

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Daria Butikova
Title of thesis:	Comparative Analysis of Business Process Modeling Techniques in Terms of Representation

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.	<u>5</u>	4	3	2
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.	<u>5</u>	4	3	2
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.	5	<u>4</u>	3	2
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.	<u>5</u>	4	3	2
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.	5	<u>4</u>	3	2
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.	<u>5</u>	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	<u>5</u>	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

The topic of business process modeling becomes especially urgent nowadays due to the growing importance of the role of business process management (BPM) in the organization. Business process modeling is an essential tool which serves as a ground for such a significant and popular managerial discipline as business process management. The work is devoted to comparative analysis of business process modeling techniques in terms of representation.

Author has managed to construct the set of criteria to provide comparative analysis of mostly applied business process modeling techniques BPMN, IDEF3, IDEF0, ARIS (chapter 2) and develop a decision making tool (Figure 6) for a manager who faces the need to describe business processes in his organization. Besides the theoretical contribution master thesis has also a practical one. Author gives a detailed example of decision table application on the international case company Proctor & Gamble demonstrating in a vivid form (Figures 8-15) advantages and disadvantages of different business process modeling methodologies to solve promo cycle optimization problem.

The thesis could be improved by putting into comparison not only selected but other well-known business process modeling techniques like eEPC and UML and by making judgments on decision making tool quality after its verification on more than one case company.

Master thesis of **Daria Butikova** meets requirements of MIB program, and deserves a "excellent" grade, thus the author can be given the desired degree.

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