

Opposer review of dissertation thesis

Topic: **VIRTUAL ORGANIZATIONS AS A SPECIAL COOPERATION FORM IN THE ACTIVITY FIELD OF MERGERS & ACQUISITIONS**

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Supervising

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Study

Program: **Economics and Management**

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I have reviewed and evaluated the submitted PhD dissertation thesis as an opposer appointed by the Dean of the Faculty of Business and Economics at the Mendel University in Brno, Czech Republic on July 31, 2014.

1. Timeliness of the topic

I consider the dissertation thesis of Nicholas Hanser, M. Sc. as highly current especially because of the fact, that many companies are significantly under pressure to adapt to the ever environmental requirements in today's world and its constant needs for improvement. After reviewing the dissertation I can conclude that the author outlines recommendations and suggestions related to this field of study.

2. Compliance with the objective

The author defines relevant thesis goals and research objectives. The research objective is to fill gap in knowledge on virtual organizations as a special cooperation form in the activity field of mergers & acquisitions. To achieve the research goals by the PhD student, as listed below:

- to what extent do the environment determinate the virtual organization forms and their cooperation,
- to what extent are the virtual organizations known in the business practice,
- to what extent does the virtual organization have the importance from the viewpoint of present time as well as of the future.

At the end of this capture I can state that the main objective an the partial objectives were achieved. But I have a recommendation because in connection with my opinion it could be better to put the definition of the main goal and the partial goals at the beginning of the chapter 2. Now, there are on pages 17-18.

3. Methodology, selected methods, results of the dissertation and the student's specific contribution

The first chapter includes the introduction. I positively evaluated the chapter 2 with regard to the literature review, case studies, the empirical field studies, the hypotheses, etc. I think that the determination of two first hypotheses is very important for further research. The third chapter provides the readers with survey of literature review. The attention is devoted mainly to the emergence of virtual organization forms, globalization as a driver of new forms of collaboration, the virtual corporation and its characteristics, the differentiation from other forms of cooperation, etc. The Phd student has the citations of 148 domestic and foreign authors dealing with the present topic. All theoretical chapters are made at a high level. The fourth chapter deals with results in relation to the case studies and the empirical study. The author explained the existing examples of virtual corporations and relevant aspects of virtual corporations in business practice. He used the primary data from the following corporations, e. g. IBM, PUMA, DIESEL, NINTENDO, SEITZ and WAL-MART. All data are processed by the standard's methods. The results are important for determination of theoretical and practical issues of this dissertation thesis. The fifth chapter is discussion with theoretical resources. But from the point of view of the title of dissertation thesis I can state that this chapter takes into account the managing of cultural differences. When we are talking about the multicultural teams and the cultural diversity, we must deal with cultural differences. It is one factor which is affected the position of the companies in the competitive environment (pp. 144-146). The final parts are the conclusion, references and appendix.

4. Formal conclusion of the dissertation

The dissertation is presented in a clear manner, with explanation of the relevant terms. Findings and recommendations are standard.

5. The theoretical and practical contributions

I agree with the author's contribution and recommendations to the education and the practice as well as with the results of the research in the selected companies. The contribution to theory development deals mainly with the virtual organizations (it was widely described in the literature review) and on the other hand the contribution to the practice says about the application of virtual organizations for further development of existing companies from the point of view of corporate networks, business environment, etc. These two accesses are very useful for development of research in the pedagogy and the research work. The information will be useful for creation of several case studies as the study materials for students.

6. Questions for PhD student

I have recommended to answer the following questions in the defense:

1. In subchapter 2.2.4 Hypotheses the author wrote about the chi square test (p.23). Where did you present the results and explanation of these results based on the chi square test?
2. Why did you choose for your research the companies from several branches? Is it possible to use the cluster analysis?

3. How do you see the future of virtual organizations in relation to the corporate networks?

Conclusion

I have evaluated the doctoral dissertation thesis written by Nicholas HANSER, M. Sc. entitled VIRTUAL ORGANIZATIONS AS A SPECIAL COOPERATION FORM IN THE ACTIVITY FIELD OF MERGERS & ACQUISITIONS for form and the context. The Phd student demonstrated the ability for independent and creative work. **I recommend his defence before the committee for the defence of dissertations and after a successful defence of the named to grant him with**

- **academic degree philosophiae doctor (PhD.) –**



prof. Ing. Ivetta Ubrežiová, CSc.

Nitra, August 28, 2014