

BACHELOR'S THESIS SUPERVISOR'S REPORT

Student's name: **Olha Piatnytska**

Master's Thesis Supervisor (MT): **Doc. Ing. Michael Adu Kwarteng, Ph. D**

MT topic: **Applying Bata Management Principles to Optimize Operational Efficiency: A Case Study of FlyBy Trans s.r.o 's Market Expansion**

Acad. year: 2024/2025

Notes on completing the report:

1. A - fulfilled very well with no remarks, B - fulfilled very well with minor remarks, C - fulfilled at an average level, D - fulfilled with deficiencies, E - fulfilled but with significant deficiencies, F - not fulfilled.
2. If any criterion is graded F, the thesis must be evaluated as unsatisfactory overall, not meeting the criteria for the MT defence, and such a thesis cannot be recommended for the defence
3. MT Supervisor must comment verbally on each evaluation criterion!

Assessment criteria:

Assessment

Assessment criteria:	Assessment
1. Thesis Objectives and Methods	B
<i>The commentary focuses on: clarity of the formulation of the thesis objectives and the methods used in the thesis elaboration; evaluation of the objectives of the thesis following the thesis theme; the methods and procedures chosen to fulfil the thesis objectives.</i> The author of the manuscript articulates her aim on page 12: to apply Bata's management principles to improve Flyby's operations. The objectives are outlined in the Introduction and further developed in the Objectives and Methods section. The use of SWOT analysis, Porter's Five Forces, and interviews with management presents a well-defined methodological approach. However, the risk analysis mentioned in the Methods section could have been more thoroughly detailed, particularly regarding its implementation process.	
2. Theoretical Background	B
<i>The commentary focuses on: the content of the critical literature research; the appropriateness of the chosen domestic and foreign literature sources; the method of citing sources in an adequate manner.</i> The author presents a thorough literature review from pages 14 to 26, with particular emphasis on Bata's management principles. The study effectively integrates both historical and contemporary interpretations, drawing from Czech and international sources. However, a broader comparative discussion involving alternative management theories—beyond Bata—could strengthen the critical perspective. Additionally, while the citations appear coherent, it seems likely that the author adhered to the faculty's systematic referencing style.	
3. Practical Application – Analysis	C
<i>The commentary focuses on: the use of knowledge from theory, its appropriateness of application; sufficient description of the process of application of the methods of work; overall assessment of the current state; sufficient substantiation of the conclusions of the analyses; the difficulty of data collection and processing.</i> The author makes a commendable effort to integrate the theoretical framework into the practical analysis of the thesis. The application is appropriate and enriched by first-hand data, including interviews and company materials. However, the thesis would benefit from a more explicit explanation of how each applied Bata principle directly influenced Flyby's outcomes. Additionally, although effort has been made, I remain unconvinced about the methodology used to analyze the interviews initiated by the author.	
4. Practical Application – Project/ Research	B

The commentary focuses on: the connection of the solving part of the thesis to the theory and to the analyses results; supporting the proposals with appropriate arguments; meeting the objectives set. For research-oriented MTs, the focus should be on discussion of the results and their evaluation.

The author subjected the project to TIME, RISK, and COST analyses. Consequently, the proposed solutions—decentralization, automation, and profit-sharing—are logically derived from both theoretical principles and practical analyses. There is a clear connection between the identified challenges and the recommended actions.

5. Formal Layout	B
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The commentary focuses on: logical coherence of the text of the thesis; use of correct terminology; use of the prescribed standard of citation of sources; appropriate linguistic and graphic level.

The thesis demonstrates logical coherence and a strong command of language. However, some sections—particularly the theoretical descriptions—are somewhat repetitive and could be more concise. Additionally, graphical elements such as figures and tables would benefit from more detailed analytical interpretation within the main text to enhance clarity and strengthen the argumentation.

Overall thesis assessment *	B
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This is a well-conceived and skilfully executed thesis that effectively bridges theoretical insights with a real-world business case. The integration of Bata's principles into a contemporary company context is both original and highly relevant.

** The final grade is not an arithmetic average of the individual criteria for assessing the thesis.*

Questions for the defence:

1. Could you give the committee a brief summary of your research/project in a few sentences?
2. What prompted you to choose FlyBy Trans s.r. o as the focus of your project instead of Ukrtelekom at s.r.o in Ukraine?
3. What is your motivation to do this work for FlyBy Trans s.r.o?

The thesis **fulfils** the criteria for the defence of the MT. The thesis is **recommended** for the defence.

The thesis has been checked for the originality of the work in IS STAG. Based on the results of this review, it was concluded that the work is **not** plagiarism.

Date 29.05.2025

