

Master's Thesis Evaluation by the Opponent

Title of the Master's Thesis:

Developing a business plan for language school in Spain

Author of the Master's Thesis:

Michal Dufek

EVALUATION OF THE MASTER'S THESIS	
Criteria (each max 10 points)	Points awarded
1. The goals of the thesis are evident and accomplished	8
2. Demands on the acquisition of additional knowledge or skills	8
3. Adequacy and the way of the methods used	8
4. Depth and relevance of the analysis in relation to goals	8
5. Making use of literature/other resources, citing	9
6. The thesis is a well-organised logical whole	9
7. Linguistic and terminological level	10
8. Formal layout and requirements, extent	8
9. Originality, i.e. it is produced by the student	8
10. Practical/theoretical relevance/applicability	8
Total score in points (max 100)	84
Final grading	velmi dobře (2)

Overall evaluation (cca 200 words):

Submitted thesis fits more to the average of works dedicated to similar topic. There are no special flaws but also the idea itself and the way it was elaborated is not unique and very challenging. My comments could be seen below:

- The author presents rather comprehensive external environment analysis. However some of the findings are a bit irrelevant for the business plan. E.g. what is the relation between trade balance of the country and given business?
- The author should have worked harder on translating some of the charts from Spanish to English.
- The executive summary does not provide key issues from the business plan body.
- I would have doubts whether the future of presented venture is as bright as seen by the author.

Question/s from the opponent:

In your financial statements we may see high volume of retained earnings. Do you have any future plans how to use this cash? I also wonder how can be cash value negative as the author presents during his first year of business.

The name of the opponent:

Ondřej Machek

The employer of the opponent:

Department of Strategy, Faculty of Business Administration, VŠE

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

05 June 2015

Signature of the opponent