

REFeree'S REVIEW

Program:	Master in Management Program
Student:	Daniil A. Fetisov
Title of thesis:	Artificial Intelligence readiness in Russian and Swiss-based mechanical and industrial engineering companies

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.	5
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.	4
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.	4
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
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

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:

The master thesis of Daniil A. Fetisov deals with the topic of artificial intelligence and its application in engineering companies. Using a technology acceptance model, Daniil compares the readiness of Swiss and Russian engineering firms. The topic itself is highly relevant in both academic and applied contexts, given that artificial intelligence is expected to impact knowledge work in different sectors. The thesis is well written; it is clearly structured and designed, allowing the reader to easily follow the lines of thought. As a person with a background in computer science, it was a joy to see how deep and wide Daniil describes the topic of artificial intelligence, especially considering that his focus is on management practice, not on computer science. The thesis is also well motivated and clearly describes the state of the art and the analytical frameworks chosen to design the survey and to conduct its analysis. Daniil very clearly explains the choice of the empirical sample and the choice for the two countries. As for the survey, it is quite impressive for a master thesis to collect more than 100 responses in a survey spread over two countries. The only critical comment I would make, with a very strict academic lens, is the generalization, especially on the Swiss side of the sample. As both, the factors that were suggested by an expert, as well as the majority of the responses, come from a single firm, it is unlikely that the current sample would be accepted on highest academic standards, as it is and would probably require more diversity. Finally, I would like to say that it is not that often to see a master thesis that has such clear, logical structure and leaves so little questions unanswered.

Master thesis of Daniil A. Fetisov meets the requirements of the Master in Management Program program, and according to the reviewer's opinion deserves a/an "5B" grade, thus the author can be given the desired degree.

Date 8.10.2017

Referee: Sebastian Denef, Dr., Research Fellow, Fraunhofer

A handwritten signature in black ink, appearing to read 'S. Denef', with a stylized flourish at the end.