

MASTER'S THESIS REVIEWER'S REPORT

Student's name: **Bc. Alžběta Vláhová**

Master's Thesis Reviewer (MT): Doc. Ing. Miloslava Chovancová, CSc.

MT topic: **The Project of Creating a Business Strategy for a New Private High School**

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 Reviewer must comment verbally on each evaluation criterion!*

Assessment criteria:

Assessment

Assessment criteria:	Assessment
1. Thesis Objectives and Methods	B
The Master Thesis addresses the topic of school marketing and business strategy in the context of establishing a new private secondary school. The thesis extends to 176 pages of text, which renders it somewhat unnecessarily extensive, and it is accompanied by two appendices. The objectives set by the author were successfully achieved: the theoretical foundations were clearly outlined, an analysis of the environment and the needs of the target groups was conducted, and a specific project proposal for the business and marketing strategy of the new school was developed.	
2. Theoretical Background	B
The theoretical part of the Master Thesis draws on appropriate and relevant sources, which provide a solid foundation for the analyses and the subsequent project.	
3. Practical Application – Analysis	B
The results of the analytical part showed that in the Hradec Králové region there is an unsatisfied demand for high school education, estimated at 700–1900 students per year. Questionnaire surveys, focus groups, and observations confirmed a strong interest among students in language learning, international topics, and flexible subject choices. Parents primarily expect qualified teachers, preparation for university studies, strong English instruction, and a connection between theory and practice. These findings clearly support the intention to establish a school with a profile that meets these needs.	

4. Practical Application – Project/ Research	B
Although the conclusions indicate a high potential of the project, it is also necessary to emphasize the limitations of the thesis. The research part was based on a questionnaire survey among 9th grade pupils and focus groups with parents, which provided valuable insights but are limited in terms of representativeness and the possibility of generalizing the results. The proposal also focuses primarily on marketing and brand building, while pedagogical innovations and the long-term development of educational quality are addressed only in a more general framework.	
5. Formal Layout	A
The diploma thesis is prepared at a very good level, with correct citation; minor typographical oversights do not affect either the linguistic or graphical quality of the work.	

Overall thesis assessment*	B
<i>It should be noted that the author has met the requirements for a diploma thesis.</i>	

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

Questions for the defence:

- 1) *Regarding Porter's analysis: What factors determine the bargaining power of parents and students in private education, and why is it assessed as very strong in this case? And, why is the threat of new competitors in the case of a private high school in Hradec Králové considered low, and which entry barriers play the main role?*
- 2) *The offer of high school includes a large number of extracurricular and sports activities – how will the school balance academic rigor with the breadth of extracurricular commitments?*
- 3) *How generalisable are the research findings, given that the survey was conducted only among 9th grade students and a limited group of parents?*
- 4) *Much emphasis is placed on marketing and branding – could this lead to overestimating the role of image at the expense of the actual quality of teaching and academic outcomes?*

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

Date 26.08.2025

Signature of MT Reviewer