

### ***Master's thesis evaluation by the opponent***

***Title of the Master's thesis:***

The challenge of implementing Toyota Production System (TPS) in the Czech Republic: A study in cross-cultural management

***Author of the Master's thesis:***

Bc. Mgr. Michal Koža

***Objectives of the Master's thesis:***

To analyse the possibilities of implementation of Toyota Production System within Japanese subsidiaries in Czech Republic and to explore the fit between the cultural values of Czech and Japanese management and the values incorporated in the Toyota Production System.

<b>EVALUATION OF THE MASTER'S THESIS</b>	
<b>Criteria (max. 10 points per category)</b>	<b>Points awarded</b>
1. The objectives of the thesis are evident and accomplished	9
2. Demands on the acquisition of additional knowledge or skills	9
3. Adequacy and the way of the methods used	7
4. Depth and relevance of the analysis in relation to objectives	10
5. Making use of literature/other resources, citing	10
6. The thesis is a well-organised logical whole	10
7. Linguistic and terminological level	9
8. Formal layout and requirements, extent	9
9. Originality, i.e. it is produced by the student	9
10. Practical/theoretical relevance/applicability	10
<b>Total score in points (max 100)</b>	<b>92</b>
<b>Final grading</b>	<b>Excellent (1)</b>

***Overall evaluation and questions to be answered in the course of the defense:***

The extent is borderline as the introductory literature review requires extension. The thesis itself is only 53 pages with respect to the extent, quite modest, format requirements and general coverage of additional related topics needed to better appreciate the context. For example: TPS principles contained in the main body text rather than F.2.  
Main strong points: The thesis has a readable structure and is created in a systematic way. The information resources used are sufficient in terms of both quality and quantity.  
Main weak points: Testing of hypotheses should have been supported by standard statistical tests. This avoids ambiguity in statements such as "difficult to accept or decline" (H2 – p. 47), "cannot be proved or refused" (H3- p. 47), or "likely to be accept" (p. 49).  
Question: How multiculturalism, the current media topic, influences cross-cultural management in general, and in selected countries, e.g. Czech Republic and Germany.

***Name of the Master's thesis opponent:***

doc. Ing. Vladimír Bureš, Ph.D., MBA

***Occupation of the Master's thesis opponent:***

University of Hradec Králové

*I honestly declare that I am not in any allied relationship with the author of this Master's thesis.*