

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	MIB
<b>Student:</b>	Ludmila Zubkova
<b>Title of thesis:</b>	<b>SERVICE DESK KNOWLEDGE MAPPING: THE CASE OF AN INTERNATIONAL AIRPORT</b>

**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.

Recent years have witnessed increased interest in knowledge mapping in business applications. Knowledge becomes a resource which may provide to company sustainable competitive advantage. The objective of Ludmila's master thesis was very practically oriented – to study the phenomenon of building a knowledge map for a service desk of international airport. The author attempts to work out the conceptual model of the professional company knowledge from knowledge engineering point of view. The topic of the thesis is interesting, important and very relevant at the moment and in the future. But formulation of aims and tasks of the master thesis is a bit vague.

**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 work consists of 3 chapters and appendix. They are logically connected. The total impression - headings and text are in accord. The paper also provides a good literature review on service management and knowledge mapping procedures.

**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.

The thesis deals with the problems of integrating of professional information in a comprehensive way. Knowledge maps help to gather elicited knowledge in a way that can be shared with others. The author has mapped sophisticated business decision support knowledge and worked out a clear map. Both theoretical and practical outputs of the research are valuable for dealing with modern international service company. The theme can contribute to developing the professional field and working life.

**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.

Ludmila has used three qualitative research methods: in-depth interviews, story-telling and focus group interviews with middle and senior managers at Northern Capital Gateway (former Pulkovo airport) Service Desk department. She integrates the gathered primary data into the developed knowledge map.

**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.

Ludmila showed the ability to review material, both literature and empirical data, in a neutral and objective fashion. The author really contributed to the issues of information management. The literature review and methodology have strong practical bias. The work is not of strict research character because its practical dimension is more important.

**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 author has developed some practical managerial recommendations based on developed map. Her recommendations on the main topic sound a professional business analysis. The theme is important and raises questions of current interest for the profession.

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

The conclusions presented are well structured, logical, justified and lack errors. The quality of the layout is good.

Working towards master degree Ludmila proved to be thoughtful, industrious and professionally oriented student.

In general the Master thesis of Ludmila Zubkova meets the requirements for master thesis of MITIM program, thus the author of the thesis can be given the required degree.

Scientific Advisor

Prof. Tatiana A. Gavrilova

Date 14.06.11

