

## SCIENTIFIC ADVISOR'S REFERENCE

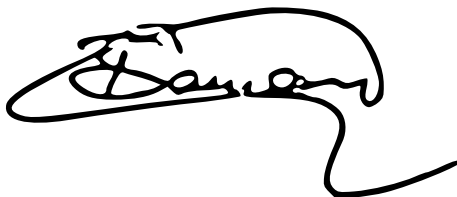
<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Daniil A. Fetisov
<b>Title of thesis:</b>	Artificial Intelligence readiness in Russian and Swiss-based mechanical and industrial engineering companies

<p><b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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.</p>
<p>The thesis of Daniil A. Fetisov focuses on comparing factors for the readiness of artificial intelligence solutions in engineering firms. The author clearly justifies the choice of this highly-relevant topic after the deep literature review that reveals the growing importance of artificial intelligence and limitations of existing research in this field. Based on the identified research gap the author is accurate in defining and aligning the research goal and objectives.</p>
<p><b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.</p>
<p>The master thesis is well-structured and easy to read with the clear logic of research. The master thesis consists of well-balanced and coherent chapters such as the literature review, research methodology and research findings. The author successfully aligns these structural parts of the master thesis and provides the clear argumentation for all points discussed.</p>
<p><b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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.</p>
<p>The author showed the outstanding ability in formulating the clear research problem with the help of the thorough and deep literature review. Based on the identified research problem the author managed to choose the appropriate research approach to meet the research objectives and finally derive the valuable solutions.</p>
<p><b>Quality of data gathering and description.</b> 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.</p>
<p>The author shows the great competence to conduct independent data collection and analysis. The choice of the TAM model as the main analytical lens matches the research goals. The author demonstrates the ability to handle the method to provide the more thorough analysis. In particular, collecting more than 100 responses in a survey is a great achievement for a master thesis.</p>
<p><b>Scientific aspect of the thesis.</b> 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.</p>
<p>In the master thesis, the author demonstrates his skills of the independent scientific thinking in addressing the research problem. The author manages to analyse the existing theories for technology adoption in general, as well as the broad topic of artificial intelligence and finally develops the research methodology.</p>
<p><b>Practical/applied nature of research.</b> 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.</p>
<p>The research conducted is highly relevant for the industry of engineering firms that are trying to adopt AI solutions to their daily work processes.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>The master thesis layout meets all the requirements for master thesis preparation and defense. The layout of tables, figures and references is correct.</p>
<p><b>Originality of the text.</b> All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.</p>
<p>The thesis text is original and does not contain elements of plagiarism.</p>

The Master thesis of Daniil A. Fetisov meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Date 10.10.2017

Scientific Advisor: Dr. Tatjana Samsonowa  
Associate Professor

A handwritten signature in black ink, appearing to read 'Daniil A. Fetisov'. The signature is stylized and cursive, with a long, sweeping underline that extends to the right.