**REFEREE’S REVIEW**

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| **Program:** | Master Program “Management” |
| **Student:** | Elizaveta Shakhanova |
| **Title of thesis:** | Method development of logistics service quality evaluation |

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| **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 |  |  |  |
| **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. |  | 4 |  |  |
| **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 |  |  |  |
| **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 |  |  |  |
| **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. |  | 4 |  |  |
| **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 |  |  |  |
| **Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references. | 5 |  |  |  |

Further development and improvement of the activities of companies specializing in the provision of logistics services is impossible without tightening competition between them in the struggle for the customer. At the same time, the main parameters for assessing the success of a company in a competitive struggle will naturally be the number of customers and the volume of services provided, which directly depend on the quality of the services provided.

Determining the quality of services is difficult and impossible without the presence of feedback from the clientele and the system of expert assessments.

In this paper, this system is used, and the author of the work adds to it, allowing to provide a more balanced and accurate result by proposing the introduction of a group of balanced indicators that assess the personified opinion of the client on each of the strategically important lines of activity of the logistics company. This approach reduces the risk of error in assessing the client's opinion and increases the effectiveness of subsequent decisions related to improving the execution of business projects.

The insignificant drawbacks of the work include the need, in some cases, to more closely link the proposed system for assessing the quality of logistics services to the specifics of railway activities, since the company that has been using the railroad rolling stock as a means of transportation as a means of transportation is primarily chosen as the object of research.

Master thesis of *E. Shakhanova* meets the requirements of the Master program, and according to the reviewer’s opinion deserves a *excellent (A)* grade, thus the author can be given the desired degree.

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