

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Gali Mingazov
Title of thesis:	Implementation of biogas systems into existing infrastructure and their management

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	<u>4</u>	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.	5	<u>4</u>	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	4	<u>3</u>	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.	5	4	<u>3</u>	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	4	<u>3</u>	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.	5	<u>4</u>	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.	5	<u>4</u>	3	2

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:

Please, elaborate on the above mentioned criteria (we kindly ask you to provide your comments structured as strengths and weaknesses, maximum 5 for each, unless more points are crucial to justify the grade).

In his thesis, Gali Mingazov focuses on factors influencing implementation of biogas systems. The topic is highly relevant due to the potential of biogas as a sustainable energy technology and the lack of theoretical frameworks that support practical developments in the field of biogas systems. The discrepancy between theoretical literature on implementation and practice presents an interesting research gap. In the thesis, the author explores different groups of factors that should be considered by practitioners when implementing biogas systems. The thesis follows a clear logic. Gali Mingazov correctly justified the topic selection and chose appropriate research methods that correspond to the defined research question. The author provides a wide analysis of the current state-of-the-art in biogas systems implementation and management based on practical application cases. At the same time, it calls for sufficiency that could include specific managerial aspects of sustainable energy as a wider research field than biogas. While the research question is well-formulated, the methodological approach lacks depth and consistency for thorough examination of the factors that are considered in practice of biogas implementation. The provided case studies presented interesting insights, but it seems that they could have benefitted from greater level of detail. I also would have liked to see a more detailed discussion of how these findings relate to the existing practices in biogas implementation. Since this is a growing field, it would also be interesting to further investigate practical insights using more consistent methodological approaches with a larger the sample.

The master thesis of Gali Mingazov meets the requirements of the Master in Management program, and according to the reviewer's opinion deserves a/an "good (4D)" grade, thus the author can be given the desired degree.

A handwritten signature in black ink, appearing to read 'S. Denef', with a stylized flourish at the end.

Date
02.06.2018

Referee:
Dr. Sebastian Denef
CEO, OWN.space