

University of Economics, Prague
Faculty of Business Administration

DOCTORAL THESIS REPORT

Title:

**NEW TRENDS IN DEVELOPING MANAGERIAL COMPETENCIES FOR
MODERN COMPANIES:
APPLICABILITY OF MUSIC IN IMPROVING BUSINESS EFFICIENCY AND
WORKING ENVIRONMENT**

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Opponent: Ing. Jan Kincl, Ph.D.

The doctoral thesis was evaluated using the following criteria:

1. Reflection of current scientific findings
2. Formulation of the research matter
3. Objective setting and extent of its achievement
4. Appropriateness of applied methods, methodology
5. Scientific contribution and originality of the thesis

Further on, the author of this doctoral thesis report brings-up the questions for the author of the thesis and proposes the final recommendation regarding the thesis defense.

1. Reflection of current scientific findings

The author brought-up the vast number of sources, showing a solid theoretical background, namely in the area of the current findings reflecting the musical applicability in the sphere of management and human resources.

2. Formulation of the research matter

Based on the thorough theoretical research covered on the first thirty pages of the thesis, the author formulized the research matter, in the thesis described as *application of music in modern management, leading towards increasing working performance and efficiency*.

3. Objective setting and extent of its achievement

Based on the research matter itself, the main objective of the thesis is to examine musical preferences and applicability of music with its positive effects on different aspects of working environment, creating thus, via empirical research, a Musical Map of investigated geographical region that could be employed to increase working performance and efficiency.

The author succeeded in creating the Musical Map, never the less its impact on the increase of the working performance and efficiency remains only theoretical as it was not further tested. The implementation proposal of the Musical Map and the detailed description of its practical use are missing, therefore the goals to be achieved after using Musical Map in the working environment are highly questionable. The potential user receives no guidelines and therefore could select such ways of use, which are highly inapplicable.

4. Appropriateness of applied methods, methodology

In order to achieve the goals defined, a field research has been planned and implemented: opinions were collected from the subjects, via questionnaire structured of 6 socio-demographic variables (gender, age, educational degree, position in the organization, sector and working experience), and 6 dependent variables (working atmosphere, efficiency in accomplishing the tasks at work, motivation, learning, team work and stress).

The research was conducted in Serbia, on a random sample of 126 managers and employees in Belgrade (capital of SRB), Novi Sad (administrative centre of AP Vojvodina) and Novi Pazar (the biggest city in Sandžak with predominant Bosnian population). Data collected in the conducted survey was processed through appropriate conventional statistical methods and procedures, as to gain insights of working population into their musical preferences, beliefs of efficiency of music in attaining and helping of desired working qualities or preventing and decreasing the unwanted phenomena related to work atmosphere and efficiency.

The methodology used to reach the previously set up objectives is appropriate as far as analyzing the view and approach of potential users of the Musical Map.

Never the less, as mentioned earlier, the contribution to the increase working performance and efficiency, was not proven, as the methodology applied to achieve this goal was not used.

5. Scientific contribution and originality of the thesis

The research matter reflects the modern approaches in human resources management, such as art, design and environment forming in general. The results of the thesis are interesting and after taking the further steps, such as designing possible implementation plan, running and testing the pilot program, comparing the results of pre and post implementation, the method of Musical Map could be used as a novel scientific approach towards human resource management.

6. Final recommendations, questions for the author

The over-all impression, although the goal of the thesis was not according to my opinion fully met, is, that I recommend its defense and in case of the successful defense to acknowledge the title Ph.D.

Never the less, after reading the thesis, there are several questions that occurred and which would be interesting to get answered while defending the thesis:

- What steps shall be taken in practice to use the Musical Map efficiently?
- What approach do you consider as appropriate for measuring the results of Musical Map implementation? Do you recommend to set-up some specific KPIs?
- The use of music in the working environment is definitely dependent on many personal aspects and nature of the employees. What are the methods for individualization of a Musical Map and is such individualization possible? If yes, under what circumstances and to what extent is it still efficient to customize it?
- According to my own experience, different types of music are appropriate for different working styles, as well as for different situations or even different kinds of tasks (e.g. creativity could be supported in a different way than concentration). Although it is just a hypothesis, how would you deal with this in the real life?

Prague, 7th 2013

Signature:

A handwritten signature in blue ink, appearing to read "Jan Kunc".