

## Master's Thesis Assessment Reviewer's Report

Student's name:  
Vladyslav Vlasov

MT Reviewer:  
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Acad. year:  
2012/2013

MT topic:

Improving Business Performance of Company XXX by the Application of Lean Management Techniques

Assessment criteria		Points (0 – 10)
1	Thesis Topic Difficulty	10
2	Meeting Thesis Objectives	10
3	Theoretical Background	10
4	Practical Application (Analysis)	9
5	Practical Application (Solution)	8
6	Formal Level	10
<b>TOTAL POINTS (0 – 60)</b>		<b>57</b>

### Definition of assessment criteria:

POINTS	VERBAL DESCRIPTION
<b>0</b> points	<b>unsatisfactory</b> corresponds to an “F” on the ECTS grading scale
<b>1 – 2</b> points	<b>sufficient - meeting basic requirements only</b> corresponds to an “E” on the ECTS grading scale
<b>3 – 4</b> points	<b>satisfactory - with significant but not crucial insufficiencies</b> corresponds to a “D” on the ECTS grading scale
<b>5 – 6</b> points	<b>good - insufficiencies do not substantially affect the entire work, especially the results</b> corresponds to a “C” on the ECTS grading scale
<b>7 – 8</b> points	<b>very good - fulfilled without reserve</b> corresponds to a “B” on the ECTS grading scale
<b>9 – 10</b> points	<b>excellent - outstanding performance</b> corresponds to an “A” on the ECTS grading scale

### **Comments:**

The topic of this Master Thesis is quite specific and difficult as it includes the application of lean management in the office area. Student started his work with a very detailed and high quality theoretical review. He used a lot of quality sources, especially in form of actual researches and scientific papers what is not typical for master's degree students. Formal level of the work is also very good.

Analytical part starts with a short introduction and explanation of author's plans. I am more than satisfied with the strategic analysis which is really very detailed. I would rebuke the author only for sometimes not clear borderline between analytical and project part. Current state VSM should be probably included in the analytical part.

I miss some typical characteristics of projects in the project part of the work, for example logical framework, time schedule and especially final economic evaluation. On the other hand, I put value on detailed model of the implementation of selected lean techniques that are always followed through. Calculating Tact Time and implementing Hejunka box or Buffer Management in administration is very complicated and unique. Therefore I appreciate author's effort to transfer these specific methods from the manufacturing level to the office area and his ability of systems thinking.

I propose this master thesis for the award of Tomas Bata Foundation.

### **Questions for the defence:**

Why did you choose just Customer service department for your analysis?

Which of your proposals were really implemented in practise?

How did people working in the Customer service department accept your project? Was it difficult to explain them the benefits of proposed improvements?

Do you think that your project will have also some positive economic impact on company performance? Try to indicate in which areas.

The thesis meets the criteria for the defence of the MT.

The thesis does not meet the criteria for the defence of the MT. (At least one criterion assessed by 0 points.)

Zlín: 10<sup>th</sup> of May 2013

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MT Reviewer's signature

## **Assessment instructions:**

### **Criterion 1. Thesis Topic Difficulty (0 – 10 points)**

This criterion assesses the originality of the topic, its relation to the given degree course, the complexity of the analyzed issue, the demand on theoretical and practical information sources, absence of usual solution, unavailability of solution for the conditions studied.

### **Criterion 2. Meeting the Thesis Objectives (0 – 10 points)**

Criterion 2 assesses the fulfilment of thesis assignment based on defined objectives, which must be included in the introduction. The defined objective shall correspond to the required demand factor of the thesis.

### **Criterion 3. Theoretical Background (0 – 10 points)**

This part assesses primarily the choice of theoretical disciplines and their possible application in the solution, share of knowledge gained during the study as well as study of special literature and other information resources. It also reviews the level of quotations. The theoretical background shall not include knowledge which is not used in the practical application. Extent of literature, its topicality, use of foreign literature and pivotal works, application in the thesis, discussion of alternative views, analysis of the quotations used, synthesis of theoretical knowledge and consequences for the work. Literary review shall be duly processed both methodically and formally, including proper quotations and references to bibliography.

### **Criterion 4. Practical Application (Analysis) (0 – 10 points)**

It assesses the level of topic analysis, the connection of analysis to the set aims, the use of theoretical knowledge for the problem analysis. This evaluation will take into account the difficulty of obtaining information, student's approach and his/her ability to draw logical conclusions from the analysis as the standing point for resolving part. The Master's thesis contains an accurate description of the methodology used, whereas this methodology is appropriate for meeting the objective. Discussion on the chosen methods and comparison with other approaches, the possibility to verify the methods outcomes, application accuracy of chosen methods, adequate sampling, treatment of errors and shortcomings of methods, comparison of findings using multiple methods, rationale for deviations.

### **Criterion 5. Practical Application (Solution) (0 – 10 points)**

This criterion assesses the factual level of problem solving, achievement of set objectives, addressing the continuity of the resolving part with the analytical one. Further, the logical structure of problem solving or preconditions for its verification is evaluated. Criterion 5 is also aimed at the overall level of cohesion of the theoretical background and practical application, the accuracy of the conclusions derived, unambiguous wording, adequacy, generalization of findings, applicability of recommendations, reasons for suggestions and their impacts.

### **Criterion 6. Formal Level (0 – 10 points)**

This part assesses the level of graphic design, grammatical level, chosen wording, and the overall level of expression. Further is evaluated the appropriate structure, logical sequence of text, correct terminology, definiteness and clarity of graphic layout, the language level.