

Opponent review of a dissertation thesis

“Effective Strategic Action: Creating Dynamic Performance Framework Based on the Utilization of Synergy Effects of Bata, Japanese and Amoeba Management Systems“

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This dissertation thesis is focused on the topical problem in the management of performance of a company, a subject which is both in the centre of focus of theoretical research and application by companies in real life.

The introduction of the dissertation outlines the reasoning behind author's choice of topic and objectives she aims to achieve. The author further structures her dissertation into 8 major chapters. At the conclusion, the dissertation summarizes the results of the research and its contributions.

The author presents an insight into the current state of knowledge and analysis of contemporary problems, which are based upon the study of relevant Czech and foreign sources. The author centralizes her attention to several selected management systems where she endeavours to identify their particularities and reasons for their successful application in managerial practice. She compares the managerial system of Tomáš Baťa in its historical context, the Japanese style of management and the Amoeba management system of the Kyocera Co. These management systems demonstrate many common features and are the basis for creation of a dynamic framework model, which would capitalize upon synergic effects of the abovementioned concepts. In addition, the chapter, mapping the current state of knowledge, presents other concepts and methods of management of performance which have their basis in relevant theories and business practice. The author of the dissertation, at page 48, presents a table which summarizes publications of authors Van Essen, Van Den Berg and Pietersma, which is sorted into individual concepts and models into several groups according to the time span of their application and their focus. This summary table is not commented upon by the author in any way, but its content should be discussed. For example, to present

Balanced Scorecard as a concept usable only as an “operational” (and not strategic) is a very isolated opinion among theorists and practitioners who use this concept for management of a company and its performance.

On the basis of current state of knowledge, the author has defined her research questions, objectives and procedure for elaboration of the dissertation thesis. She outlined the methods used in her work and in their specific use within the framework of her research.

In the chapter summarizing the main results of the dissertation, she presents results of two questionnaires – which represent results of a questionnaire survey of companies with their seat in the Czech Republic with respect to the problems of usage of individual management concepts, methods and techniques (independent on the shareholder or type of management) and the results of a survey among Japanese firms in the Czech Republic. Both samples were evaluated according to their use of particular concepts of management of performance and the variances properly discussed. Furthermore, with help of financial analysis indicators, the thesis evaluates and compares levels of profitability, liquidity, debt and assets utilization ratios of Japanese firms and other firms in the selected field. Results of these analyses have confirmed that this approach cannot verify whether the use of just the Japanese style of management has, from the perspective of performance of a company, any real contributions. The way of evaluation, however, may be discussed – the thesis takes only average figures from over the period of 6 years, and although extreme figures have been excluded, it was probably only in the case of average figures and not in the evaluation of individual years. This is demonstrated also in the graphical evaluation with help of boxplots, which is not transparent and cannot demonstrate well the reality exactly because of the reason of extreme figures included.

The following part of the thesis contains case studies of selected companies with description of their methods of management and results of the financial analysis. This part is lacking comments and discussion of what kind of contribution may be taken from the perspective of researched problems.

On the other hand, very contributing is the proposal part, in which the author very rationally divides particular areas of management and in this framework proposes the use of synergic effects of the researched systems of management in the dynamic concept including the methodological procedure for their implementation in practice.

In the conclusion of the dissertation thesis, the author summarizes the contribution of the thesis in the field of practical use of the results, contribution to the science and educational activities.

The form of the dissertation is considered appropriate, with only minor objections to the transparency and user-friendliness certain diagrams and, at times, the use of terminology in English.

I propose, that during the defence of the thesis, the following questions should be answered:

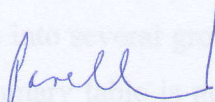
- 1) How would you reason that the Bat'a management system, Japanese management system and Amoeba system should be precisely the starting point for the creation of your model of management of performance? How can their effective functioning be proved?
- 2) Is it possible, with respect to the level of indebtedness of firms, to state that the less debt, the more performance?
- 3) In theories founded on the Value Based Management, the maximisation of market value is considered as the primary objective of management. Is it in harmony or in contrast with the objective of maximisation of added value for customers that you present?

The dissertation thesis has fulfilled the objectives defined therein.

The publication activity of the author is abundant, it includes both conference and journal papers.

In conclusion, I observe that the dissertation thesis, even in spite of foregoing comments, **meets the requirements for its elaboration and I recommend it for its defence.** It is a topical work and it contributes to the development of knowledge in this field. It is without doubts that the work has also contributed to the personal growth of the author in this field of expertise.

In Zlín, 3.5.2013


prof. Dr. Ing. Drahomíra Pavelková