

OPPONENT OPINION ON THE DOCTORAL THESIS

Title of the Doctoral Thesis: **Organizational Culture and Long-Term Efficiency of Organizations**

Authoress of the Doctoral Thesis: **Mgr. Maria Ershova**

Tutor: **Doc. Ing. PhDr. Aleš Gregar, CSc.**

Opponent: **Prof. PhDr. Jiří Bláha, CSc.**

The reviewed doctoral thesis that were elaborated by Mrs Maria Ershova at the Tomas Bata University in Zlín, Faculty of Management and Economics, in the frame of the Study Programme P 6208 Economics and Management, were submitted to the examination in June 2011.

The subject of reviewed doctoral thesis is quite up-to-date. The thesis could be considered as an contribution of authoress to the strengthen contemporary stream of managerial studies which are focused on the organizational vitality, longevity, long-term organizational effectiveness and organizational adaptivity to today's complex, turbulent, and in many aspects exhausted and highly competitive external task and operational environment of organizations.

The aim of the doctoral thesis was explicitly specified in Introduction to the thesis in a form of the research question. The aim was formulated by authoress as seeking and understanding different aspects of organizational culture supporting the long-term efficiency of organization regardless their mission and the sphere of their action. The way of how answer the question was to explore and compare the long-living goals-based and values-based organizations (i.e. performatively oriented versus culturally oriented organizations) and to find the factors of the organizational culture which contribute to the long-term organization efficiency.

As the solution of the research problem defined above authoress of the doctoral thesis choose the quantitative / qualitative exploratory and comparative organizational research *ex post facto* combined with research approach focused on the hypotheses verification. The structure of the thesis respects the classical and traditional scheme of the organizational research report – description of the present state of the knowledge about interrelations between organizational culture and long-term efficiency of organizations, setting of the research hypotheses and objectives, specifying of research methods, presentation of the research findings, and discussion of research implications for increasing organizational long-term efficiency.

Both correct theoretic and methodological approach to one of the most important problems of recent managerial theory and practice is used in the reviewed doctoral thesis. The contribution of the authoress to the solution of the problem can be hardly overestimated. One of apparent advantages of the doctoral thesis is an evident attempt of the authoress to describe exhaustively the problem of long-term organizational efficiency in dependency on organization culture traits and factors. This description is based on the search of the rich and representative theoretical background created from near two hundreds of titles of the comprehensive and relevant managerial literature. Particularly worth is the presentation and erudite discussion of

the number of different organizational culture categorizations and typologies in the goal-orientation versus value-orientation frames, as well as the tacit knowledge concept and its role in organizational culture context. As marginal deficit of the First Chapter can be seen relatively limited discussion of the term long-term efficiency or effectiveness.

Pivotal part of the doctoral thesis includes following three research and methodological chapters which presents the core contribution of the authoress to the research problem solution. Main research question of the thesis – i.e. the question about what factors of organizational culture allow organization to be efficient in the long term, and thereby survive for many years and generations – was structured by the help of four particular research hypotheses and the set of four research objectives corresponding to the hypotheses. The object of the research was specified in two groups of characteristics of the value-based and goals-based analyzed organizations. Following this, the combined quantitative and qualitative methodology used for the defined research purpose was described. Research approach chosen by authoress and methods of the exploration and verification of the hypotheses are quite adequate to the character of the research subject, appropriately sophisticated and comparable with research methodologies used in analogous organizational research.

Main contribution of the authoress is concentrated in Fourth Chapter where the research findings are presented, including the results of the hypotheses verification procedures. Research conclusions are summarized in form of the tabular overview concerning to the crucial cultural elements which are significant for the long-living organizations. Perhaps more comparative quantitative data could be presented in the results description. In general, the results of the research and their implications for organizations and managerial theory and practice are quite consistent with findings and recommendations of similar contemporary studies of organizational culture influences on the organizational adaptability and long-term organizational effectiveness of different categories and types of organizations. The research conclusions appears plausible for the understanding to surviving, longevity and long-term effectiveness of organizations. They are considerable and meaningful either for the development of the management as an applied social-technological discipline specialized on the complex centralized optimization of organizational structures, processes, and products.

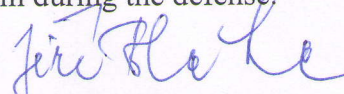
From the point of formal and technical aspects, as well as the lingual correctness of formulation the doctoral thesis appear elaborated on the high level of quality. Some objections could be expressed to the old-fashioned form of the citations.

Publication activities of the authoress are contextual with the subject of the doctoral thesis and are adequately extensive.

Conclusion

Presented doctoral thesis are based on satisfactorily deep authoress theoretical background and her good orientation in contemporary managerial concepts linked with the strategical successes of organizations, and they are elaborated with high professional quality. As the opponent of the reviewed doctoral thesis I recommend to accept them during the defense.

Ostrava, June 10, 2011


Prof. PhDr. Jiří Bláha, CSc.