

I. IDENTIFICATION DATA

Thesis title:	Analysis of Business Processes inside the IT -Project Portfolio Management Office Team and Proposal of Changes for Increasing Efficiency
Author's name:	Anna Haubnerová
Type of thesis :	master
Faculty/Institute:	Masaryk Institute of Advanced Studies (MIAS)
Department:	Institute of Economic Studies
Thesis reviewer:	Maite Barroso Lopez
Reviewer's department:	CERN

II. EVALUATION OF INDIVIDUAL CRITERIA

Assignment	challenging
<i>How demanding was the assigned project?</i>	
Business processes analysis, in this case applied to project portfolio management, is an operation to optimize and improve business results. It is regularly applied in many businesses as a continuous process improvement. In this case, it is challenging because the CERN IT Project Portfolio unit was in a nascent state and so this was the first analysis cycle, to be compared to theoretical business process modelling methods.	

Fulfilment of assignment	fulfilled
<i>How well does the thesis fulfil the assigned task? Have the primary goals been achieved? Which assigned tasks have been incompletely covered, and which parts of the thesis are overextended? Justify your answer.</i>	
All primary goals have been achieved: The CERN IT project Portfolio management processes have been well described in detail, analyzed and with relevant and well-reasoned proposals for improvement. The theoretical part is well presented, through the business modelling process description, and the associated appendix with the modeling of all processes though Unified Modelling Language (UML) flowcharts. The practical part includes a very precise detailed description of the CERN IT processes, and a well reasoned section on the proposed changes. These proposed changes are realistic enough that could be taken onboard and are ready to be applied.	

Methodology	correct
<i>Comment on the correctness of the approach and/or the solution methods.</i>	
The approach followed is the traditional analysis of business processed by comparing a theoretical methodology with a practical implementation, and proposing enhancements to align both. The practical implementation is very well understood and described, and I think it is the strongest point of this thesis.	

Technical level	B - very good.
<i>Is the thesis technically sound? How well did the student employ expertise in the field of his/her field of study? Does the student explain clearly what he/she has done?</i>	
The thesis is technically sound: the student was involved herself in the application of the processes she describes, and the theoretical part described is correct, and relevant for the subject. The descriptions are clear and factual. The analysis applies to a particular business environment (CERN IT) and could be applicable in a similar way to many others. The student showcases a deep knowledge of business processes analysis and of business process modelling.	

Formal and language level, scope of thesis	B - very good.
<i>Are formalisms and notations used properly? Is the thesis organized in a logical way? Is the thesis sufficiently extensive? Is the thesis well-presented? Is the language clear and understandable? Is the English satisfactory?</i>	

The thesis is presented in a very clear way, with a clear structure, and the right level of introduction and description; the language is rich, relevant and well used, all terms and processes are clearly explained; the English is very satisfactory, always correct and clear to understand.
All chapters are well structured, and very descriptive; the flowcharts support the narrative in a very satisfactory way.

Selection of sources, citation correctness

C - good.

Does the thesis make adequate reference to earlier work on the topic? Was the selection of sources adequate? Is the student's original work clearly distinguished from earlier work in the field? Do the bibliographic citations meet the standards?

There is a good and relevant selection of sources, specially referring to methodology, process description, and modelling methods. The citations indeed meet the standards. Additional ones could have been references to similar studies done in different business environments, or similar studies done applying different methodology, to compare and quantify possible efficiency gains.

Additional commentary and evaluation (optional)

Comment on the overall quality of the thesis, its novelty and its impact on the field, its strengths and weaknesses, the utility of the solution that is presented, the theoretical/formal level, the student's skillfulness, etc.

A very practical proposal to tune the present processes and improve the efficiency is presented; it is very constructive, and I consider it as an evolution of the present process. I would have also liked to read proposals for more revolutionary approaches, introducing more radical changes and evaluating how these different models would influence the efficiency. On the practical side, the solution looks feasible and we will indeed look at implementing it.

III. OVERALL EVALUATION, QUESTIONS FOR THE PRESENTATION AND DEFENSE OF THE THESIS, SUGGESTED GRADE

Summarize your opinion on the thesis and explain your final grading. Pose questions that should be answered during the presentation and defense of the student's work.

The grade that I award for the thesis is **B - very good**.

Date: **27.5.2024**

Signature:

