

EXTERNAL EXAMINER'S REVIEW OF DOCTORAL THESIS

Topic: The European Foundation for Quality Management (EFQM) Excellence Model and the Czech Organizations

Student: Muhammad YOUSAF

The reviewed doctoral thesis was worked out at Tomas Bata University in Zlín, Faculty of Management and Economics within study program P 6208 Economics and Management. Mr M. Yousaf worked out his thesis under supervision of ass. prof. Petr Briš, Ph.D. The work contains 108 pages of text, including figures, references, student's CV and wide appendix, which is quite relevant for such kind of works. The thesis should be structured a little better as the theoretical fundamentals (based mostly on the deep review of existing publications in this area) mingle with practical part (based on field investigation and relevant data processing).

Broadly speaking, there are two basic concepts in area of modern quality management at present: a philosophical (represented by Total Quality Management approach) on the one hand and normative (based on set of various international standards such as ISO 9000 family of standards for example). Practical implementation of philosophical concepts is supported by various excellence models. The EFQM Excellence model is the most known and the most exacting model not only in Europe. Unfortunately, awareness related to this model is very low in Czech organizations, as well as systematic implementation of the excellence concepts. Czech organizations are very little interested in implementing the excellence models in deed! By the way: data presented in the last line of Table 2 (see page 31) can serve as conclusive evidence. Hence, general focus of this thesis is extremely topical and the study's goals are very interesting! By my opinion, all results presented in this thesis demonstrated really cheerless situation within Czech organizations. To reach these goals the student put eight research questions which seem to be relevant – as well as the research objectives in chapter 1. Author describes background of The EFQM Model and on basis of literature review presents some benefits of quality awarding in chapter 2. But I consider as the most important sections of this chapter establishing a set of hypotheses and development of the conceptual research model and description of variables. On my opinion hypothesis related to dummy variable is a key area of concern! Subsequently, chapters 3 and 4 bring a lot of a valuable data and information derived from correct data analysis. His findings and conclusions are discussed through chapter 6 where author identifies own theoretical and practical contributions, objective limitations and possible future research orientation. The student had achieved objective answers and research results by way of using very suitable scientific approaches. To reach these goals the student put eight research questions which seem to be relevant. Research questions, hypotheses and objectives were completed through clear quantitative and qualitative methods. Author convincingly proved (especially by using dummy variable) that organizations awarded from EFQM perform better than non-awarded companies. The most results are statistically significant. The outcomes contribute not only to the supporting of

hypothesis 7 but they also describe the real status of majority of Czech companies in area of excellence models understanding and establishing.

As a whole, submitted thesis is worked out carefully and following remarks or questions related to certain parts of the thesis are not in question overall level of the work! They should serve as a basis for discussion during thesis defence only!

Remarks:

- 1) Translation of thesis title to Czech language is not accurate (cover page).
- 2) The last letter in RADAR acronym means “Refinement”, not “Review” (page 11).
- 3) When defining hypotheses, author repeatably declares that variables as LDR, FATA, etc. has an impact on organization performance. But what impact – such statement absents (pages 21 or 22)).
- 4) Fig. 5 is not referenced in text of 3.1 clause (page 28).
- 5) The sample size, only 4 organizations selected for qualitative analysis is rather questionable with respect to reaching objective findings (page 30).
- 6) Real level of awarding should be described more exactly when results of qualitative research are presented against organizations A, B, C and D. Author presents only such general information as “4-star certificate” and so on (page 46 and some other pages).

Questions:

Q1) Author should explain why the positivist and the interpretivism research philosophy were used in his research as also some other philosophies are mentioned in clause 3.2 (page 29).

Q2) When reading Czech managers’ statements in section 4.2.2, we can learn that The EFQM Excellence model have brought “many benefits” to Czech companies. But such formulations are nontangible and insufficient. Has author any data about EFQM Excellence model impact on certain economic or social indicators?

Q3) Could be considered the research results obtained as valid also for non-profit organizations? If not, what differences or special features should be respected there?

When evaluating Mohammad Yousaf’s doctoral thesis of as a whole, I am able to express a high level of positive perception! It is simple to say why:

- he has proved his ability to analyse wide set of special information: list of references is really remarkable,
- set of scientific hypotheses was clustered well and comply to main objective of the work,
- overall research methodology seemed to be correct, including selection of quantitative or qualitative methods,
- methods of statistical data processing are applied by appropriate manner (with suitable software support) and aimed to the hypotheses confirmation or refusing,
- findings and conclusions and are described clearly and represent nice response to core results of field investigation,

- author fully demonstrated his ability to provide scientific approaches and methods.

Final summary and recommendations:

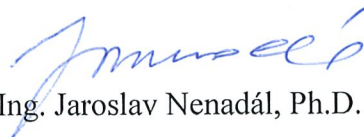
1. The topic of submitted doctoral thesis is really important and current, especially from Czech standpoint.
2. The objectives of the thesis were fulfilled and scientific level of the work is adequate for such kind of works.
3. Student has used approaches, methodology and concrete methods which allowed to achieve exacting scientific objectives.
4. Deep analysis of literature opinions can serve as nice resources also for following students and researchers.
5. The knowledge found in this thesis represents unquestionable contribution to the next scientific investigations in area of various excellence models effectiveness. Author presented key factors which affect the organization's economic performance.
6. Practical impact of the work was clearly presented mainly at clause 6.1.2 and I fully agree with student's findings. Recommendations oriented to Czech Society for Quality (see clause 6.2) are really valuable.
7. The dissertation thesis was worked out very carefully, including large set of information presented in Appendix. Formal arrangement of the thesis is acceptable.
8. The student's publication activity (presented on p. 104 and 105) is remarkable.

My statements presented above allow me to say that submitted thesis is very good one! Therefore, I fully recommend that Mr. Muhammad Yousaf is allowed to defend his thesis "The European Foundation for Quality Management (EFQM) Excellence Model and the Czech Organizations". In case of successful defence, I also recommend to award him to scientific degree

Philosophiae doctor (Ph.D.)

in a study program P 6208 Economics and Management.

Ostrava, 20th October 2021



Prof. Ing. Jaroslav Nenádál, Ph.D.

external examiner

