

## **OPPONENT'S OPINION ON DISSERTATION THESIS**

### **Topic: Industry 4.0 and preparing companies for implementing IT**

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Opponent: doc. Ing. Mgr. Petra Marešová, Ph.D.

### **Content and objectives of the work, topicality**

The main objective in the dissertation is to examine the level of organizational culture in organizations to seek appropriate managerial approaches and methods for the development of corporate culture in a manner that could support the environment for innovation in the organization, to facilitate entrepreneurship in the Industry 4.0 concept.

Sub-goals of the work are:

O1: To explore and present the concept of Industry 4.0 in relationship with the use of suitable managerial approaches for the development of an organizational culture that is supporting to the process of innovation in organizations.

O2: To analyze the level of organizational culture in organizations based on the organizational culture index.

O3: To argue and formulate recommendations in order to reinforce organizational culture that is supporting Industry 4.0 based on the findings.

The definition of the objectives of the dissertation and the formulation of the primary research question and the three research hypotheses I consider appropriate, the goals are quite well aligned with the research question and hypotheses.

The topic of the thesis is up-to-date, and undoubtedly, the whole work can be a contribution to the issue of using knowledge (and information) management in the field of organizational culture.

### **The structure of the dissertation**

The structure of the thesis is divided into chapters that logically follow each other. The chosen flow of text from general topics to specific problems makes the whole work very clear and easy to understand. The content of the work is quite balanced. The theoretical and practical part is about half the work. List of literature and related lists to be in the dissertation (pictures, tables, graphs, abbreviations), and a list of attachments, appropriately complementing the text of the work.

## **Methods**

The author declares which methods, on what occasion and in what way he used. In connection with the methods used, it is necessary to provide the following comment on the questionnaire survey. The work does not state how the questionnaire was created, and the details of this process are not precise, such as whether a pre-test questionnaire was carried out, on what size of respondents and with what results.

Despite these limitations, data provide results that expand understanding of the dimensions of organizational culture in firms.

## **Results and Conclusion**

The author did not fully exploit the potential of the findings to create recommendations for Czech (and public) organizations, how to further increase the preparedness of the company's cultural environment for Industry 4.0. Many facts are coming (and are mentioned) from the summary of the work, but an explicit description (during the presentation) would still help to increase the output value.

## **Used references**

The author works with informative resources as usual. Only minor errors occur in this area (e.g., in the bibliography for page numbers - sometimes the values are in parentheses, sometimes not). Due to the systematic work with current scientific information sources, it is necessary to consider it a minor omission.

## **Questions for discussion**

1. Author on page 80 states: „Hofstede’s model together with Wallach’s model could give us a good idea of the existing organizational climate of the firms and based on this knowledge the appropriate approaches and strategies could be selected in order to make some adjustments and prepare the firms in a way that they will meet the preconditions for implementing Industry 4.0“ What knowledge do you see as key in The Hofstede's model of six dimensions, just the context of Industry 4.0? Explicit, tacit, in what dimension?
2. At the same time, based on your findings from your current data, do you think it may be beneficial to incorporate new knowledge into one of the six dimensions of The Hofstede’s model?

### **Overall evaluation**

Specific goals of the work were fulfilled. The author has proven his ability to work independently in the field, as evidenced by already published works. For the above reasons, I recommend the doctoral dissertation thesis, and after a successful defence, I recommend to grant Ing. Majid Ziaei Nafchi academic degree PhD. in Information and Knowledge Management.

A handwritten signature in blue ink, appearing to be 'MJ' followed by a long horizontal stroke that tapers to a point on the right.

In Hradec Kralove 3<sup>rd</sup> May 2019

Doc. Ing. Mgr. Petra Maresova, PhD.