

## HABILITATION THESIS REVIEWER'S REPORT

### Masaryk University

#### Applicant

Ing. Michal Jirásek, Ph.D.

#### Habilitation thesis

Organizational adaptation in the changing environment

#### Reviewer

Assoc. Prof. Arindam Mondal, PhD

#### Reviewer's home unit, institution

XLRI - Xavier School of Management

I have conducted a thorough review of the habilitation application and thesis submitted by Michal Jirásek, Ph.D. The thesis demonstrates a comprehensive understanding of the subject matter, originality in approach, and a significant contribution to the field of Strategic Management. In particular, it focuses on the critical theme of organizational adaptation within a changing environment. The following report outlines my detailed evaluation and concludes with my strong recommendation for acceptance.

### Evaluation of the Thesis

1. **Research Problem and Objectives:** The thesis clearly identifies and articulates a well-defined research problem that is both timely and relevant to the field of organizational adaptation. The objectives are thoughtfully formulated, addressing key gaps in the existing literature and aligned with contemporary challenges faced by organizations. The work provides valuable insights into how organizations can adapt strategically in dynamic and uncertain environments.
2. **Theoretical Contribution:** The author's use of Transaction Cost Economics, Performance Feedback, and Behavioral Economics theories is commendable and well-integrated throughout the thesis. To further strengthen the theoretical foundation, I recommend adding one or two paragraphs at the beginning of the thesis to underscore the importance of studying organizational adaptation through these specific theoretical lenses. Such an addition would provide readers with a clearer contextualization of the chosen theories.
3. **Methodology:** The methodology employed is rigorous, well-justified, and appropriate for addressing the research objectives articulated in each of the papers included in the thesis. However, a more detailed discussion on how endogeneity issues were controlled would enhance the methodological rigor. For the U-shaped relationships

analyzed, I encourage the author to review and apply techniques from Haans (2016; Strategic Management Journal) to offer a deeper understanding of the curvilinear relationships observed. Incorporating these elements would enrich the methodology and provide additional clarity for readers.

4. **Data Analysis and Results:** The data analysis is thorough and effectively supports the research objectives. Results are presented in a clear and organized manner, with well-designed figures, tables, and graphs to illustrate key findings. The discussion of results is insightful and critically engages with the relevant literature. To further strengthen this section, I recommend a more detailed discussion about the chosen context and time period, as this would enhance the readers' understanding of the applicability and implications of the findings.

5. **Structure and Presentation**

The thesis is well-structured, with a logical progression across chapters that contributes to its readability. Each chapter builds seamlessly on the previous one, ensuring coherence and clarity. The writing is concise, precise, and free from significant grammatical errors, meeting the high standards required for habilitation work. The formatting and referencing are consistent and adhere to academic norms.

### **Recommendation**

Based on my thorough evaluation, I am pleased to recommend the acceptance of Michal Jirásek, Ph.D.'s habilitation thesis titled "Organizational Adaptation in the Changing Environment" for the award of habilitation in Business Management. This thesis reflects high-quality scholarship and demonstrates the candidate's effort, dedication, and intellectual rigor. I have no hesitation in affirming that the thesis meets the quality criteria required for habilitation in this field. In conclusion, I extend my congratulations to Michal Jirásek, Ph.D., for producing a thesis of exceptional quality that makes a meaningful contribution to the organizational adaptation literature within the Strategic Management discipline. This research advances our understanding of how organizations navigate change and adapt strategically, and I am confident that it will have a lasting impact on the field.

### **Reviewer's questions for the habilitation thesis defence:**

1. Please explain how you have controlled for the endogeneity concerns?

### **Conclusion**

The habilitation thesis entitled *Organizational adaptation in the changing environment* by Ing. Michal Jirásek, Ph.D. **fulfils the** requirements expected of a habilitation thesis in the field of Business Management.

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