

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Information Technologies and Innovation Management
Student:	Aleksandr I. Sidorov
Title of thesis:	Method of Using Business Capability Mapping in Small and Medium-sized Enterprises Strategic Planning

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 author provided a good introduction for the topic and justified the need for this type of research. The aim and objectives of the thesis are well defined.

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 4 chapters: theoretical overview, research methodology, method design and demonstration of method using case study. They are quite well structured and logically connected

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.

For this thesis the design science research methodology was adopted and followed. It looks reasonable for the suggested research objectives.

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.

For the empirical part Aleksandr successfully collaborated with a SME company. Information for the demonstration case study was collected via the interview of the company management. Communication of the method and application of frameworks was done via participation in weekly report sessions, strategic planning sessions and interviews with heads of departments.
The author demonstrated self-dependence during his work over case study.

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 part includes the deep literature review and allows author to develop theoretical model and research questions in appropriate way. The literature review is presented in a good scientific manner. This thesis is a good example of design science research, which provides a useful artefact (planning method for SMEs, which uses Business Capability Mapping) to solve typical and relevant real-life task. Although the research results require additional evaluation, the provided demonstration / approbation seems sufficient for master thesis.

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 suggested method can be used by managers of SMEs for translating strategy into operational plans.

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

Overall, layout fulfils the requirements of the regulations for master thesis preparation and defense, all tables and figures are given in the appropriate way.

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 thesis text is original and does not contain elements of plagiarism.

The Master thesis of Aleksandr I. Sidorov meets the requirements for master thesis of Master in Information Technologies and Innovation Management program thus the author of the thesis can be awarded the required degree.

Date 08/06/17

Scientific Advisor:

Dmitry Kudryavtsev, Associate Professor

