University of Economics, Prague
Faculty of Business Administration

Master's thesis evaluation by the opponent

Title of the Master's thesis:

Drivers of Corporate Social Responsibility (CSR) in Family Businesses

Author of the Master's thesis:

Niklas Mengel

Objectives of the Master's thesis:

H1a: The CSR involvement of family businesses is more likely to be driven by values.
H1b: The CSR involvement of non-family businesses is more likely to be driven by strategy.
H2a: Family Businesses show a less formalized approach to CSR.
H2b: Non-Family Businesses show a more formalized approach to CSR.

EVALUATION OF THE MASTER'S THESIS	
Criteria (max. 10 points per category)	**Points awarded**
1. The objectives of the thesis are evident and accomplished	10
2. Demands on the acquisition of additional knowledge or skills	10
3. Adequacy and the way of the methods used	9
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	10
8. Formal layout and requirements, extent	10
9. Originality, i.e. it is produced by the student	10
10. Practical/theoretical relevance/applicability	10
Total score in points (max 100)	**99**
Final grading	*Excellent (1)*

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

The thesis represents a great research contribution to the area of corporate social responsibility and family business. It is an excellent starting point for a PhD thesis. It is based on qualitative (semi-structured interviews) and quantitative research (content analysis) methods. As a whole it by far exceeds the expectations pertaining to such a kind of theses. The following therefore is meant to improve its overall quality and to make it more or less closer to PhD thesis rather than a MSc diploma one.

Any research should start by clearly defining the research questions. The hints to which the submitted thesis aims are emanating quite well when reading it however they should be stated at the very beginning - they serve as a guide for potential readers. Only then the hypotheses may follow - however hypotheses usually presume a quantitative analysis that generates statistical results either confirming or not confirming the expectations. The thesis is based upon a sample of just a few cases and therefore the results can be interpreted only as such. Unfortunately I have not found any "Discussions and Limitations" showing in which respects the thesis must be improved to generate really statistically significant results. The research questions are important then also for finding and narrowing the range of proper papers describing the state of the art in the field studied. Being presented a more qualitatively would be more appropriate.

Despite some remarks mentioned above the thesis shows driving ideas, data and tools. It convincingly indicates the contributions of the author and the novelties brought. Simply stated - excellent job not expected within Master theses. A very solid foundation for a consecutive quality research.

Name of the Master's thesis opponent:

Jiri Hnilica

Occupation of the Master's thesis opponent:

Head od Strategy Department, University of Economics, Prague

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

September 6, 2016

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Signature of the Master's thesis opponent