

ORGANIZATIONAL CULTURE, ITS TRANSFER AND INFLUENCE ON HUMAN CAPITAL MANAGEMENT IN THE CZECH REPUBLIC (RETAILING CASE STUDY)

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DISSERTATION REVIEW

Lenka Sustova's *Organizational Culture, its transfer and influence on human capital management in the Czech Republic* (retailing case study) was of great interest for me to read.

1. General Description:

The thesis consists of 5 chapters, the presentation and the aim of thesis is clearly outlined in the first chapter and the definitions used to help finalize the conclusions are clear and precise. The structure of the thesis conforms to the principles and the expectations of scientific research.

The author has studied and used appropriate number of bibliographical sources in the thesis. There is evidence the author has a substantial level of theoretical knowledge about the subject matter and is accurately aware of the opportunities companies face.

The format used to share the evidence include diagrams, footnotes and references. The use of different fonts helped convey the key messages more simply. However, the author's use of English made it difficult, at times, to understand the flow of the thesis.

2. The Topic chosen:

The time of the research is from April 2008 to April 2010. A time of much economic uncertainty and technological change. The impact of the events of this time on culture and the HOW companies do things is still being realized.

Choosing this topic is relevant and important. There are many theories and schools of thoughts about what makes or breaks a company's culture and how that impacts growth, productivity and ultimately success.

The author spends a great deal of time in the first few chapters defining and clarifying the WHY, WHAT and HOW of her approach and the scope of her research. The narrowed focus

though necessary may have left out some key levers for consideration around this topic. Organizations were uprooted in that period of time and had to reassess everything they were doing in order to survive. Focusing on the culture and not taking the global culture change may have been premature.

3. *The results and findings:*

The author's aim was to better understand the link between organizational culture and human capital management and how the culture can benefit the company. The author successfully and uniquely manages to achieve the objectives set for this thesis. Limitations around the impact national culture has were also addressed and explained. The journey, the methods and conclusions drawn follow a logical sequence.

4. *Questions:*

Few questions remain unanswered and were perhaps left out of the scope of this research on purpose, although in my opinion shouldn't have been excluded as they were too big to ignore:

1. Although mentioned as a limitation for the thesis, national culture and clashes within an organization impacts not only internal culture but also the HOW behaviors are perceived. Is it premature to exclude this?
2. As mentioned, the period of the research was one of much turmoil in the world of economics while simultaneously the way people communicated, interacted and socialized began changing. What, if any, part that plays in managing a changing culture would have been of interest to any multinational?
3. Trust and respect are culturally influenced and defined even if as the author states are both basic needs or attributes of human nature. How does the culture of the company and the culture of the organization define that without having to bring into play the national cultures?

5. *Conclusion:*

In my opinion, this thesis by Lenka Sustova, fulfills all the conditions and I do recommend the thesis for a defense before the Commission.

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