**REFERENCE**

**on the Thesis prepared by 4th year student of**

**St. Petersburg University Graduate School of Management**

**Student: Artem Novikov**

**Topic: « “Increasing the Efficiency of "Gotek Northwest"'s Production Flow Using the SMED Tool”**

**38.03.02 «Management» area of studies, International Management Bachelor program**

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| **Student manifestation of autonomy and initiative when working on the Thesis:** | * **The student has shown initiative in the formulation of the managerial problem, goal and objectives of the Thesis** * In total, the Thesis was performed by the student independently, with active consultation with the supervisor * The student did not provide the initiative while working on the Thesis |
| **The intensity of interaction with the supervisor:** | * Continuous interaction * **Irregular interaction** * Interaction was close to absent * Other: |
| **Respecting the schedule of the Thesis workflow:** | * **Fully compliant** * Partially compliant * Does not match |
| **Timeliness of the final submission of the Thesis to the supervisor:** | * On the eve of the Thesis defense * On the day of the deadline for the Thesis submission * One day before the deadline for the Thesis submission * **Two days before the deadline for the Thesis submission** * Three days or more before the deadline for the Thesis submission |
| **The degree of achievement of the Thesis goal:** | * **Fully achieved** * Partially achieved * Not achieved |
| **Compliance of the Thesis content with the requirements:** | * **Fully compliant** * Partially compliant * Does not match |
| **Compliance of the Thesis layout with the requirements:** | * **Fully compliant** * Partially compliant * Does not match |

**Special Comments**: Artem has conducted this study based on strong ability to investigate and solve managerial problems. After it had been agreed that Gotek Northwest would be the object of the study his work results have been valued by the company top management.

**General Conclusion**: The work by student Artem Novikov *meets* the requirements for Bachelor diploma thesis in the area of studies 38.03.02 “Management”, program International Management.

Scientific Advisor: Pavel Sharakhin

Date: 09.06.2023

