

Master's Thesis Opponent's Opinion

Student: Yee Yee Sein
 Title of Master's Thesis: Performance Driven Culture in the Public Sector
 Thesis Supervisor: Ing. Michaela Kotková Sřřiteská, Ph.D.
 Thesis Opponent: Ing. et Ing. Barbora Zemanová, Ph.D.
 Study Programme: Economic Policy and Administration
 Academic Year: 2019/2020

Difficulty of the Topic

	Excellent	Very good	Satisfactory	Unsatisfactory	Cannot be evaluated
Theoretical knowledge	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Input data and their processing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Methods used	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thesis Evaluation Criteria

	Excellent	Very good	Satisfactory	Unsatisfactory	Cannot be evaluated
Degree of achievement of the aim of the thesis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Original attitude to the topic processing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequacy of the methods used	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depth of analysis (relative to topic)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logical structure of the thesis and scope	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with Czech and foreign literature including citations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal arrangement of the thesis (text, charts, tables)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language level (style, grammar, terminology)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Applicability of the Results of the Thesis

	High	Medium	Low	Cannot be evaluated
For theory	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For practice	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Comments on the Thesis

The theoretical part is written based on a great number of resources mainly from research studies. It contains theoretical statements of organizational culture, specific of organizational culture in public sector with special focus on performance driven culture. The main aim of the thesis is to define the set of key characteristics of organizational culture that contribute to higher performance of public sector organizations. To fulfil the goal of the thesis, the author has done a secondary research based on the information that are publicly available. The author does not clearly state what exact sources were used. The survey in practical part is focused on analysis of performance driven organizational culture characteristics that is used in selected municipalities from three different countries (Finland, Sweden and Norway). Author identified performance measurement and key building blocks of monitored municipalities.

The diploma thesis is all right both on the content and on the practical side. However, the thesis is devalued by the non-compliance with formal requirements of the work. These are:

- There is not mentioned any source in chapter 4.1 Orebro Municipality Sweden (that takes three pages) except SKL (2013) that is mentioned two times, but as it is not written in list of abbreviations, the source is not clear. Moreover, the following chapters (4.2 – 4.6) do not mention any source at all.
- Referencing resources in the text often does not meet the defined requirements, e.g. p 12: "...group of people (Hellriegel et al. (2004))." Or "Later on, (Akta, Çiçek, & Kiyak, 2011) described..." , p 13: "(Maleka et al., 2015) stated that culture..." , "(San 2008) stated that..."
- Bullet text formatting is incorrect - p 29.
- There is written mistake on p 42. "The 150,000 inhabitants make this the sixth largest city in the world." The true is it is the sixth largest city in Sweden.
- List of abbreviations is not written in alphabetical order, which makes it difficult to orientate in citations.
- Sometimes it is difficult to understand the meaning of the sentences, for example the first sentence in Conclusion: "Organizations are necessary to create the organizational culture which suit for the organizations in order to management performance in their organization successfully."

Questions and Suggestions for Defence

1. What monitored municipality has the best performance driven culture? Why?
2. Do the monitored municipalities establish code of ethics? Explain the connection of code of ethics and organizational culture and the benefits of having code of ethics.

Final Evaluation

I **recommend** the thesis for the defence.

I propose to grade this master's thesis as follows: **C**

In Pardubice 23.6.2020

Ing. et Ing. Barbora Zemanová, Ph.D.

Signature