

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Corporate Finance
Student:	Ekaterina Tsygankova
Title of thesis:	FACILITATION OF CALL CENTER SIZE DECISION UNDER UNCERTAINTY: CONSULTING PROJECT

<p>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.</p> <p>A starting point was the problem formulated by famous Harvey Wagner many decades ago. The importance of call center modelling becomes much higher today. Many academic papers are published recently in leading world journals on management science. The problem is about decision making and strategic development under uncertainty related to calls stream and its servicing. Thesis consists of original methodological part and its application to call servicing in retail banking.</p>
<p>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.</p> <p>Thesis presentation is logical. Chapters 1 and 2 are devoted to methodology and Chapter 3 provides implementation of this methodology for retail banking.</p>
<p>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.</p> <p>All objectives are achieved. Literature covering is wonderful. Methodology provides a consultant with a tool for design and development of call centers in many industries. Capacity (size) is decided on the base of quality of service analysis, which goes back to Wagner, but rarely used now. The explanation is that the majority of recent analysis is devoted to operational management whereas this paper is strategic. The solution provides a tool for non-formal balancing of quality of service and costs.</p>
<p>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.</p> <p>Data for the project are real found by the author in public Internet sources. Original data were huge—many gigabytes of MS Access files, which were transformed by the author to usable form.</p>
<p>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.</p> <p>Thesis has several new scientific contributions including new simulation model based on quality of service concept, modelling of abandonment rate, analysis of related costs as control variable. Managerial and organisational aspects are discussed in detail.</p>
<p>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.</p> <p>Advanced and very general methodology is provided to consulting companies in the industry. Methodology is implemented in original software and original organisational schemes.</p>
<p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p> <p>Layout is excellent.</p>

The Master thesis of Ekaterina Tsygankova meets the requirements for master thesis of MCF program thus the author of the thesis can be awarded the required degree.

Date: June 14, 2015

Scientific Advisor: Professor Alexander Bukhvalov

A handwritten signature in black ink, appearing to read "A. Bukhvalov". The signature is written in a cursive style with a large initial "A" and a long, sweeping underline.