Supervisor review

Department:	112 - Management
Author:	Bc. Pavla Vondráková
Title:	CRM in Service Oriented Organizations in the European Union
Supervisor:	Ing. Sylvie Formánková, Ph.D.

Part I – Basic requirements for master thesis

Instructions:

1. The first part of the review concentrates on critical parts of master thesis that are required to recommend the thesis to be defended. These aspects could be evaluated only by answers yes-no.
2. If at least one aspect is evaluated in the negative way, the thesis may not be recommended for defense. The reasons for the negative decisions should be specified and the second part of the review does not have to be completed.

1. Does the thesis contain objective defined correctly and does the objective correspond to the common requirements for the master thesis?	YES
2. Is the review of literature including the citations and references elaborated correctly from the methodological and formal point of view?	YES
3. Does the thesis include precise description of used methods and are these methods suitable for defined objective?	YES
4. Does the thesis covers the clear conclusions, reasoned recommendations, justified suggestions, etc. that bring new knowledge or information?	YES

Reasons for negative answers, specification of missing or unsatisfactory parts:

Part II – Quality of master thesis

Instructions:

1. The second part of the review regards with quality evaluation of selected aspect of the thesis. The thesis could obtain 0-60 points in total. Zero points correspond to thesis meeting only the minimal requirements, while thesis evaluated by 60 points is excellent and inventive in all evaluated aspects.
2. The evaluation scale has five levels:

   accomplished, at the level of minimum of requirements given in part I (0 points)

   accomplished with significant but not critical imperfections (2 points)

   accomplished, the imperfections do not influence the merit of the thesis and mainly the results (5 points)

   accomplished fully without any reservations and in the exhausting way (8 points)

   excellent, extraordinary, originative and completely correct accomplishment (10 points)
3. Points assigned in evaluation of individual aspect have to be briefly justified; the extraordinary solutions have to be considered.

5.	Contribution, originality, demandingness of the thesis	Points: 5

(frequency of the issue, non-existence of conventional solution, unavailability of solution for researched conditions, expected and real contribution of the thesis, extent of the specific knowledge needed to meet the objective, …)

The topic solved in the thesis is up-to-date and the solution needs knowldege and experiences from theoretical and practical point of view. It is a broad topic and the results could be interpreted for all service companies using or just thinking about using CRM. On the other hand the conclusion and results of the thesis do not bring many extraordinary ideas.

6.	Quality of the review of the literature	Points: 5

(extent of surveyed literature and its up-to-dateness and representativeness, use of foreign and cardinal sources, suitability of survey for own research,, discussion of alternative approaches, analysis of citations and references, synthesis of theoretical knowledge for own research,…)

The author uses 57 literature sources. Within the sources there is foreign literature in English and German language. She uses scientific books, papers, online sources and thesis. The sources are up-to-date. The only thing is the author uses a source "europedia" - where the credibility of the source is not sure…

7.	Methodology and its application	Points: 5

(discussion of suitability of chosen method, comparison of alternative attitudes, possibility to verify the results, correctness of application of methods, suitability of data samples used, preventing errors and shortages of applied methods, comparison of results, variations reasoning, …)

The thesis requires both secondary and primary data analysis. It would not be satisfactory to use only secondary or exclusive primary data. The knowledge received through the secondary data and the desk research was supported by own empirical research. The author takse many points of view to the problem and compares the results with other studies and attitudes of different authors. The procedure of solvinf such a problem is s standard.

8.	Own research	Points: 5

(depth and complexity of performed analysis, extent of use of knowledge from literature review, proving facts, suitability of samples and sources used, treatment of data errors, level of meeting the thesis objective, hypotheses answering, …)

The analysis of secondary data as well as empirical research are deep enough to meet the objective of the thesis. The results of the research are statistically interpreted. The author uses the knowledge from the literature review and compares the theoretical and practical approaches.

9.	Conclusions and recommendations	Points: 2

(correctness of conclusions, explicit formulations, adequacy of suggestions, generalizing conclusions, applicability of recommendations, …)

The author suggests a model of improvement in implementation of CRM. The model is suggested for a concrete enterprise but it could be generalized for other companies too. It is described the proces and separate steps of CRM implementation. There are mentioned benefits of the CRM usage. On the other hand I miss the calculation of costs connected with such implementation or with the improvements in praxis. The recommendation is maybe too general.

10.	Logical framework, formal requirements	Points: 8

(correct structure, logical coherence of text, correctness of terminology, explicitness and clarity of graphics, accurateness of language, …)

Formal structure is according to the requirements. The structure of the thesis is logical and it has all the parts - introduction, objectives and methodology, literature review, resluts, discusiona and conclusion, included. I don´t see any problems with terminology or accurateness of language.

Part III – Summary and final evaluation

Instructions:

1. After summarizing the points the reviewer marks with a cross the appropriate final evaluation according to corresponding interval of points.
2. The clear final decision has to be stated in the conclusion. The thesis can be recommended to be defended only in the case, when there is no negative evaluation in the part I of this review.
3. In the following part the reviewer has the opportunity to give his/her opinion to thesis as a whole and give further suggestions and comments.

Total points: 30 points

Final evaluation:

	0–12 points	accomplished at the level of minimum of requirements given in part I
	13–24 points	accomplished with significant but not critical imperfections
X	25–36 points	accomplished, the imperfections do not influence the merit of the thesis and mainly the results
	37–48 points	accomplished fully without any reservations and in the exhausting way
	49–60 points	excellent, extraordinary, originative and completely correct accomplishment

Final decision: **I RECOMMEND**   thesis to be defended.

Further comments and suggestions the author should discuss within the defense of the thesis:
1. Some companie answered in the questionaire that the reason of not implementing CRM was that it is too expensive. So, what would be the minimal costs of CRM implementation?   2. You mentioned the potential of its implementation in small and medium sized companies - what are the main arguments for its usage in SME´s and is it worth of the costs?

Date: 25.5.2014

Name and signature of the supervisor: Ing. Sylvie Formánková, Ph.D.

Date:

Name and signature of the head of the department: