



OFFICIAL OPPONENT REVIEW
for **Zehetner-Hirtenlehner Daniela** thesis
on the topic: “Formation of leadership style in the process of generational transition in enterprise management”,
submitted for obtaining the degree Doctor of Philosophy (Ph.D.)
in the field of knowledge "Management and administration",
specialty 073 “Management”

1. Relevance of the chosen Ph.D. thesis research topic

The topic of leadership is particularly relevant in times of challenge, whether they be of a natural occurrence (e.g. COVID -19 pandemic, global climate change) or manmade in nature (e.g. geo-political conflict). The thesis titled “Formation of leadership style in the process of generational transition in enterprise management” is particularly relevant in that it examines leadership in a global context, and across generations.

2. Connection of the Ph.D. thesis research topic of with scientific programs, plans, topics of Universities

Leadership is a ubiquitous topic in business schools around the world. It is one of the most popular topics with students, and of great interest to other stakeholders, such as corporations.

3. The degree of validity and reliability of scientific statements, conclusions and recommendations of the Ph.D. thesis

The doctoral thesis is grounded in current literature, and is measured in its assertions. The author took care not to over assert statements, thus it is reasonable given the goal of expanding theory.

4. Novelty of scientific statements, conclusions and recommendations of the Ph.D. thesis

I do not find the hypothesis tested in this thesis to be overly novel, but that is the appropriate approach. The data and analysis conducted do advance the knowledge of leadership, and will contribute to the body of literature in Leadership. The thesis asks simple straightforward questions, and answers them



in a simple direct way. Thus, it meets the description of elegance rather than over complicate the investigations with untested concepts.

5. Theoretical value and practical significance of the Ph.D. thesis research results

One of the strongest contributions of the thesis, is the clean nature in which hypothesis are framed and tested. This clean approach lends itself to easier translation to practical recommendations.

6. Completeness of presentation of the Ph.D. thesis main results in published works

The presentation of the MANOVA results are thorough, clear, and supported by appropriate tables and figures. In addition, the narrative of the analysis aids the reader in understanding the results.

7. Compliance of the Ph.D. thesis with established requirements

The design of the thesis meets the requirements of the Order of the Ministry of Education and Culture of Ukraine No. 40 dated 12.01.2017, as amended from 31.05.2019.

8. Discussion provisions and comments on the content of the Ph.D. thesis

While the thesis is a fine first step, I do believe the operationalization of "Leadership Style" can be sharpened in future work. The categories are rather large, which can lead to binary categorizations. In truth, styles are many, and they overlap considerably. In the candidate's future program of research, I would encourage them to refine their operational definitions of variables further.

9. Academic virtue of the Ph.D. thesis

I believe the thesis is well done, and is appropriate for a doctoral degree. The issues examined and the data collected should serve as a fine foundation for the beginning of an academic career.

10. General conclusion

Daniela Zehetner-Hirtenlehner's thesis "Formation of leadership style in the process of generational transition in enterprise management" in terms of content meets the requirements for theses for obtaining the scientific degree of Doctor of Philosophy, namely the requirements of clauses 6, 7, 8 and 9 of the Procedure for awarding the



degree of Doctor of Philosophy and canceling the decision of the one-time specialized Academic Council of the institution of higher education, scientific institution on awarding the degree of Doctor of Philosophy, approved by Resolution No. 44 of the Cabinet of Ministers of Ukraine dated January 12, 2022.

The presented arguments allow us to conclude that Daniela Zehetner-Hirtenlehner deserves to be awarded the scientific degree of Doctor of Philosophy in the field of knowledge "Management and Administration" on specialty 073 "Management".

Dr. Richard Griffith, Ph.D.

A handwritten signature in black ink, appearing to read "Richard Griffith".

DocuSigned by:
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