

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management Program Concentration — Information Technologies & Innovations Management
Student:	Marina Syromyatnikova
Title of thesis:	Framework development of security system assessment for retail outlets

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.
	The goal of this thesis is to develop a comprehensive framework of security system assessment for retail outlets, identifying the weak elements of security system and making specific recommendations on its improvement.
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.
	Logics and structure of the paper are excellent. The main part of the topic consists of introduction, three chapters and conclusions, closed by references and appendix. The introduction discusses the background, rationale, contribution, outline and organizational structure of this thesis. In the first chapter key elements of security system assessment process are determined on the basis of both scientific literature research and practical experience analysis. The second chapter is devoted to the framework of security system assessment for retail outlets. In the third chapter the framework is applied on the selected case companies in order to illustrate the weak elements of security systems and to develop recommendations on its improvement.
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.
	Thesis goal and objectives are clearly stated; thoroughness of the content and the text are good and has all features necessary for the scientific research. The research methods used for an evaluation of success factors in security system assessment are literature review, interview and expert questionnaires.
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.
	In this thesis the theoretical and conceptual framework was examined by means of expert questionnaire. Analyses were performed after collecting and compiling all the data. The quantitative part of the thesis is good.
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.
	The theoretical contribution of the paper is a universal framework of security system assessment, and the weighted hierarchic system of criteria for security system assessment, which will be valid for the comparison of any set of retail outlets of comparable size and employee count. It was shown that the framework can be successfully applied and works in the specified context.
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 framework was designed to be applicable in the context of various industries; however in the paper it was tailored to the context of retail industry and applied on grocery retail outlets. This framework can be taken and applied in diverse context, if all the stages are properly followed. In this case only the hierarchic system of criteria will have to be remodeled and tailored to the specifics of a particular type of business entity.

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

The layout of the thesis fulfils the requirements of the Regulations for master thesis preparation and defence. The layout of tables, figures and references is also correct.

Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.

The paper is original work and does not contain elements of plagiarism

The Master thesis of Marina Syromyatnikova meets all requirements for master thesis of Master in Management program, thus the author of the thesis can be awarded the required degree.

Date: June 06, 2017

Scientific Advisor:



Associate Professor, Operations Management Department
Nikolay A. Zenkevich