctly, and the empirical material is presented with relevant explanations about the nature and reliability of the relevant research methods and the sources of information used.

### 3. Evaluation of the obtained scientific and scientific-applied results

I accept the contribution points in the dissertation research.

The scientific and scientific-applied results in the dissertation enrich the methodological approaches and reveal new facts in the field of modern dimensions of the topic of evaluating the results of corporate training as part of the process Training and development of personnel and return on investments. The application of these achievements can improve management practice in the country in terms of achieving stabilization of the processes of hiring and training personnel, will increase their competencies and motivation for career development, which will ensure the competitiveness of the organization.

The indicated scientific and scientific-applied achievements in the dissertation are the personal work of the doctoral student. The statement of contributions correctly represents the scientific achievements of the dissertation.

### 4. Evaluation of dissertation publications

The doctoral student has the necessary publications for the dissertation - independent articles and reports and co-authorships.

### 5. Assessment of the Autoabstract

I must note that the doctoral student correctly presents the content of the dissertation in the proposed Abstract. The statement of contributions correctly represents the scientific achievements of the dissertation.

### 6. Critical notes, recommendations and questions

As a member of the jury for the competition for the educational and scientific degree "doctor", **I consider** the absence of the 3rd chapter to be an omission, I have already explained it in the text. I have no notes on the doctoral student's research activity. A good knowledge of

the theory and practice of the personnel training and development system, the benefits for society and the organization, is a good basis for upgrading research in this direction.

**7. Conclusion**

In conclusion, it can be said that the dissertation is a complete, bona fide scientific research in a current and significant scientific field, it contains scientific contributions in the field of training and development of employees in an organization, its benefits are justified, a Model for the evaluation of trainings is presented and tested practically, through an empirical study. The doctoral student knows the basic literature on the topic well enough, can clearly formulate research problems, analyze, systematize and make sense of classic and new theories and concepts, construct a research apparatus, conduct empirical research, draw reasoned conclusions.

This gives me grounds for a positive conclusion that the dissertation **corresponds** to the requirements of ЗРАСРБ, therefore with **full conviction I offer** to the esteemed jury to vote on the award of **Ivona Litsova** educational and scientific degree *"doctor".*

Sofia, February 19, 2024

SIGNATURE: …………………

(Prof. Dr. Lalka Borisova)