

Review of Master work reviewer

Name and Surname of Student	Georg Jakob NEUMANN
Qualification Work Title	Nudging as a managerial method
Name and Type of Study Programme	Regional and European Project Management / Navazující
Faculty / Department	Ekonomická fakulta / KRM
Supervisor	Škodová Parmová Dagmar, doc. Dr. Ing.
Reviewer	Prof. Dr. Thomas Johnen

Thesis evaluation

1. Importance and difficulty of the topic 2.0

Note: Nudging is discussed in managing literature, but the chosen subtopics are presented in a rather superficial way that doesn't reveal the complexity of the questions which are involved in the topic.

2. Logical structure of the thesis 3.0

Note: See commentary below

3. Fulfillment of objectives 3.0

Note: See commentary below

4. Methodological approach 4.0

Note: The method is unclear as the status of the examples in the core part of the thesis is not explained.

5. Assessment of theoretical and/or practical contribution of the thesis 2.5

Note: The practical contribution is to have discussed some (hypothetical?) examples where nudging may be a successful managing strategy.

6. Handling of literature 3.0

Note: A large part (about 40 %) of the cited literature are short contributions up to ten pages. There is no critical discussion of the presented authors.

7. Formal aspects 3.0

Note: See commentary below.

Conclusion

Thesis evaluation (note): **good**

I recommend the thesis for defence: **YES**

Questions and comments

Critical comments and overall contributions, total value of the thesis

To sum it up, the author has shown that he is able to plan and conduct a literary research with an academic research question. He is able to describe previous studies and to present and structure these contents in a new way as well as linking the literature about nudging to management theories.

The overall structure is good. The basic notions of the topic are defined, but not all relevant notions. For example, the notions of information, convention and norm are not defined and used in a non-

consistent way. Sometimes the cohesion of the text is deficient, because of the lack of guiding discourse markers, so that paragraphs which should contribute to the thematic progression appear as repetitions. This affects the logical structure in a negative way.

The main objective of the Master's thesis is the attempt "die Themenkomplexe Führung und Organisation bildungsferner Mitarbeiter einerseits und Nudging andererseits zu vereinen" (p. 9). The author presents some ideas how this could be realized based on three examples which involve employees which have jobs which are in Germany less remunerated. For the author this seems to imply that they are less educated. There is no deeper analysis what are the characteristics of less educated employees and why just them should be an important target group for nudging. Besides this, the status of the examples isn't explained in the thesis. It is not clear if they are invented by the author or inspired by literature or (what seems not to be the case) authentic cases the author observed and analysed. So the core analysis of this Master's thesis is not very well presented and the ideas are rather superficial.

The bibliography is not following an international accepted norm, if there is an internal norm at all. The bibliographical entries are heterogeneous and not always complete. The day of consult of the internet sources is not indicated. There is a lack of structuring and guiding discourse markers in the text, between page 10 and 11, there is missing text.

Questions and topics for discussion before the commission

1. What is really new in the notion of nudging? What is the difference between nudging and comparable strategies in education, missionary work, marketing or similar areas?
2. Nudging (as you present it in your Master's thesis) is unifying very different approaches. What is in your opinion the advantage of such a large notion like nudging?
3. If you consider Kant's writing "What is Enlightenment? (Was ist Aufklärung?) as his opus magnum (see p. 19), what about Kritik der reinen Vernunft, Kritik der praktischen Vernunft and Metaphysik der Sitten?
4. Could you explain why you consider regulations about excessive interests or speed limitations for cars paternalistic?
5. Could you discuss if there is an analogy between system 1 and 2 (cf. p. 25) and the traditional bipartite anthropological vision of body and soul or if there are there differences?
6. What are the ethical implications of your assumption p. 32 "Besteht eine solche [sc. überwachende Instanz: Betriebsrat, Anteilseigner, Aufsichtsrat oder Äquivalent) hat die Führungskraft weder Legitimations- noch Rechtfertigungsdruck"?
7. If you write: "Die meisten Menschen möchten Arbeiten, vor allem in der protestantisch geprägten westlichen Hemisphäre" (p. 43). Do you mean that Belgium isn't part of the West or that Belgians are less willing to work as Dutch people from Northern Holland? Both interpretations of your affirmation are possible.
8. Could you explain more about Lutheran working ethos you mention shortly (p.43) and the implications for your work?
9. Does the sentence "Die Idee des Nudging ist nicht uncharmant" (p. 61) have the same meaning as: Die Idee des Nudging ist charmant (as we could assume following your explication on p. 33). If in your opinion it is the case, why wrote you the sentence on p. 61 as you wrote it, if in your opinion it is not the case, what are the differences?