



## Opponent's opinion on the dissertation defence

University of West Bohemia

**Name:** Ing. Thi Anh Van Nguyen

**Topic:** Total Quality Management 4.0 and Sustainable Excellence in Manufacturing Sector

**Faculty:** Faculty of Management and Economy

**Study program:** Economics and Management

**Supervisor:** prof. Ing. David Tuček, PhD.

**Reviewer:** doc. Ing. Milan EDL, Ph.D.  
Department of Industrial Engineering and Management  
Faculty of Mechanical Engineering  
University of West Bohemia

The thesis consists of 145 pages, 8 chapters and 5 appendices.

### Topicality of the topic

The opponent considers the submitted thesis to be very topical. It is the issue of Total Quality Management 4.0 and Sustainable Excellence in Manufacturing Sector that is very often mentioned more often in top management of companies. The reviewer appreciates how the author has implemented the interrelated three factors that strongly influence the whole model: economic, social and environmental. The reviewer also highlights the impact on practice, where

benefits can be expected in the short term. The crisis concept of the issue is also very interestingly "grasped", which is very important for the present time.

#### **Problem solving procedure**

According to the submitted work, the process of solving the research work can be seen. The thesis contains all the aspects that a research paper is supposed to have. At the beginning of the thesis, the doctoral student has focused on the description of the current situation. The PhD student has consistently followed and adhered to the recommended procedure and structure for the dissertation.

The student devoted the entire third chapter to the method of solving his dissertation.

#### **Significance for the development of the discipline and for practice**

The theoretical and practical contributions are described in detail in Chapter 7. The author has also described the future direction of the research work very well. From the materials presented, the reviewer recommends extending the contributions to the pedagogical field, where the research part of the dissertation can be used.

#### **Formal and linguistic level**

The thesis under review is formally prepared in accordance with the conditions set for this type of work. The submitted work shows a very good expressive and presentational ability of the author, especially in the area of presentation of the results of the conducted research.

The language level is very good.

The thesis contains 10 figures and 25 tables.

#### **Publication activity**

Publication activities are at an acceptable level.

Two publications were found in the Web of Sciences publication database but with a relatively large number of citations.

The student presents a total of three impacted publications and one in assessment mode and four conference papers.

The reviewer must say that publishing is not only important for the PhD student himself, but also for the development of the field and the department.

#### **Notes**

The work presented is very well reported and the choice of research topic is considered by the referee to be well chosen. It is a topic with great potential for future and for further research topics. The choice of topic is also very positive in terms of the impact of the results on practice. Dissertation are correctly and logically conceived.

It is still necessary to emphasize the large amount of issues and communication the student had to overcome.

**Additional questions:**

1. What do you expect to be the theoretical and practical contribution of your work?
2. How do you expect to validate your proposed methodology?

After answering the questions and on the basis of the submitted dissertation, I **recommend** it for defence.

I recommend that after a successful defence the academic degree "philosophiae doctor" - Ph.D." I **RECOMMEND** that the submitted dissertation be accepted for defence on the basis of the previous evaluation, and I propose to award the academic degree of

**"philosophiae doctor (Ph.D.)"**

V Plzni, 4. 1. 2024



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Milan EDL

