

## REFeree'S REVIEW

<b>Program:</b>	Master of of International Technology and Innovation Management
<b>Student:</b>	Anna Spodyryaka
<b>Title of thesis:</b>	Cloud Computing: Analysis of Private Cloud Business Models and Evaluation of Its Effectiveness

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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
<b>Structure and logic of the text flow.</b> 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
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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
<b>Quality of data gathering and description.</b> 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
<b>Scientific aspect of the thesis.</b> 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
<b>Practical/applied nature of research.</b> 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.	5	<u>4</u>	3	2
<b>Quality of thesis layout.</b> 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:

Cloud computing is a developing technology that seems to become next leap in IT evolution. Many modern companies try to turn away from keeping its own data centers, hiring technical specialists and programmers as it is becoming more beneficial to use remote data centers and services from providers. Though the idea sounds very promising its implementation in real life faces a lot of obstacles and thus the topic of the master thesis is actual and up-to-date.

The paper is very well-structured and easy to read. Each chapter is followed by precise conclusions that speak for the author's maturity as a professional. The top-down approach to thesis representation allowed the author to explore the notion of "private clouds" business models and give recommendations for IT companies in Russia concerning developing PAAS model's and IASS model's offers.

It is important to mention that the thesis could be improved drastically if the criteria of the organizational effectiveness (Figure 13) are translated in the KPIs otherwise measuring effectiveness seems to be rather questionable.

Master thesis of *Anna Spodyryaka* meets requirements of MITIM program, and deserves an "excellent" grade, thus the author can be given the desired degree.

21.06.2012  
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