

## **REVIEW**

**of the reviewer - Associate Professor, Candidate of Economic Sciences,  
Associate Professor of the Department of Personnel Management and  
Administration,**

**Institute of Economics and Management,**

**Lviv Polytechnic National University**

**Vynnychuk Roksolana Oleksandrivna**

**for the thesis**

**of Gao Fei**

**«THE DEVELOPMENT OF HR MANAGERS' PSYCHOLOGICAL AND  
PEDAGOGICAL COMPETENCE**

**IN THE FRAMEWORK OF CORPORATE TRAINING»**

**submitted for the degree of Doctor of Philosophy**

**011 Educational, pedagogical sciences**

**01 Education / Pedagogy**

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

The relevance of this thesis research aligns with the contemporary challenges of the business environment, where human capital is increasingly recognized as a key competitive advantage for companies. At the beginning of the 21st century, human capital development has become particularly important due to globalization, rapid advancements in information and communication technologies, heightened competition, and the need for innovation. HR managers play a crucial role in ensuring that organizations function harmoniously through effective personnel management, corporate training organization, professional development of employees, reduction of staff turnover, and fostering constructive communication. However, fulfilling these roles requires not only technical knowledge but also a high level of psychological and pedagogical competence. This competence is an integral component of the professional skills required of HR managers. The challenge of developing psychological and pedagogical competence is particularly relevant given the limited research on its theoretical foundations and the lack of methodological support for its development within corporate training programs. Additionally, there exists a gap between modern employers' expectations regarding the competencies of HR managers and the level of training provided in higher education institutions.

This study focuses on identifying pedagogical conditions that can effectively foster the development of psychological and pedagogical competence in corporate training. Such development is essential for HR managers to adapt to new challenges and enhance the effectiveness of personnel management in contemporary organizations. Therefore, Gao Fei's thesis holds significant scientific and practical potential for improving the quality of HR manager training and enhancing their professional performance.

The topic of Gao Fei's thesis "The development of hr managers' psychological and pedagogical competence in the framework of corporate training" corresponds to the thematic plan of scientific and research work of the Department of Pedagogy and



Innovative Education of the Lviv Polytechnic National University "Theoretical and methodological foundations of personal and professional development of a modern specialist in the context of integration into the international educational space" (state registration number 0121U113179).

The topic of the thesis was approved (minutes No. 3/22 of 10/24/2022) and specified (minutes No. 2/23 of 10/16/2023) at the meetings of the Academic Council of the Institute of Law, Psychology and Innovative Education of the Lviv Polytechnic National University.

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

This work analyses the current state of research on developing the psychological and pedagogical competence of HR managers, based on a review of scientific literature and empirical data. The author discusses the conceptual foundations of this competence, its content, and its component structure, as well as modern practices in corporate training aimed at enhancing the professional competence of HR managers.

The thesis identifies criteria, indicators, and levels of development for the psychological and pedagogical competence of HR managers. Additionally, the author has developed and experimentally tested pedagogical conditions that promote positive growth in this area. A significant aspect of the research involves the creation and testing of educational and methodological materials, including training sessions, seminars, role-playing activities, and business games, which can be utilized in corporate training and educational programs for future HR managers. The study's findings provide insight into the pedagogical conditions necessary for developing psychological and pedagogical competence and highlight the creative ways these conditions can be applied in corporate training and professional education. These results are valuable for both contemporary science and practical applications.

## **3. New facts obtained by the applicant**

In Gao Fei's thesis "The development of hr managers' psychological and pedagogical competence in the framework of corporate training", the pedagogical conditions for the development of psychological and pedagogical competence of HR managers in corporate training conditions were first substantiated: stimulating HR managers to develop psychological and pedagogical competence, organizing contextual training to gain experience in implementing this competence, using reflective practices, developing and implementing a professional development program for HR managers, and experimentally confirming their effectiveness; the content of concepts and the component structure of competence were clarified and specified, in particular, a clear definition of the concepts of "professional competence", "psychological and pedagogical competence of an HR manager" and "corporate training" was given and the components of psychological and pedagogical competence were identified: motivational, cognitive and activity; tools were developed for diagnosing the state of development of psychological and pedagogical competence of HR managers; The content of the professional development program for HR managers has been improved to develop their psychological and pedagogical competence; provisions on using 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**

An analysis of Gao Fei's thesis and publications allows us to conclude that the results obtained are scientifically valid and reliable. The need for a study focusing on the development of psychological and pedagogical competence among HR managers in the context of corporate training arises from several contradictions: the modern demands for the professional competence of HR managers are not matched by sufficient attention to enhancing their psychological and pedagogical skills; there is a necessity to improve corporate training for HR managers, yet there is a lack of clearly defined pedagogical conditions to support this process; and while new methodological approaches to professional development exist, they are not being applied adequately in corporate training.

The introduction of the thesis showcases a systematic approach to addressing the issue at hand, highlighting the necessity for both theoretical and empirical research methods.

The novelty and reliability of the thesis's conclusions stem from a comprehensive analysis of numerous sources, including relevant legal regulations, contemporary scientific literature, and practical experiences in corporate training. This is further supported by the application of suitable methodological approaches, such as competence, activity, and reflexivity, along with a pedagogical experiment that confirmed the effectiveness of the proposed teaching conditions.

The implementation of the developed materials—such as seminars, training sessions, role-playing exercises, and business games—into the curricula of higher education institutions and corporate training programs of leading companies demonstrates the effectiveness and practical significance of the research findings.

The thesis was conducted at a high scientific level, showcasing the author's deep understanding of the problem, proficiency in research methods, and the ability to analyse and synthesize scientific data. The structure of the work is clear and includes tables, figures, and appendices that enhance the presentation of the scientific findings.

The research results have received strong approval, evidenced by the author's participation in scientific and practical conferences at both international and national levels, as well as publications in professional journals. The content of the submitted abstracts effectively reflects the essential aspects and main findings of the thesis.

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

The results obtained hold significant theoretical and practical importance for professional development programs to enhance HR managers' psychological and pedagogical competencies. The primary research materials and educational resources can be utilized by educators to improve the training of future HR managers in higher education institutions. Specifically, the findings from the thesis are applied in teaching key academic subjects such as "Professional Pedagogy," "Recruitment and Adaptation of Personnel," and "Training and Development of Personnel."

Additionally, seminars like "Psychological and Pedagogical Competence of an HR Manager: Theoretical Aspects and Practical Application," training programs such as



"Stimulating HR Managers to Develop Psychological and Pedagogical Competence," "Reflective Practices for Professional Development," and projects like the "Development of a Corporate Training Program" are also highly valuable. Activities focused on team building, teamwork, role-playing exercises, and business games created by the author further enhance the practical application of this research.

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

The main findings of this thesis can be utilized for further scientific research focused on developing the professional competence of HR managers, enhancing corporate training, and implementing modern pedagogical practices within professional development systems. The author's contributions are particularly valuable for practical applications; specifically, the seminars, training sessions, role-playing activities, and business games that have been developed can be integrated into corporate training programs to improve the effectiveness of personnel management. Furthermore, the achievements of this thesis can inform the creation of scientific and practical manuals, as well as the training of trainers and educators in the field of personnel management. They can also aid in developing educational and methodological resources for advanced training programs aimed at specialists. The results are relevant for organizations interested in cultivating human capital and for researchers addressing issues related to professional development, corporate culture, and the implementation of innovations in adult education and training systems.

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

The degree of validity of the scientific propositions, conclusions, and recommendations formulated in the dissertation is ensured by the clear logic of the work structure. The dissertation consists of an introduction, three sections, conclusions to each section, general conclusions, a list of sources used, and appendices. Its structure corresponds to the purpose and objectives of the study, which ensures the logic and consistency of the presentation.

The first section, "The development of HR managers' psychological and pedagogical competence in the framework of corporate training as a scientific and pedagogical problem", analyses modern scientific approaches to the concept of HR managers' professional competence, characterizes its component structure, and also defines the conceptual foundations of corporate training in the context of professional development.

The second section, "The scientific and methodical principles of HR managers' psychological and pedagogical competence development in the framework of corporate training," is devoted to developing criteria, indicators, and levels of development of HR managers' psychological and pedagogical competence and justifying pedagogical conditions that contribute to its improvement. The section presents a methodology for diagnosing competence and also identifies the main factors that influence the effectiveness of corporate training.

In the third section, "The verification of the efficiency of pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training", a pedagogical experiment was conducted, which



confirmed the effectiveness of the developed pedagogical conditions. The results of the analysis of the experimental data are presented, demonstrating the positive dynamics of the development of HR managers' competence due to the implementation of the proposed approaches.

The dissertation is distinguished by a high level of linguistic and stylistic design, which meets the requirements of the scientific style. The work effectively uses tables, figures, and appendices to illustrate and systematize the results.

The content of the submitted abstracts fully reflects the dissertation's key aspects and main provisions. The research results are highly approved, which is confirmed by the author's participation in numerous scientific and practical conferences, publications in professional publications, and implementation of the developed materials in the education system and corporate training.

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

To positively assess the scientific and practical significance of the results obtained, we wish to express some specific recommendations and comments:

1. Considering globalization and the roles of HR managers in international companies, it would be beneficial to explore how intercultural differences impact the development of their psychological and pedagogical competence.

2. The thesis primarily focuses on corporate training within the Ukrainian context. It would be valuable to consider experiences from foreign companies that have successful practices in developing HR manager competencies and to conduct a comparative analysis of these approaches.

3. The second section clearly defines the criteria and indicators of competence. However, presenting these in the form of a table or diagram could enhance clarity and improve the structure of the material.

4. Although the paper includes a significant amount of statistical data from the experiment, it lacks graphical representations (such as diagrams or graphs) which would make the analysis more comprehensible.

5. While the thesis meets high scientific standards, it contains some technical inaccuracies, specifically regarding punctuation and stylistic errors.

### **9. Completeness of coverage of results in published works**

Scientific results and main provisions, conclusions and recommendations are sufficiently fully presented in 9 works: 5 articles in publications included in the list of scientific professional publications of Ukraine, 4 abstracts of reports - in collections of materials of international and all-Ukrainian scientific and practical conferences.

### **10. Conclusion**

Thus, Gao Fei's peer-reviewed dissertation research on the topic "The development of hr managers' psychological and pedagogical competence in the framework of corporate training" is an independent, completed study that has scientific novelty and theoretical and practical significance for pedagogical science and practice. We believe that the dissertation deserves a positive assessment and meets the requirements of the order of the Ministry of Education and Science of Ukraine No. 40 dated 12.01.2017.

"On Approval of Requirements for the Design of a Dissertation" (as amended), the Procedure for Awarding the Degree of Doctor of Philosophy and the Cancellation of the Decision of the One-Time Specialized Academic Council of an Institution of Higher Education, a Scientific Institution on Awarding the Degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44), and its author Gao Fei is recommended for submission to the One-Time Specialized Council for further defence of the scientific degree of Doctor of Philosophy in the specialty 011 Educational, Pedagogical Sciences, field of knowledge 01 Education, Pedagogy.

Reviewer:

Associate Professor, Candidate of Economic Sciences,  
Associate Professor of the Department of Personnel Management  
and Administration,  
Institute of Economics and Management,  
Lviv Polytechnic National University



Roksolana VYNNYCHUK

Scientific Secretary of the  
Lviv Polytechnic  
National University



Roman BRYLYNSKYI