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OPPONENT'S REVIEW OF THE HABILITATION THESIS

Based on the appointment as an opponent for the habilitation procedure of Mgr. Lucia Zbihlejová, PhD. by the Scientific Board of the Faculty of Management and Business of the University of Prešov in Prešov, Slovakia, and by the Chairman of this Scientific Board, prof. Ing. Róbert Štefko, Ph.D., I submit an assessment of the habilitation thesis and the material submitted by Mgr. Lucia Zbihlejová, PhD.

Title of the habilitation thesis: *Assessment of Bossing Manifestations in the Context of Prediction of Paternalistic Leadership Behavior of Business Managers*

Author: *Mgr. Lucia Zbihlejová, PhD.*

Topic relevance

The presented habilitation thesis demonstrates it is a very original work, which studies the topic of "bossing" in a context of predicting the behavior of a "paternalist leadership". It is a well-conceived research habilitation thesis that proposes three approaches to assess the hypotheses:

- Assess the Manifestations of Bossing
- Self-Assessment of Paternalistic Leadership Style Attributes
- Links between the Factors of Bossing Self-Assessment and the Attributes of the Paternalistic Leadership Style in the Context of the Manager's Personality.


Selected processing methods

The habilitation thesis is written on 187 pages, while 146 pages are devoted to the text itself and 9 pages to appendices, the rest is a list of literature and other essentials of the habilitation thesis. In addition to the introduction and conclusion, it is divided into 4 main chapters, which are further logically structured.

The methodology is clear and precise, the methods used, and the research sources are well specified. The samples used are also well defined. I suggest, if possible, to provide more detailed information (in an annex) on the selection of the samples, the criteria applied, the reason for this choice, and the company's profiles (size, sector, seniority, etc.). I suggest that more information should be provided on when and how the information was collected. The data analysis is well defined and based on the appropriate and correct references for this type of research, the relevant statistical methods have been used.

Contribution to the further development of science

From a meritorious point of view, I am convinced that the habilitator has gathered important knowledge to enrich the knowledge base. The habilitator makes original methodological contributions: BOSSm, PL28 and Training Aimed at Development of Managerial Skills. The Habilitator has a practical contribution to Undergraduate Training for Future Business Managers. The habilitation thesis is original and contributes to research on "bossing".

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Formal adjustment and language level

Formally, the thesis meets the requirements for this type of work. According to the Final Thesis Requirements Directive, their bibliographic registration, control of originality, storage and access, the thesis fits the specified scope. The thesis is written in a very correct academic language and with a good command of the English language. In my opinion the title of the habilitation thesis is perhaps not sufficiently illustrative of the content, that it is much richer.

Originality inspection protocol - 2%. The originality check showed adequate consistency with other sources, using *Magister Compilatio* software ©.

Comments on the submitted materials

It is a particularly good habilitation thesis, well argued (fundamentals), very well structured (form), good methodology (method), satisfactory results (coherent with the research approach) and good conclusions (contributions to the development of Science). The thesis is **SUITABLE** for the habilitation of Mgr. Lucia Zbihlejová, PhD.

Based on the submitted statement of activities and an overview of meeting the minimum criteria for obtaining the degree of Associate professor, I hereby **CONFIRM** that Mgr. Lucia Zbihlejová, PhD. meets all optional criteria in the field of publishing and scientific research activities according to the Directive on the habilitation procedure at Faculty of Management and Business of University of Prešov.

Questions for the defense


1. Can the author differentiate between the figures of the "leader" -which is based on the principle of authority (*authoritas*: skill to influence the behavior of others because they recognize that capacity)- and that of the "boss" -which is based in the hierarchy (*potestas*: control based on the position or power that it has for occupying a superior position)-?
2. Is it possible that there are explainable differences depending on the size, sector and socio-cultural environment of the company, which may imply a different superior-subordinate relationship, different socialization mechanisms and different profiles of the workforce (age, gender) that may condition superior-subordinate relationships?
3. Do the author have evidence and results of superior-subordinate relationships: male-female; female-male; female-female; male-male?.

Overall assessment

Presented habilitation thesis by Mgr. Lucia Zbihlejová, PhD. meets the requirements for habilitation and therefore, based on the habilitation procedure, I **RECOMMEND** appointing Mgr. Lucia Zbihlejová, PhD. for Associate professor in field 3.3.15 Management.

Albacete, Spain

Juan J. Jiménez-Moreno

ID. DOCUMENTO	RESemBqo9d		Página: 2 / 2
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