

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	<b>MIB</b>
<b>Student:</b>	<b>Daria Butikova</b>
<b>Title of thesis:</b>	<b>COMPARATIVE ANALYSIS OF BUSINESS PROCESS MODELING TECHNIQUES IN TERMS OF REPRESENTATION</b>

**Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.** Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.

Recent years have witnessed increased interest in business process modeling (BPM) applications. There are more than dozen languages and models for the managers. The objective of Daria's master thesis was very practically oriented – to conduct the comparative analysis of modern BPM notations. The author attempts to work out the conceptual framework for such comparison. The topic of the thesis is interesting, important and very relevant at the moment and in the future.

**Structure and logic of the text flow.** Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.

The work consists of 3 chapters and appendices. They are logically connected. The total impression - headings and text are in accord. The paper also provides a good literature review on BPM.

**Quality of analytical approach and quality of offered solution to the research objectives.** Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.

The thesis deals with the comparative analysis of BPM techniques in terms of representation problems. Literature review identified the lack of the research in this topic. The author has selected the set of 4 most perspective and relevant BPM techniques. Comparative analysis of the chosen set of techniques by the mean of the selected criteria is provided in the form of comparative table indicating pluses and minuses of techniques based on the experts' evaluations found in the literature. Daria demonstrated the good ability to formulate and convey the research problem.

**Quality of data gathering and description.** Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.

The literature review is done in a proper way. Then Daria has combined three main approaches to the research methodology: exploratory, constructive and empirical. She integrates the chosen criteria into the developed decision tables.

**Scientific aspect of the thesis.** Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.

Daria showed the ability to review material, both literature and empirical data, in a neutral and objective fashion. The author really contributed to the issues of BPM practice. The literature review and methodology demonstrates author's structured and independent scientific thinking.

**Practical/applied nature of research.** Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.

The author has developed some practical managerial recommendations based on developed decision table and case study. Her recommendations on the main topic sound as professional business analysis. The theme is important and raises questions of current interest for the profession.

**Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The conclusions presented are well structured, logical, justified and lack errors. The quality of the layout is good.

Working towards master degree Daria proved to be thoughtful, industrious and professionally oriented student. In general the Master thesis of Daria Butikova meets the requirements for master thesis of MITIM program, thus the author of the thesis can be given the required degree.

*Scientific Advisor*

*Prof. Tatiana A. Gavrilova*

*Date 19.06.12*


