

OPINION

АГРАРЕН УНИВЕРСИТЕТ ГР. ПЛОВДИВ	
Вх. №. <i>1006</i>	Дело №. <i>05</i>
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on the dissertation for obtaining the educational and scientific degree "Doctor" in: field of higher education 3. Social, economic and legal sciences, professional direction 3.8 Economics, scientific specialty: Organization and management of production (agriculture and sub-sectors).

Author of the dissertation: Dimitar Todev Stoenchev, full-time doctoral student at the Department of Management and Marketing at the Agrarian University, Plovdiv

Topic of the dissertation: Strategic management of human resources in the organization of production processes in agriculture

Prepared by the opinion: Prof. Dr. Ivanka Milkova Kostova, Plovdiv University "Paisiy Hilendarski", field of higher education 3. Social, economic and legal sciences, professional field 3.8 Economics, scientific specialty Economics and Management

appointed as a member of the scientific jury by order No. RD- 16/478 of 02.04.2026 by the Rector of the Agrarian University.

1. Relevance of the problem.

Bulgarian agriculture is experiencing difficulties related to providing production processes with labor resources. The agricultural sector is not attractive for professional realization and it is difficult to find personnel with the necessary knowledge and skills. In this context, Bulgarian agricultural producers are looking for various approaches to dealing with the difficulties.

All these facts argue for the relevance of the topic of the dissertation research.

The main thesis of the dissertation work, which is defended, is that the strategic approach to human resources management in modern market conditions is a prerequisite for ensuring production processes and improving their results in agricultural holdings.

2. Purpose, tasks, hypotheses and research methods.

The correctly formulated purpose, tasks, object and subject of the study directly correspond to the thesis defended in the dissertation work.

The purpose of this dissertation work is to establish the influence of strategic human resources management in managing production processes in agriculture.

In order to achieve the set goal, the following tasks have been solved:

1. The place and importance of strategic human resources management in business organizations has been clarified.
2. The essence of production processes in agriculture has been clarified.
3. A methodology for studying human resource management in agriculture has been developed.
4. The impact of human resources on the results of the production activity of the studied objects has been determined.
5. Recommendations have been made for improving human resource management in agricultural holdings based on a strategic approach.
6. A model for strategic human resource management in agriculture has been developed.

The object of the scientific research is agricultural holdings, with varying degrees of specialization and located throughout the territory of the Republic of Bulgaria

The subject of the scientific research is the management activities in planning, organizing, motivating and controlling human resources in agricultural holdings.

When conducting the research, the systematic approach, retrospective analysis, situational analysis, comparative analysis, statistical methods, diagnostic analysis, prognostic analysis, etc. have been applied.

3. Visualization and presentation of the results obtained.

The dissertation work consists of an introduction, an exposition in three chapters, a conclusion and used literature. The dissertation has a total volume of 111 pages. The analysis in the dissertation research is illustrated by 12 tables and 10 figures.

The introduction to the dissertation presents the reasons for choosing the topic, as well as the arguments that defend the necessity and relevance of the dissertation research.

Chapter One: Theoretical and methodological foundations of strategic human resource management. In this part of the dissertation, an analysis of the essence of strategic human resource management is made. The approaches,

models and principles, the relationship between strategic management and organizational efficiency, the specifics of human resource management in the agricultural sector, the main characteristics of agricultural production, production structure and technologies are clarified. The influence of the human factor on production results, problems and challenges in the sector is clarified.

Chapter Two: Analysis of human resource management practices in agricultural holdings. This chapter presents the studied enterprises, the organizational structure and strategies, and identifies good practices and problem areas. An analysis of the strategic factors has been made.

Chapter Three: Model for Strategic Management of Human Resources in Agriculture: a justification of the need for a model is made, the elements of the proposed model, the approaches for implementation in a real production environment, the expected benefits and risks are described.

4. Discussion of the results and literature used.

The content of the dissertation indicates that the doctoral student has carried out in-depth scientific research.

The literary sources used are 26 in Bulgarian 4 and English 22.

My assessment of the structure and content of the dissertation is positive. It includes and combines scientific knowledge and practical approaches to solving problems. There is evidence that the doctoral student can conduct independent scientific research, draw conclusions and justify proposals for solving problems.

The analysis of the dissertation, of the means of scientific research used in it forms the conviction that the dissertation contains sufficient evidence for scientific and applied contributions.

I believe that the contributions indicated in the Statement of Contributions of the Dissertation reflect what has been achieved in it.

5. Contributions of the Dissertation.

I accept the statement of contributions attached to the dissertation.

The following contributions of a scientific and applied nature can be highlighted in the dissertation:

1. The specificity of production processes in agriculture and the place of human resources in the production process have been clarified.

2. The mechanism of human resources management in agriculture has been clarified.

3. The factors determining the impact of human resources on the results of production activities in agricultural holdings have been identified.

4. A model for improving human resources management in agricultural holdings based on a strategic approach has been developed.

7. Critical notes and questions.

My recommendation to the doctoral student is to continue working on the problems related to human resources management in agriculture.

8. Published articles and citations.

The three publications of the doctoral student presented are a reflection of the results of the theoretical and empirical research in the dissertation work.

The dissertation research conducted, the results obtained, the publications on the dissertation and the formulated contributions are the personal merit of the doctoral student.

The abstract is 31 pages long and has been developed according to the requirements, accurately reflects the main results achieved in the dissertation and gives a true picture of the content and quality of the dissertation work.

The presented abstract objectively reflects the structure and content of the dissertation work.

CONCLUSION:

Based on the various research methods learned and applied by the doctoral student, the correctly conducted experiments, the generalizations and conclusions made, I believe that the presented dissertation work meets the requirements of the Law on the State Research and Development of the Republic of Bulgaria and the Regulations of the Agricultural University for its application, which gives me reason to evaluate it POSITIVELY.

I would like to propose to the esteemed Scientific Jury to also vote positively and award Dimitar Todev Stavrev the educational and scientific degree of "doctor" in the scientific specialty: Organization and management of production (agriculture and sub-sectors).

Date: 20.04.2026

Plovdiv

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