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EXPERT OPINION

Doctoral thesis: „Balanced Scorecard as a tool for human resources management in financial organizations

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Study programme: 6208V038 Management and economics

a) Doctoral thesis topicality

Combination of Balanced Scorecard (BSC) and better efficiency of human resources in financial sector is positive, special in according to the development of new principles of human resources management and their better level of entrepreneurship in a competitive environment with relative high level of customer services. The achieved results of doctoral thesis as a strategy map on HR level, proposal of methodology of BSC application for the financial sector and the key performance indicators create adequate assumptions for scientific and practical area further development.

b) Goal achievement – defined in doctoral thesis

Main result – proposal of methodology of BSC concept application, segmented in next sections as HR scorecard, strategy map of HR level connected with the key performance indicators are compact results as a whole. In the table 2, presented on the site 57 of doctoral thesis absents in each quadrant the support HR activities, unwinding from own personnel priorities and goals.

c) Way of solution, results of doctoral thesis, student's contribution

Presented access has logical structure, clear contents and presents new knowledge in the area of BSC implementation in the area of HR management, specified by individual perspectives and level of human resources. Hypothesis verification is based on correct defined assumptions and data analyses, final results have right connection with two presented levels of proposed concept: customer orientation and personal data protection.

d) Practical sense and contribution to science development

Proposal of modified strategy map with HR partial targets and influencing researched factors in each perspective, presented on the pictures 16 and 17 can be considered as a new access

to the effective HR management in financial sector, with clear defined contents, input and output dates. The structured construction of KPIs objectives, presented in table 12 can be find as a new form of HR process improvement possibilities in financial organizations and creates good basis for application of proposed methodology.

e) Formal site of doctoral thesis, language level

Without comment, graphical, verbal site of doctoral thesis has good level, contents structure corresponds with single chapters, pictures and graphs are in good graphical form.

f) Author's publications

Publication's presented in doctoral thesis ar in the line with topic of doctoral thesis, scientific orientation of doctorand and brings new and interesting knowledge in selected area.

Questions for answer:

1. Which KPIs from the presented KPIs in Appendixes A-K do you consider as a most important for operative and strategic HR management – please select from each category most 2 KPIs, that you find as most important.
2. In Table 12, site 99 in the column „Leading KPIs“ you mentione the „Status of implementation of the system“. How we can measure the status?

Hereby I confirm, that the presented doctoral thesis are in full accord with defined goal, results achieved are correct and right.
I **recommend** the doctoral thesis for defence.

Zlín, 21.11.2012

A handwritten signature in black ink, appearing to read 'Chouay', with a large checkmark-like flourish at the end.