**REFEREE’S REVIEW**

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| **Program:** | Master in Management |
| **Student:** | Iaroslav Lukin |
| **Title of thesis:** | Enhancement of operations strategy building method under demand uncertainty |

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| **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. | 5 |  |  |  |
| **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. | 5 |  |  |  |
| **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 |  |  |  |
| **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. | 5 |  |  |  |
| **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. |  | 4 |  |  |
| **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.  | 5 |  |  |  |
| **Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references. | 5 |  |  |  |

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

**Additional comments:**

1. In my opinion, the thesis is overloaded with literature review on the concept of operations strategy, its development and usage being a huge part of the thesis content (more than 50% of the text). Needless to say that the author reviewed a significant amount of research papers and monographs on this topic. However, the thesis would benefit if the author would have contributed more to the accuracy of the model description, detailed interpretation of the results in Chapters 2 and 3.
2. In Chapter 2, the author assumes that the demand for a product is normally distributed, however he does not mention this fact clearly in the text. For a data analysis performed in Chapter 3, he refers to the a case study published by Harvard Business School for Sport Obermeyer and a dataset collected during an interview with a founder of Un.lock. The author does not provide a reader with the performance results of statistical tests (for example, p-values), except tables with descriptive statistics.
3. The author does not discuss how to choose products which have to be produced proactively and products which have to be produced reactively using risk coefficients $r\_{i}$. Terms "lower" and "higher" for coefficients are not quantitative so we are unable to calculate the sums in the l.h.s. of inequalities (12) and (13) unless we specify what is low and what is high. Also there is no explanation why the objective is to maximize the sum in (14) whereas the goal is to minimize the value of the risk (10).
4. Other issues: $z\_{i}^{'}$ determined by (1) is not a quantile; the quantile is $z$ which solves $F\left(z\right)=z\_{i}^{'}$, or, equivalently, $z=NORMSINV\left(z\_{i}^{'} \right)$, where $F$ denotes the cdf of the standard normal distribution. In (7), two rows do not correspond to each other. There should be either $Expected Sales\_{i}P\_{i}$ and $\left(μ\_{i}-σ\_{i}L\left(z\_{i}\right)\right)P\_{i}$ or $Expected Sales\_{i}\left(P\_{i}-C\_{i}\right)$ and $\left(μ\_{i}-σ\_{i}L\left(z\_{i}\right)\right)\left(P\_{i}-C\_{i}\right)$. One cannot check if this mistake/typo influences calculations in Chapter 3.

Master thesis of *Iaroslav Lukin* meets the requirements of the Master in Management program, and according to the reviewer’s opinion deserves an “*excellent (5B)*” grade, thus the author can be given the desired degree.

Date: *June 2, 2018*

Referee: *Artem Sedakov, PhD*