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## **OPPONENT'S REVIEW of doctoral thesis**

**Title:** The European Foundation for Quality Management (EFQM) Excellence Model and the Czech Organizations  
**Author:** Muhammad Yousaf  
**Degree Programme:** 6208 Economics and Management

### **a) Topicality of the dissertation topic**

Customers' demands for the quality of production are reflected directly in the management of quality processes in internal company processes. Related to this is the requirement for a legal declaration that companies operate according to reliable quality standards. It is therefore important to have knowledge of the competitive environment, especially in the field of quality, which have the ability to fundamentally affect the level of quality of production in the selected company.

In connection with the above statement, the selected topic of dissertation thesis can be assessed as current. The EFQM model is one of the well-known and already used in practice models for assessing the level of quality. Knowledge of selected process and product quality parameters, knowledge of correlation dependencies between selected quality parameters allows the company to set a relevant quality policy and the appropriate level of process competence. The author mentions that "the overall level in the index of the organizations is determined by results, approach, deployment, assessment, and review (RADAR) scoring.

### **b) Fulfilment of goals set in the dissertation thesis**

The main task of the author was to identify the causes and reasons why Czech companies have a low interest in the EFQM model and then check the performance of certified companies based on the requirements of the EFQM model in comparison with companies that do not use the model. Research questions, referred to in chapter 1.2.2 are general, only questions 7 and 8 are focused on the EFQM Excellence model. Here it is necessary to debate the extent to which the answers to the questions 1-6 provide adequate answers for the fulfilment of the main goal of the dissertation.

Presented literary research combines two areas: basics of EFQM Model and their benefits for a company. The Foundation's main goal is to raise the competitiveness of European organizations and support the sustainable development of European Economies (s. 15). Therefore, the question arises why the author of the dissertation focused only on checking the performance of companies and also in the dissertation did not devote space to proposals aimed at making the EFQM model more attractive to companies. This fact is connected to the formulation of hypotheses (chapter 2.3),

which show a lack of interest in key internal company factors (the author mentions only macroeconomic variables), affecting the success of the EFQM model in the selected company. The conceptual research model (fig. 4, s. 24) illustrates the theoretical access to the firm performance research, but based only on two indicators: ROA and ROE. At the same time, it is generally known that the level of quality of processes and products is primarily determined by reliability and the level of quality directly at the level of production processes, which can be described by other important indicators. For this reason, the fulfilment of the goals of the next dissertation can be assessed as partially fulfilled. The reason for the insufficient fulfilment of the objectives is its setting only for the analytical and not for the methodological part, which is completely missing here.

**c) The procedure of solving the problem and the results of the dissertation with an indication of the specific contribution of the student**

Research methodology describes the methods of how research should be undertaken. The hypotheses presented as part of Chapters 2 navigate the research into the process performance of companies in the format of dependent and independent variables. The correlation matrix showed positively correlations between selected parameters of quality certification process. The use of an “dummy variable” is for discussion, because it is related to the objectification of statistical data for relevant description of research conclusions. Specific contribution of the student can be seen in the effort to statistically describe selected parameters in an innovative way, which enabled a better understanding of the macroeconomic context affecting the quality of process performance.

**d) Importance for the practice and development of the scientific field**

An essential characteristic of the benefits is a good literature research to the EFQM model and awards connected with business study cases. In both areas, inspiration can be found for further scientific research and practical activities in this area.

**e) Formal site of dissertation thesis**

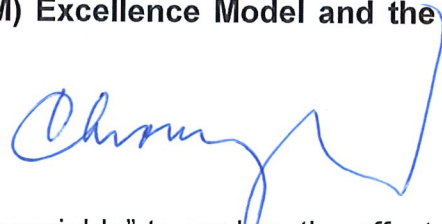
Acceptable, without comments.

**f) Publication activity - student**

The dissertation has a quality overview of used literature. At the same time, it declares the scientific and publication orientation of the author in the field of EFQM Excellence Model in quality scientific journals.

**I recommend the dissertation thesis of Muhammad Yousaf “The European Foundation for Quality Management (EFQM) Excellence Model and the Czech Organizations to the defence.**

Zlín, 18<sup>th</sup> October 2021



**QUESTIONS:**

1. Please give the reason for using a “dummy variable” to explore the effects of the quality certificates on organization performance?
2. Explain the possibilities of researching the microeconomic level of process performance (selected micro process performance indicators) as a prerequisite for the implementation of the EFQM Excellence model.