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RECENZJA

rozprawy doktorskiej mgr. Pervez Akhtar

pt. *The Relationship between Business Environment Uncertainty, Supply Chain Flexibility
and Firm Performance: The Case of Pakistan`s Textile Sector*

napisanej pod kierunkiem dr hab. Halinę Brdulak, prof. SGH (promotor główny) i

dr. Piotra Zaborka (promotor pomocniczy)

Kolegium Gospodarki Światowej SGH

Dyscyplina naukowa rozprawy: Nauki o zarządzaniu

Podstawa wykonania recenzji: Uchwała Kolegium Gospodarki Światowej SGH

1. Selection of the research problem and bibliographic description of the dissertation

Reviewed dissertation examines the problem of relationship between business environment uncertainty, flexibility of supply chain and the company's profits. In such defined subject of dissertation, we see a new approach to achieving company's competitive advantage (If we, following the author`s concept, accept that in the past it has been connected with the flexibility of production). Therefore, the research problem of the dissertation is important from the point of view of both the theory and economic practice. It also brings new tasks for research in the field of enterprise economics, which were undertaken by the PhD student on the example of the textile industry in Pakistan.

The dissertation of Pervez Akhtar has 199 pages. It is composed of six chapters, the first chapter introduces the dissertation and the sixth chapter ends it.

The text is complemented with 438 references to the relevant bibliographic items. The dissertation contains 66 tables and 37 pictures corresponding to the dissertation content. It contains two attachments (author's questionnaire which was used for empirical research and its translation into the author's native language). It also contains a list of abbreviations and a summary of dissertation.

The PhD candidate extensively uses the literature of the subject. The bibliography has 352 items. The scientific positions related to the problems of the thesis prevail.

In the bibliography, the student did not place his own publications, although he is the author of two scientific articles, one review of a scientific book and three scientific papers presented at international conferences. Their titles indicate they are related to the problems discussed in the dissertation.

2. Definition of research problem – the aim, title, research hypotheses, the method

The main purpose of the dissertation is to determine the relationship between the flexibility of the supply chain and the uncertainty of the business environment and the company's financial results on the example of the textile industry in Pakistan.

The title of the dissertation is adequate to its content. Both in the theoretical and empirical layers of work, the student focuses on the issue of interaction between participants of supply chain, i.e. producers, customers, suppliers and distributors. In this context Author presents factors shaping the company's performance and its competitive advantages.

The main thesis of the dissertation can be reduced to the claim that currently the results of enterprises are mainly determined by flexibility of supply chain and uncertainty of the business environment (pp. 7 and next).

The main thesis together with the accompanying hypotheses are verified on basis of original model. Its essence is related to definition of dependencies between supply chain flexibility and the uncertainty of business environment and the company's financial results. It constitutes a system of interrelated elements connected to flexibility of introducing new products, organization of production supply, machinery and logistics. In this context, the author places and analyzes elements regarding the uncertainty of the business environment, i.e. the uncertainty of demand, technology and logistics. He takes the elements concerning the flexibility of the supply chain as the superior and treats the uncertainty elements as moderators co-shaping the company's results.

The student mainly uses the analytical and descriptive method, he skillfully combines quantitative and qualitative tools. He widely uses econometric tools. The doctoral student also uses the comparative method, especially when he compares the textile industry of Pakistan with the world.

The strong point of the dissertation is the method of interview adopted by Author with the questionnaire. It was conducted on representative surveys among managers of textile companies in Pakistan (there were 263 full answers to 800 questionnaires). The criteria of significant market share was key factor for the companies selection.

The student demonstrated skills of conducting empirical research and their interpretation using econometric models. He refers to the results of the empirical research in individual parts of the work and on the basis of that research he formulates conclusions of both methodological and cognitive, as well as practical nature. Author then generalizes conclusions and presents them in the sixth chapter.

3. The structure and content of the dissertation, formal side

The dissertation structure correctly reflects the research idea and its implementation. Set of goals and research hypotheses are appropriately reflected in all six chapters of the dissertation, as well as in broadly expanded questionnaire in the annex. Chapter titles are adequate for solving a research problem. Chapters correspond with each other well.

The first chapter clearly introduces the method. Author justifies the choice of the research problem, aptly highlighting the existing gap in the subject of research and determines the "added value" that his research brings. At the same time, it presents in a concise manner the place of the textile industry in Pakistan's economy, illustrating it with relevant and current statistical data.

In the second chapter, the student made a critical evaluation of subject literature, with particular emphasis on the relationship between the company's financial results and supply chain and the business uncertainty.

In the third chapter, the PhD student presented the analytical model constituting the basis of the research. He analyzed the essence and relationships between elements of the model and made empirical verification of research hypotheses.

In the fourth chapter, he presented the organization of the conducted research, the method of data collection and their selection. He presented the main elements of the original questionnaire and its exemplary application.

In the fifth chapter Author presented analysis of collected research material, with adapted econometric methods. The results of this analysis indicate that two types of supply chain

flexibility, i.e. production and logistics systems, are positively related to the company's results, while flexibility in the supply sources remains without a significant relationship. An important conclusion is that companies should selectively invest in increasing flexibility of supply chain by focusing on production systems and logistics.

The sixth chapter contains conclusions of both the theoretical and practical nature, as well as elements of polemics and suggestions for further research.

4. Formal side

A few typing errors were noticed and there are no references to some of the quoted items in the bibliography, including those concerning sources under tables and drawings, e.g.:

- p. 9 - Source Figure 1.2.
- pp. 10-12 - source Table 1-3
- p. 16 - Laurence and John, 1999
- p. 18 - Fiedler, 1964
- p. 24 - Milliken, 1987
- p. 48 - Lam, 1987
- p. 52 - Approx. 220 Million, Pakistan Bureau of Statistics 2017
- pp. 71, 72, 74 - Narver and Slater, 1990
- p. 73 - Lai et al., 2002
- p. 118 - Rasheed and Precott, 1992
- p. 119 - Ettl et al., 2000
- p. 120 - ak. 2 from above - all listed items are not listed in the bibliography.

Some minor errors in the bibliography have also been noticed:

- Moon, K. K. L., ... 2012 is on p. 139 should be on p. 154 (in alphabetical order)
- p. 135 - is Barad and Sapir, 2003; in text p. 50 is Brad and Sapir, 2003
- p. 155 - is Parasuraman, A., ... (1985) - in the text p. 73 is Parasuraman, 1988

Generally, the formal side which also consists of carefully made tables and drawings deserves a high evaluation.

5. Conclusion

Doctoral dissertation of Pervez Akhtar, MA *"The Relationship between Business Environment Uncertainty, Supply Chain Flexibility and Firm Performance: The Case of Pakistan`s Textile Sector"* is an economic analysis covering both theoretical and empirical layer of basic issues related to the relationship between the company's results and the supply chain flexibility and uncertainty business environment.

The identification of the research problem made by a PhD student, its interpretation and an independent approach allow for a statement that the reviewed dissertation is an original and methodologically correct elaboration of a significant research problem.

Final conclusion: Doctoral dissertation of Pervez Akhtar, *The Relationship between Business Environment Uncertainty, Supply Chain Flexibility and Firm Performance: The Case of Pakistan`s Textile Sector* "meets statutory requirements for doctoral dissertations indicated in the Law on Academic Degrees and Titles and on the Degrees and Title in the field of art of 14 March 2003 (along with changes: Act of 27.07.2005 - Higher Education Law). In connection with the above, the reviewer requests the PhD student to be allowed to defend the dissertation in public.

Kazimierz Starzyk

Warsaw, 03/07/2018