

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Annenkova Y.A.
Title of thesis:	Business process management approach for service quality improvement in Russian hotel industry

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	4	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	4	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	3	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	3	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	3	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	4	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	4	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 (about 250 words)

Topic of the work is formulated clearly enough, it is aimed at finding practical quality improvements in domestic hotel industry by implementing business process management approach. Nowadays the hotels in Russia obviously can offer citizens new opportunities for tourism with usage of international innovative trends. However, the applicability and efficiency of proposed solutions do not fully disclosed in the paper.

To solve the problem the author has analyzed wide scope of literature about innovative products and services in the hotel industry, taking into account the complexity of the introduction of these innovations. Using the developed system of industry standards, the author has defined a set of KPIs for typical processes of the industry. Generalized cross-functional model was developed; its applicability was shown in the practical part of the work. Based on a detailed analysis of the literature and personal experience the author has chosen the three innovation trends most suitable for implementation into modern Russian conditions.

Research methodology essentially consists of three qualitative elements: a check-list for the performance evaluation, interviews and observations. Such a choice is good from a practical point of view and for the audit, but not sufficient in terms of determining the efficiency of processes and their measurement. Unfortunately, the layout of the work makes it difficult to perception. This applies both to the lack of schemes and design of the references.

Most of the recommendations developed in the study, obviously, will find practical application. More than that, author has developed a change management plan for implementation of innovative approaches in

three selected areas. It can be assumed that the introduction of these changes will help to improve the KPIs of hotel industry companies.

Master thesis of Annenkova Yulia meets the requirements of the Master in Management program, and according to the reviewer's opinion deserves a good (C) grade, thus the author can be given the desired degree.

03.06.2016

Referee:
Head of standardization,
audit and safety department
LCC "MC – Bauchemie"



Anatoliy B. Berman

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right.