

OPPONENT REVIEW OF DOCTORAL THESIS

Author: **Ing. Roman ASATRYAN**

Name of PhD thesis: **Corporate Social Responsibility as an Intangible Asset in the Airline Industry in Central and Eastern Europe**

Study programme: P 6208 Economics and Management

Supervisor: doc. PhDr. Olga Březinová, CSc.

Opponent: prof. Ing. Růžena Petříková, CSc.

The topic and elaboration of Ing. Roman Asatryan's thesis is useful for both theoretical and practical implementations. The first of possibilities mentioned above is based on precise charting of current theoretical explication of comparative researches, the second one gives us an inspiration for practical use of presented facts in realization CSR plans in the airline industry. The text of the thesis including literature references and appendices is conceived on 115 pages and is clearly divided in seven elementary chapters.

a) Topicality of thesis thematic focus

Thesis thematic focus is actual for several reasons. Most of all it gives us a large view of CSR problematic as an intangible asset in the Airline Industry in Central and Eastern Europe. This research is relevant, because it identifies the suitable and effective managerial approach for managing the CSR activities of modern airline business. Also detailed and certificated from many points of view author's results of field researches focused on specification attitudes in the area of CSR management are topical even by the date of realization.

b) Meeting thesis goals

The main objective of this doctoral thesis is to analyse CSR concept in the airline industry in Central and Eastern Europe. All mentioned goals /points a) – e) in extended abstract/ are met both by using specialized sources (200 links) and by application of adequate research methods and techniques (Chapter 4- Methodology), used in field of research. Summary of conclusions and recommendations for theory and practice are in chapter 5. Dealing with of mentioned research topics are specified.

c) Procedure applied with indicating the specific contributions of student

The author logically specifies two main lines in his thesis: theoretical one and practical one. The first one is used mostly in chapter 1, 2 and 3 consists of processing of available literature, focused on the CSR activities. Author's wide and punctual attitude makes the presented thesis trustworthy source for other theoretically focused researches and also for the practical implementation of corporate social responsibility so, as to meet financial, ecological and social goals of the firm.

The second line is presented mostly in chapter 4 and 5 and is more practical. The beginning of this part covers an explanation of methodology used in field research. This complex attitude is useful for both deeper and detailed studies and also for practical use in the airline industry.

d) Value for practice and science development

Besides general theoretical and practical benefits of this thesis already mentioned in previous parts of this review there are some other very important and more specific results listed in chapter 6- Relevance for science and practical management and also in chapter 7 - Conclusion and suggestions for future research.

Management related sciences can appreciate detailed chart of literature in the area of comparative studies used for practice in airline industry. Significant benefit, which we can use both theoretically and practically, is suggested as a development in area of comparative research which is also detail described. It is integrated methodological system, not only combining several methods methodical system which can represent enter for following research (chapter 4). Practical benefit can be for sure certified knowledge of details in different of context and practice of managing CSR in airline industry, using of these results would be most useful in developing common business activities (CSV) and can help overcome possible barriers.

e) Formal summary of the thesis and it's language level

Although it's wide range of information this thesis successfully managed to keep clarity and logical chapter and subchapter division. Strict progress from theoretical parts through empiric results and their interpretation to very practical suggestions has a big value in this section.

I don't dare judging language part of thesis (English), anyway terminology used in thesis is up to our terminological explanations. Graphic design is clear, easy to understand and also form of questionnaire used for field research is accepted in the Czech Republic.

f) Student's publishing activities

All the author's publication (**only** six links, doctoral thesis summary, p.100) mainly relate to the topic of thesis.

Eventually I present following questions for this thesis:

1. What was your main motive for choosing this topic?
2. How are, in your opinion, the issue of CSR coping with "cost" in small airlines?
3. Would you explain the concept of CSV and the reasons why this concept is not mentioned in the present thesis? The direct impact of CSR and CSV strategies on the value of the shares in West Jet Airlines mentioned his study, for example, de Jonge (2014).

Conclusion

According to all mentioned facts I consider this thesis met required level. Theoretical parts could be used for further studies of CSR factors affecting practice and parts describing similarities and differences in implementation in the airline industry in Central and Eastern Europe. Precisely documented methodological procedure and attached used techniques allows using of this thesis for further research in this area.

Ing. Roman Asatryan successfully fulfilled set goals of his thesis outlined by task and consistently proved all listed research questions. He proved his capability and ability of individual science work.

In case of successful presentation of his thesis, I recommend Ing. Roman Asatryan to be awarded "PhD" degree.



Ostrava, October 5, 2015