



# OPONENTSKÝ POSUDOK DIZERTAČNEJ PRÁCE

**Author:** Gentjan Çera

**Title of the dissertation thesis:** The Effects of Institutions, Internal Resources and External Knowledge Acquisition on Competitive Advantage (Vliv institucí, interních zdrojů a externího získávání znalostí na konkurenční výhodu)

By the letter dated May, 24, 2022 in accordance with § 72 par. 7 of Act No 111/1998 on Higher Education Institutions and on Modification and Amendment of Other Acts, I was appointed an opponent of the above dissertation thesis. For this reason, I submit the opponent's review in the required structure.

The subject of the opponent's review is the dissertation "The Effects of Institutions, Internal Resources and External Knowledge Acquisition on Competitive Advantage ", which has 135 pages of text together with appendices.

The current society is often referred to as the information society, and there is even a precondition of its transformation into the next stage of development, when it should be referred to as the knowledge society. However, there is a relatively large ambiguity in the understanding, albeit related, of the concepts of information and knowledge, which leads to the formalization of the entire subject area of research, to investigate if the information or knowledge should be the subject of the research. This fact multiplies the impact of acquired information and knowledge on enterprises' competitive advantage. The mutual interaction between competitive advantage and knowledge cannot be precisely quantified, but it is possible to assume a positive impact in the following areas (sectors) of the national economy: i) employment increase, i.e. a reduction of unemployment; ii) increase of purchasing power of the population; iii) reduction of bad debts in the national economy; iv) reduction of classified loans in the banking sector; v) increase of state budget revenues in the form of taxes and fees; vi) reduction of state budget expenditures on active and passive labour policy; vii) multiplying the multiplier effect of investments in the national economy; viii) increase the overall efficiency of resource use and thus the growth of real GDP; ix) improving the business environment and thus dynamizing trade exchange; x) and others. In the context of the above, it can be stated that this is a current issue, and therefore the issue addressed in the presented dissertation thesis is actual.



The dissertation thesis is divided, except for the introduction and conclusions, into five other main chapters, which are further logically structured. While the main ambition defined by the author is to bring new scientific knowledge and implications in the application of individual sources of knowledge acquisition in the context of accelerating the competitiveness of companies, they can be potentially applicable not only in the business environment, but also in the fields of education and academia.

*The aim of the thesis is to examine and quantify the relationships between institutional constraints, internal and external sources of knowledge, and the competitive advantage of small and medium-sized enterprises (SMEs).* In my opinion, the main aim of the dissertation thesis was fulfilled. However, it is customary to specify the main goal with several partial goals.

The main theoretical contribution of the dissertation thesis is to expand the knowledge base through a unique combination of three variant theoretical approaches, resulting in the merging of three theories into one research model describing and quantifying the competitive advantage of SMEs.

The practical contribution is the application of the methods in the management of selected groups of companies, which could be used as an interesting material for the decision-making sphere. It is necessary to highlight an interesting, but especially a comprehensive excursion into the development of the subject matter, with a detailed literature review.

Considering the formal requirements, the dissertation thesis meets all the requirements. The language requirements of the thesis are met at an excellent level. The formal and especially graphic requirements are at a high level. I regard the dissertation thesis as a complex, inventive, and current piece of writing that can help both professionals and the general public broaden their knowledge and insights. The non-attachment of data to the dissertation thesis can be considered a certain shortcoming, so it was not possible to determine the reliability of the research.

***Several question, i.e. notes for discussion:***

Discuss the concepts of information, data, and knowledge. Try to define the differences between them.

How would it be possible to quantify the competitive advantage? Which corporate financial fundamentals should be used?

You performed a correlation analysis on the independent variables examined (Table 13). What facts did it reveal to you?

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In the context of the overall evaluation, it is necessary to note that the submitted dissertation thesis has sufficient information value. The author presented his own comprehensive processing of the professional issues, based on the knowledge gained in the field, both domestic and foreign sources. The author also applied his own analytical and critical approach to the problem. He was then able to process the findings synthetically and draw the right conclusions. He thus demonstrated the ability of independent scientific work at a sufficient level.

The submitted dissertation thesis meets all the requirements, and I recommend its admission to the defense and, after its successful defense, to award Gentjan Çer the academic title of philosophiae doctor PhD.

In Žilina, 24.06. 2022

prof. Ing. Tomáš Klieštík, PhD.