SCIENTIFIC ADVISOR’S REFERENCE

<table>
<thead>
<tr>
<th>Program:</th>
<th>Master in Information Technologies and Innovation Management</th>
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<tr>
<td>Student:</td>
<td>Elizaveta V. Sysoeva</td>
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<tr>
<td>Title of thesis:</td>
<td>Implementation of Quality Management: small and medium sized IT companies</td>
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</tbody>
</table>

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.

The goal of the study is to develop recommendations on usage of Quality Management instruments in small and medium sized IT companies. Author has managed to reveal research gap and meet the thesis objectives.

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.

The paper comprises all necessary elements of scientific research. Theoretical and empirical parts are related to each other and demonstrate author’s potential to solve managerial problems.

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.

Elizaveta has managed to develop two managerial tools: scheme of maturity that helps business owners to evaluate the current company’s position in terms of QM implementation and a framework to analyze KPIs and Recommendations for each of the case companies. Author demonstrates good analytical skills.

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.

The author designed a multi-case study on the basis of 4 ICT companies Digital Technologies, LLC Tekhnologiya, BT Torgovye Resheniya, E-Legion. The justification of the empirical data choice is provided by the author in a clear and well-reasoned manner.

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.

Author considers different approaches to quality management implementation and designs a framework to analyze ICT companies in order to develop recommendations for companies to improve quality management within the company.

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.

The results of the study are both theoretical and practical ones. Theoretical one is about the designed maturity matrix to analyze the level of quality management in ICT company. Practical implication is provided in the form of recommendations to the case companies management.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

In overall it is important to stress independent approach of the author to thesis design and findings in the matter of data gathering and systematization of very diverse and large scope of issues related to quality management.

The master thesis by Elizaveta Sysoeva meets the requirements for master thesis of International Technology and Innovation Management program thus the author of the thesis can be awarded the required degree.

12.06.2015

Scientific advisor: Kiran V. Zhukova
PhD, Associate Professor,
GSOM SPbSU