

DOCTORAL THESIS REVIEW

Author : **Nguyen Ngoc Ta, MBA.**
Supervisor : Assoc. Prof. PhDr. MSc. Aleš Gregar, Ph.D.
Doctoral thesis topic : The relationship between knowledge management and organizational performance, mediating role of innovation: the case of public universities in Vietnam
Degree course : Management and Economics

The doctoral thesis consists of 124 pages. The text is properly supported by figures (18) and tables (35), which are on good graphical level. There are 6 appendices in the thesis. As far as the formal side and the linguistic level, the thesis fulfils all requirements.

In terms of content, Nguyen Ngoc Tan, MBA doctoral thesis is divided into eight chapters further divided into relevant subchapters. The structuring of the thesis complies with the problem, is chosen logically and the individual parts follow each other.

Chapter 1 presents the introduction of the study covering research's background, the research problem, the research questions, the research objectives and outline of research's process. Chapter 2 reviews relevant literature in the field of study with an aim to develop research model and hypotheses. Chapter 3 introduces the theoretical framework of the study and Chapter 4 dedicates conceptual framework and hypothesis generation. Chapter 5 focuses on research methodology. Chapters 6 and 7 present the quantitative and the qualitative data analyses, findings and discussions and Chapter 8 dedicates the conclusion and recommendations.

1. Doctoral thesis topic recency

In my opinion, the subject of the submitted doctoral thesis is in adequately chosen for the given degree course and is very topical. The knowledge management, organisational performance and innovation are fields determining the competitiveness and sustainable success of organizations of different types. In the current environment, universities also operate in significantly changed conditions and for this reason it is crucial for their development to deal with knowledge management, organisational performance and innovation issues.

2. Objectives of doctoral thesis and their fulfilment

In the doctoral thesis, Nguyen Ngoc Tan, MBA set out a research problem and seven research objectives: to identify and examine the dimensions of knowledge management, innovation and organizational performance in academic setting, to empirically investigate knowledge management application and its relation to innovation in public university settings in Vietnam, to empirically examine the association between innovation and organizational performance in public university setting in Vietnam, to empirically explore the relationship between knowledge management and organizational performance in public university setting in Vietnam, to evaluate extent to which innovation mediates the relationship between knowledge management and organizational performance in public university setting in Vietnam, to develop a toolkit serving as a checklist for higher educational institutions if they wish to deploy and gear up knowledge management practices and innovation management to improve organizational performance, to contribute knowledge to the research area of knowledge management and innovation management within the context of public higher educational institutions in Vietnam and to provide practical knowledge to public higher educational institutions Vietnam about achieving efficiency in organizational performance by embarking on the journey of knowledge management and innovation.

On the basis of the study, it is possible to state that all of the above objectives have been fulfilled.

3. Methods of doctoral thesis

From the way of elaboration of the doctoral thesis there is a clear opinion of the author on the given area and understanding of the given expert and scientific issues. Due to the defined objectives, the author has chosen appropriate scientific methods. Nguyen Ngoc Tan, MBA proved that he knows and can use various research methods, data collection methods and statistical methods of their evaluation, based on which he can make relevant interpretations and conclusions.

4. The significance of the doctoral thesis for the practice and science development

Theoretical significance of the doctoral thesis is to fill the gap in literature regarding to relationships between knowledge management, organisational performance and innovation in the academic context. Another benefit is the creation of the knowledge management toolkit for higher educational institutions self-evaluation.

Nguyen Ngoc Tan, MBA has published the results of his work in the articles that are mentioned in the List of published works. Given the very good scope and level of research, more articles in renowned scientific journals were expected.

5. Doctoral thesis questions

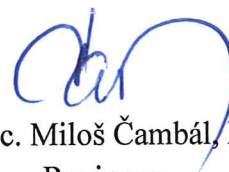
The following questions to the doctoral thesis are expected to be answered:

1. There are 4 main hypotheses and 36 sub-hypotheses formulated in the thesis. Why so big number of sub-hypothesis?
2. The usage of Knowledge management principles or Performance management in organizations require high level of management competences. Do the members of Management board of higher educational institutions in Vietnam satisfy these requirements needed to use Knowledge management and Organizational performance?
3. The doctoral thesis focuses on the mutual interaction of knowledge management, organization performance and innovation in the conditions of higher educational institutions in Vietnam. How much are these findings and recommendations transferable to conditions of universities in the Czech Republic? Which are the main barriers in their practical application?

6. Conclusion

The doctoral thesis of the author Nguyen Ngoc Tan, MBA fulfil the demands which are expected from this kind of papers. He has demonstrated the ability to work scientifically and creatively solve current scientific issues in a defined area. The results of the doctoral thesis contribute to the development of theory and practice in the field of the relevant field of science and that is the reason that **I r e c o m m e n d** them to be accepted for defence and after its successful defence the „philosophiae doctor“ (Ph.D) degree to be given.

In Trnava, 16th June 2019



Prof. MSc. Miloš Čambál, Ph.D.
Reviewer

