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# Reviewer's Report on Doctoral Thesis

(103 pages of text + 3 attachments)

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Author:                    Oksana **Koval**, Ing.

 Topic:                    **Conception of Continuous Process Improvement in Shared Service Centres Based on Lean Method**

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**Koncepce neustálého zlepšování v centrech sdílených služeb na základě Lean metod**

| *Question / Problem* | | *Comment* |
|---|---|---|
| Degree Programme | 6208 Economics and Management | **Solution belongs to the field of Economics and Management to a sufficient extent.** The problem definition, aims, approach and procedure, structure, as well as the results and contributions formulated correspond with it. |
| Degree Course | 6208V038 Management and Economics | |
| Currency of the thesis | Chapter 1 pp. 17-21 and 22-23 | It represents specific, however, very important issue of management in the selected sector of shared service centres in the V4 environment. The currency of the topic is well described and well-founded from theoretical as well as practical perspective. |
| Theoretical and conceptual outcomes | Chapter 1 pp. 12–24 Chapters 3.2 – 3.3 pp. 18-36 | **There is an appropriate presentation of theoretical and conceptual incomes.** These form a sufficient basis for further suggestions. |
| The aim of the thesis | Chapter 2 pp.24-27 | **Solution** comes and develops from the initial introduction of the problem (Chapter 1). On p. 25 of the thesis, the problem is formulated on theoretical as well as practical level. |
| | | **The main aim of the solution** is according to the text on p. 25 ",, ..to identify strategies for |

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| | | the effective CI program in the SSCs." Such formulation of the aim is sufficient and suitable for its development within the Doctoral thesis. |
| | | Subsequently, the author mentions two so-called partial aims. This formulation is not suitable as these are more of 'tasks' than aims. |
| | | The research questions RQ1 – RQ6 (p. 27) are scientifically well formulated – these react well to the problem as well as aim defined in advance. |
| Procedure – research | Chapter 3 pp. 35-36 | **The procedure proposed** (presented on pp. 35 - 36) **is, in fact, suitable.** Nevertheless, it is too brief regarding the text, Figure 3.1 depicts it better. |
| | | The **research** is based on obtaining necessary data and information, statistical processing and formulating primary results. Then, the author presents evidence and generalization. |
| Hypotheses– formulation and verification | Chapter 4 pp. 29-66 | **The hypotheses are explicitly stated in the thesis.** There are 18 hypotheses in total, which is not appropriate for such type of work. In fact, the research should be based on H1, H7 and H13 only. |
| | | The hypotheses testing is presented in the thesis by means of Structural Equation Modelling and Overall Firm Performance. This methodology is suitable for such type of a problem. |
| Thesis results | Chapter 5 pp. 67-71 | The suggested **discussion** concerning the outcomes is well formulated. It makes further development of this issue possible. Recommendations for practice (p. 70) are too brief though. |
| Theoretical and practical contribution | Chapter 6 pp. 73-75 | Support of **research, practice and tuition** development is well described in the thesis. I can also confirm that a certain level of support with regard to the degree programme 6208 is evident. |
| Formal level of work | | The thesis is written on a sufficient technical as well as linguistic level. It is well-organized following the faculty internal recommendations. However, there is no unified graphic style of graphs and tables. |

| Author's publications | | In the thesis on pp. 102-103, 12 author's publications in total, or rather being as a co-author, are mentioned. In majority of cases, these are papers published in conference proceedings – also journals are recorded (3x). Such publication activity of the PhD student is sufficient, having an appropriate level of her expert as well as scientific potential. |
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**Comments and queries**

1. Is the questionnaire sufficient to obtain primary data for this type of a Doctoral thesis?
2. Do you consider verification of the hypotheses by testing based on P-Value and T-Statistic only sufficient?
3. Mention other recommendations with regard to the use of outcomes in practice.

Based on the assessment of all parts of the thesis as mentioned above and mainly seeing its positives, it is possible to state that the Doctoral thesis fulfils all requirements declared in official regulations and can be accepted for defence. Therefore, after giving answers to the questions from above, I

*recommend*

to grant Ms. Oksana Koval the title PhD.

In Žilina on 10 June 2018