Prof. Ing. Oldřich Starý, CSc.
Department of Economics, Management and Humanities
Faculty of Electrical Engineering
Czech Technical University in Prague
Jugoslávských partyzánů 1580/3
160 OO Prague 6

OPPONENT´S REVIEW OF THE DOCTORAL THESIS

Candidate: Mgr Milomir Vojvodic, M.Sc.

Title of the doctoral thesis:

DATA COMPLIANCE WITH CROSS-FUNCTIONAL GOVERNANCE TEAM LEADERSHIP AND CUSTOMER-CENTRIC OPERATING MODEL

Opponent: prof. Ing. Oldřich Starý, CSc.

Tutor: prof. Jindřich Spička

In a letter from prof. Ing. Ivan Nový, CSc., Dean of the Faculty of Business Administration of the University of Economics in Prague, dated August 9, 2019, I was commissioned to prepare an opponent's review of the doctoral thesis written by Mgr. Milomir Vojvodice, M.Sc., elaborated under the leadership of prof. Jindřich Spička, on the topic "Data compliance with crossfunctional governance team leadership and customer-centric operating model".

The doctoral dissertation will be further evaluated especially in terms of the requirements for doctoral dissertations in the CR and the Study and Examination Regulations for the study in doctoral degree programmes at the University of Economics in Prague.

ASSESSMENT OF THE DISSERTATION FROM THE PERSPECTIVE OF CURRENT SCIENTIFIC KNOWLEDGE

The author carried out very extensive research using available literature, which he appropriately provided with his own notes, ideas, and open questions. He thus gathered a high-quality database of current scientific knowledge, to which he appropriately further contributed. He analyzed the most commonly used existing methods. The list of used literature is absolutely exceptional in its scope (more than 600 links), but the author has worked with all these sources; consequently, the paper gives a very broad overview of the state of the issue in a broader context and in several disciplines - strategic management, organization psychology, marketing, and management theory.

FORMULATION OF THE SCIENTIFIC RESEARCH PROBLEM

The author formulated basic, primary hypotheses, supplemented with secondary hypotheses. He set four primary and five secondary hypotheses. The author looked at the impact of the EU - GDPR implementation on organizations: he investigated whether the implementation could bring other positive effects and added value beyond the induced costs. He described the whole model in several graphs with mutual relations; in addition, he appropriately supplemented the models with links that were converted into hypotheses and subsequently also quantitatively tested. The source of learning and testing data was data obtained from 98 respondents who participated in GDPR projects and represented different types of organizations and fields. The hypotheses were evaluated using SEM and PLS methods.

RESEARCH METHODS AND PROCEDURES

The author used a number of methods of scientific work. Thanks to his truly profound study of relevant literature, he was able to identify the areas on which he focused his research. He found possible links and identified key factors. He described in detail why and what methods he chose, and in which cases he inclined to use either induction or deduction. I consider the choice of methods correct; the author proved to have a great insight into the subject matter. He correctly stated how differently large data samples fit SEM in its basic division into two main types. A description of scales and major constructors is given and described in detail for each individual part of the model. Very original is Chapter 5.21, in which the whole process is illustrated; moreover, the author created his own graphic elements that describe the creation of metrics.

Formally, the paper is prepared very carefully; the author follows citation ethics: it is clear where the author presents his own work and where he used some sources.

FULFILMENT OF THE DOCTORAL THESIS OBJECTIVES

The author sought to answer the basic question: whether the "enforced" implementation of data control and management could be not only an economic burden for companies but also

an opportunity to use this to strengthen the company's competitiveness. He approached the issue from a much broader perspective than usual. Not only did he discuss how to address the relationship between data, information, and IT, but he also dealt with both vertical and horizontal integration and interconnection within the organization. Figures 13 and 14 illustrate the interdependencies evaluated by the author, including their quantitative evaluation. Certainly, the objectives set by the author were met.

ORIGINAL SOLUTIONS CONTAINED IN THE PAPER

The paper focused on evaluating the impact of introducing new regulations and rules in the field of privacy protection on the operation of companies. The author sees this process as an opportunity; he empirically demonstrated the influence of organizational procedures and managerial interventions. He created a complex organization model with clearly defined links in such a way that the horizontal or vertical interaction may be quantitatively evaluated.

FINAL EVALUATION AND OPINION ON PROPOSED CONFERRING THE DOCTORAL DEGREE IN THE FIELD OF BUSINESS ECONOMICS AND MANAGEMENT

The author demonstrated the ability to carry out independent, creative scientific work. In addition, in a very comprehensive review, he described the current state of GDPR implementation from many different perspectives. By combining approaches from marketing, management, psychology, and IT, he showed how important it is to understand things in a wider context, and thus identify new opportunities. I also appreciate the practical evaluation of the hypotheses, which he made with a great insight into and understanding of the used statistical methods.

For the defence, I would like to ask this question:
Could the author explain the relationship between Figures 10, 11 and 13, 14? I am mainly concerned with the symbols used in the hypotheses, their number, and also specific values.

Following a successful defence of the doctoral thesis I recommend the granting of the PhD. degree.

 Prague, 9th September 2019   prof. Ing. Oldřich Starý CSc