

## MASTER'S THESIS REVIEWER'S REPORT

Student's name: Yaw Baffoe

Master's Thesis Reviewer (MT): Milan Damborský

MT topic: STRATEGIC SOLUTIONS FOR ARCELORMITTAL: ANALYZING AND ADDRESSING CURRENT PROBLEMS IN SOUTH AFRICA

Acad. year: 2023/2024

### Notes on completing the report:

1. A - fulfilled very well with no remarks, B - fulfilled very well with minor remarks, C - fulfilled at an average level, D - fulfilled with deficiencies, E - fulfilled but with significant deficiencies, F - not fulfilled.
2. If any criterion is graded F, the thesis must be evaluated as unsatisfactory overall, not meeting the criteria for the MT defence, and such a thesis cannot be recommended for the defence.
3. MT Reviewer must comment verbally on each evaluation criterion!

### Assessment criteria:

### Assessment

1. Thesis Objectives and Methods	F
<p>The aim of the thesis is not very clear. „This study aims to empirically investigate the relationship between strategic solutions, inflation, and enterprise performance in the context of ArcelorMittal South Africa.“ is mentioned in abstract. The aim can be identify in „research objectives“. The mentioned research objectives are (1) To examine the impact of strategic solutions practices on the performance of enterprises in South Africa. (2) To investigate the extent to which Steel enterprises in South Africa engage in strategic planning and solutions to mitigate inflation and energy crises. (3) To identify the key barriers that prevent effective strategic planning among South African enterprises.</p> <p>Several analytical methods are chosen. There is no methodology to achieve the goal(s). Review of the relevant literature is chosen correctly. On the other hand, theoretical background is very eclectic.</p> <p>A fundamental shortcoming of the thesis is the inconsistency of the topic mentioned in the diploma thesis and the assignment of the thesis. Thesis deviates greatly from its assignment exactly.</p>	
2. Theoretical Background	E
<p><i>The commentary focuses on: the content of the critical literature research; the appropriateness of the chosen domestic and foreign literature sources; the method of citing sources in an adequate manner.</i></p> <p>The theoretical background does not provide convincing evidence a starting point for research. As mentioned, it is very eclectic. It is not systematized. Such information does not contribute to original conclusions of the research.</p>	
3. Practical Application – Analysis	F
<p><i>The commentary focuses on: the use of knowledge from theory, its appropriateness of application; sufficient description of the process of application of the methods of work; overall assessment of the current state; sufficient substantiation of the conclusions of the analyses; the difficulty of data collection and processing.</i></p> <p>I did not find relevant applications leading to relevant conclusions. The logical consistency of "theoretical starting points, goal, methods, applications, conclusions" is completely missing. The description of the methods used is incomprehensible.</p>	

<b>4. Practical Application – Project/ Research</b>	<b>F</b>
<p><i>The commentary focuses on: the connection of the solving part of the thesis to the theory and to the analyses results; supporting the proposals with appropriate arguments; meeting the objectives set. For research-oriented MTs, the focus should be on discussion of the results and their evaluation.</i></p> <p>The recommendations that are mentioned in the thesis are not sufficiently supported by data. They not sufficiently described (see tables in chapter recommendations).</p>	
<b>5. Formal Layout</b>	<b>F</b>
<p><i>The commentary focuses on: logical coherence of the text of the thesis; use of correct terminology; use of the prescribed standard of citation of sources; appropriate linguistic and graphic level.</i></p> <p>The thesis does not meet the formal requirements. The graphic design is insufficient. It is not clear whether citation are in line with needed standards, see history of ArcelorMittal. Is this data original? Graphs and diagrams are often illogical and do not enrich the work.</p>	

<b>Overall thesis assessment*</b>	<b>F</b>
<p>The aim of the thesis is not defined correctly. The logical consistency of "theoretical starting points, goal, methods, applications, conclusions" is fully missing. The practical part does not provide enough data for relevant conclusions and (in line with this problem) conclusions are speculative. The work does not meet the formal requirements. There is the crucial inconsistency of the topic mentioned in the diploma thesis and the assignment of the thesis.</p>	

\* The final grade is not an arithmetic average of the individual criteria for assessing the thesis.

#### Questions for the defence:

1. Can you explain the logical consistency of "theoretical starting points, goal, methods, applications, conclusions"?
2. What is elementary goal of your thesis (research)?
3. What are key knowledges come from your research?

The thesis **does not fulfil** the criteria for the defence of the MT. The thesis **is not recommended** for the defence.

Date 25.08.2024



Signature of MT Reviewer