

## OPPONENT'S REVIEW OF DISSERTATION THESIS

Name of the thesis: Performance Measurement of Public Art Museums

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The dissertation thesis deals with research topic which is important, actual and not fully researched. The advantage in this regard is the focus on performance measurement in particular type of organizations, i.e. public art museum. It allows to consider all specifics of such kind of organizations and enables to deal with the topic in details. Moreover it is evident that author's relatedness to these organizations is very tough. That's why I found the choice of this topic reasonable and adequate.

On the other hand, I found the set of formulated research question too broad. It considers performance measurement both in relation to strategy formulation and performance management, i.e. from managerial (internal) point of view, as well as benchmarking tool for performance evaluation by governing bodies. For this reason performance measurement is studied primarily as a system with the emphasis on its general characteristics and internal structure without appropriate attention given to linkages of this systems to its environment.

Part of the thesis named Literature review and theoretical framework shows author's deep involvement in the area of public art museums. As I am not an expert in public art museums I can't assess literature review in this area deeply but "at the first look" it is done using comprehensive and systematic approach and covering all relevant literature in last decades. In performance measurement area literature review is based more on books published for professionals rather than on primary research papers, and thus it highlights some widespread ideas in this field.

For the purpose of following text of the Ph.D. thesis the scope of literature review and theoretical part seems to be quite far-reaching. It is positive for comprehensiveness of such overview. On the other hand, as a whole it looks rather like "a jigsaw puzzle with many but not precisely made and linked pieces".

Mixed research methods are intended for empirical part of the research. Such approach is reasonable and still more recommended in social sciences. Analytical part of the thesis is based on data gathered first by interview which are used for qualitative analysis and second by questionnaire which are used for quantitative analysis. In fact, because of low response rate questionnaire data had to be substitute by document analysis.

In presentation of findings based on interviews just very little attention is given to the role of performance measurement for performance management practice even though couple of research questions emphasized these issues. Perhaps it would be very beneficial to make

some case study research with this aim to find detailed insights allowing to refine proposed BSC model.

Application of DEA for quantitate analysis can provide interesting inspiration especially for governing bodies.

Finally, the thesis conclusions show that given research aims of the thesis were fulfilled. And the thesis brought new ideas which can be valuable for applied research as well as practice.

Following issues can be subject of discussion during the defense:

Contradiction in demand for strategy-oriented performance measurement systems and in short-term orientation of performance measurement system application in organizations is quite often discuss in the literature. Do you have some ideas how to overcome this problem in public art museums to make PMS really strategy-oriented?

On the page 117 you point out that “Almost all executives have a negative attitude to the performance measurement ... mainly because of they are afraid that they would be assessed on the base of wrongly selected criterions, which would influence their funding”. Are there any other reasons for negative attitude? And do you assume that reasons for such “restrained” attitude differs in public art museums in comparison to other organizations with funding by local government?

I recommend the thesis for defense before the commission for Ph.D. thesis defense.

Prague, February 15, 2017

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doc. Ing. Jaroslav Wagner, Ph.D.