

## **REVIEW**

of **Nadiia Liubomudrova**, Associate Professor, Candidate of Economic Sciences, Assistant Professor of the Department of Human Resource Management and Administration at Lviv Polytechnic National University of the **thesis “The development of HR managers’ psychological and pedagogical competence in the framework of corporate training”** written by **Gao Fei** submitted for the degree of Doctor of Philosophy in the specialty 011 Educational, pedagogical sciences

### **1. Topicality of the performed work and its connection with the relevant plans of the branches of science**

The topicality of the topic of the thesis research is due to modern challenges facing business and society in the context of rapid economic and technological changes. In the modern world, human capital is one of the key resources for ensuring the competitiveness of organizations, and HR managers play a leading role in the development, motivation and adaptation of personnel to new conditions. The development of psychological and pedagogical competence of HR managers is an integral part of their professional competence, because it is this ability that allows them to work effectively with people, maintain constructive communication, resolve conflicts and implement professional development programs for personnel. At the same time, in the real practice of corporate training, insufficient attention is paid to the development of this component of competence, which creates a gap between the requirements of modern organizations and the level of HR managers’ training. Much of the research focuses on individual aspects of HR managers’ professional development, but the comprehensive pedagogical conditions that would contribute to the development of their psychological and pedagogical competence in corporate training remain insufficiently studied. This complicates the implementation of innovative approaches to training and development of personnel in the corporate sector.

The research is also relevant in view of the need to adapt corporate training to modern challenges, such as rapid digitalization, growing demand for flexible skills, globalization of the labour market, and increasing requirements for the effectiveness of personnel management. Therefore, the chosen topic has not only scientific but also practical significance for ensuring the professional development of HR managers, increasing their competence, and improving the corporate training system, which is a key factor in the success of modern organizations.

The thesis has been prepared within the framework of the research work of the Department of Pedagogy and Innovative Education at Lviv Polytechnic National University: “Theoretical and methodological foundations of the personal and professional development of a modern specialist in the conditions of integration into the international educational space” (the number of state registration 0121U113179).

The topic of this thesis was approved (minutes № 3/22 dated 24.10.2022) and specified (minutes № 2/23 dated 16.10.2023) at the meetings of the Academic Council of the Institute of Jurisprudence, Psychology and Innovative Education of Lviv Polytechnic National University.

### **2. The most significant scientific results contained in thesis**

As a result of the analysis of scientific and pedagogical literature and empirical data, Gao Fei carried out a thorough study of the problem of developing psychological and pedagogical competence of HR managers. The author of the study identified the conceptual foundations of this competence, its essence and structural components, and also analysed modern approaches to corporate training of HR managers in the context of their professional growth. The work includes the development of clear criteria, indicators and levels of psychological and pedagogical competence development, as well as the justification of pedagogical conditions that contribute to its development. The effectiveness of these conditions was tested using a pedagogical experiment. Special attention was paid to the creation and testing of educational and methodological materials, such as trainings, seminars, role-playing and business games, which can be implemented both in the corporate training system and in educational process of future HR managers' training. The results of the study have high scientific and practical value. They allow us to clearly outline the pedagogical conditions for developing the psychological and pedagogical competence of HR managers and offer practical solutions for their implementation in professional education and corporate training.

### **3. New facts obtained by the PhD candidate**

In the thesis "The development of HR managers' psychological and pedagogical competence in the framework of corporate training" written by Gao Fei *for the first time* the pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training (encouraging HR managers to develop psychological and pedagogical competence; organization of contextual teaching and learning to gain experience in the implementation of HR managers' psychological and pedagogical competence; using the potential of reflective practices; the development and implementation of professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training) have been substantiated and their effectiveness have been experimentally verified; *the concepts* "professional competence", "HR manager's psychological and pedagogical competence", "corporate training", and the content of the component structure of HR manager's psychological and pedagogical competence; tools for diagnosis of developmental state of HR manager's psychological and pedagogical competence *have been specified and concretized*; the content of the professional development program for HR managers *has been improved*, with the aim of developing their psychological and pedagogical competence; the theses on the use of the potential of corporate training *have been further developed*.

### **4. The degree of validity of the scientific statements, conclusions, and recommendations formulated in the thesis**

The analysis of the content of Gao Fei's thesis and publications indicates a high scientific validity and reliability of the results obtained. The study of the development of psychological and pedagogical competence of HR managers in the framework of corporate training was due to the growing requirements for the professional competence of HR managers, insufficient attention to the development of their psychological and pedagogical competence, the need to improve corporate training, the lack of clearly formed pedagogical conditions for the implementation of this process, existing modern methodological approaches to professional development and their insufficient practical application in corporate training.

The scientific apparatus set out in the introduction demonstrates a holistic approach to solving the problem under study, which became the basis for the use of theoretical and empirical methods of scientific research. This ensured the achievement of the objectives set and the implementation of the aim of the work.

The reliability and novelty of the conclusions is confirmed by a comprehensive analysis of a significant number of sources, including regulatory documents, scientific literature and practical experience of corporate training. The competency-based, activity-based and reflective approaches form the methodological basis. The effectiveness of pedagogical conditions was confirmed experimentally.

The practical significance of the results is confirmed by the implementation of the developed materials (seminars, trainings, role-playing and business games) in the programs of higher education institutions and corporate training of leading companies.

The thesis was accomplished at a high scientific level. The author demonstrated a deep understanding of the problem under study, mastery of appropriate methods and the ability to conduct scientific analysis. A clear structure of the work, illustrative materials in the form of tables, figures and appendices contribute to a deeper disclosure of scientific theses.

The high level of approval of the research results is confirmed by the participation of the PhD candidate in international and all-Ukrainian scientific and practical conferences, as well as publications in scientific journals. The content of the abstracts accurately reflects the key aspects and conclusions of the thesis.

## **5. Significance for science and practice of the author's obtained results**

The results obtained undoubtedly have significant theoretical and practical value for professional development programs for HR managers aimed at developing their psychological and pedagogical competence. The main findings of the study, as well as the developed educational and methodological support, can serve as a useful tool for teachers who seek to improve the training of future HR managers in higher education institutions. In particular, the research materials are used in the process of training future HR managers when teaching the subjects "Professional Pedagogy", "Recruitment and Adaptation of Personnel", "Training and Development of Personnel". The seminar "Psychological and pedagogical competence of HR manager: theoretical aspects and practical application", the training "Encouraging HR managers to develop psychological and pedagogical competence", "Reflective practices in professional development", the project "Development of a corporate training program", activities on team building and teamwork, as well as role-playing and business games developed by the author are of no less practical value.

## **6. Recommendations for the use of the results and conclusions of the thesis**

The research results have broad potential for practical application and further scientific research in the field of professional development of HR managers. The obtained results can be used as the basis for improving corporate training, in particular through the integration of the developed seminars, trainings, role-playing and business games, which will contribute to increasing the efficiency of personnel management. The practical significance of the thesis also lies in the possibility of using its materials to create scientific and practical manuals, train trainers and teachers in the field of personnel management. In particular, the author's methodological developments can be included in educational and methodological complexes that ensure advanced training of specialists in

the higher education system. In addition, the results of the study can be valuable for companies that seek to improve the development of human capital, as well as for scientists studying issues of corporate culture, professional development and innovations in adult education. The main theses can serve as the basis for further scientific studies aimed at developing modern approaches to the training and development of HR managers in the context of the challenges of digital transformation.

## **7. Evaluation of the content of the thesis and its completeness**

The research demonstrates a clear logic of construction, which ensures the scientific validity of the formulated theses, conclusions and recommendations. The work consists of an introduction, three chapters, conclusions to each chapter, general conclusions, a list of references used and appendices. This structure allows to systematically solve the objectives and achieve the research aim.

In the first chapter “The development of HR managers’ psychological and pedagogical competence in the framework of corporate training as a scientific and pedagogical problem” the main concepts and categories of research are clarified; the content and structure of HR managers’ psychological and pedagogical competence are justified; the modern practice of HR managers’ psychological and pedagogical competence development is analysed.

In the second chapter “The scientific and methodical principles of HR managers’ psychological and pedagogical competence development in the framework of corporate training” the research methodology is presented; criteria, indicators and levels of HR managers’ psychological and pedagogical competence development are determined and characterised; the results of diagnostics of HR managers’ psychological and pedagogical competence development are presented; the pedagogical conditions for HR managers’ psychological and pedagogical competence development in the framework of corporate training are determined and substantiated.

In the third chapter “The verification of the efficiency of pedagogical conditions of HR managers’ psychological and pedagogical competence development in the framework of corporate training” the author presents the program and methods of experimental research, describes the implementation of pedagogical conditions for HR managers’ psychological and pedagogical competence development in the framework of corporate training as well as interprets the results of effectiveness verification of pedagogical conditions of HR managers’ psychological and pedagogical competence development in the framework of corporate training. The prospects of further pedagogical research are defined.

The work is characterized by high-quality linguistic and stylistic design, which meets the requirements of the scientific style. The use of tables, figures and appendices allows to clearly present the main results and conclusions of the study.

The developed materials have been successfully implemented in the education system and corporate training, demonstrating a high level of completion of the work.

## **8. Discussion points, recommendations and comments on the content of the thesis**

While generally positively evaluating the scientific and practical significance of the results obtained, we consider it necessary to express certain wishes and remarks of a discursive nature.

1. The topic of digitalization, which is an important component of modern corporate training, has not received adequate attention in the research. It would be

appropriate to consider how digital tools can contribute to the development of psychological and pedagogical competence of HR managers.

2. The third chapter presents the results of the pedagogical experiment, but the methodology of its implementation is described in general terms. It would be beneficial to explain the experimental procedure, evaluation criteria, and data collection methods in more detail, which would provide better clarity of the process for readers.

3. The thesis does not sufficiently take into account the socio-cultural factors that affect the effectiveness of HR managers' training. Additional analysis of these aspects could improve the understanding of the environmental impact on professional development.

4. Although the thesis presents developed training sessions and seminars, it would be useful to provide a detailed description of their structure, content, and recommendations for their use. This would make the materials more accessible for practical implementation in corporate training and educational programs.

5. On some pages we can find spelling and punctuation errors.

#### **9. Completeness coverage of results in publications.**

The materials of the thesis are covered in 9 publications of the author (6 of which are individual): 5 articles in journals included in the list of specialized scientific publications of Ukraine, 4 works certifying the approbation of thesis' materials.

#### **10. Conclusion**

Thus, the reviewed thesis by Gao Fei entitled "The development of HR managers' psychological and pedagogical competence in the framework of corporate training" is an independent, completed study that presents scientific novelty and holds theoretical and practical significance for educational science and practice.

We affirm that the thesis deserves a positive assessment and meets the requirements of the Order On Approval of Requirements for Thesis Formatting (as amended) No. 40 of January 12, 2017 by the Ministry of Education and Science of Ukraine, and the Procedure for Awarding the Degree of Doctor of Philosophy and Cancellation of the Decision of a One-time Specialised Academic Council of a Higher Education Institution or Research Institution to Award the Degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine No. 44 of 12 January 2022).

The author, Gao Fei, deserves to be awarded the scientific degree of Doctor of Philosophy in the specialty 011 Educational, pedagogical sciences, field of knowledge 01 Education, Pedagogy.

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