

Bachelor's thesis evaluation by the opponent

Title of the Bachelor's thesis:

Strategic Analysis of the Air Astana Company

Author of the Bachelor's thesis:

Benazir Mansurova

Objectives of the Bachelor's thesis:

To perform a strategic analysis of Air Astana Company

EVALUATION OF THE BACHELOR'S THESIS	
Criteria (max. 10 points per category)	Points awarded
1. The objectives of the thesis are evident and accomplished	7
2. Demands on the acquisition of additional knowledge or skills	8
3. Adequacy and the way of the methods used	6
4. Depth and relevance of the analysis in relation to objectives	7
5. Making use of literature/other resources, citing	5
6. The thesis is a well-organised logical whole	8
7. Linguistic and terminological level	7
8. Formal layout and requirements, extent	7
9. Originality, i.e. it is produced by the student	8
10. Practical/theoretical relevance/applicability	8
Total score in points (max 100)	71
Final grading	Good (3)

Overall evaluation and questions to be answered in the course of the defense:

The author presents a classical strategic analysis of a given company. Proofreading could improve the level of English. The structure of the thesis is logical. The quotations on p. 6 are not necessary and actually it is quite unusual to put such quotations into bachelor theses. The lists of factors on pages 9-13 are not properly referenced. Similarly, a number of uncited data and numbers are in the thesis (for example, almost all data in section 5.1, parts of section 5.2). The author should be very cautious about correct citations to avoid the possibility of being accused from plagiarism. A number of statements are not supported by literature (for example, "Airline company market is very cyclical" - according to which authors?). The financial analysis is incomplete. The author compares the absolute indicators, but a financial analysis usually contains the analysis of financial ratios = relative measures. In my opinion, the thesis contains no real financial analysis in its present form. On the other hand, I appreciate the list of specific recommendations at the end.

Questions/task for the defence:

1. To complete the financial analysis, I would like the author to present the development of main financial ratios of the company - profitability, liquidity, financial leverage, and asset management ratios over the last five years.
2. On page 28, you mention several recently introduced innovations in the airline industry. What other possible innovations/technology factors would you propose to improve the competitive position of Air Astana?
3. What is the difference between figure 4 and figure 11?

Name of the Bachelor's thesis opponent:

Ondřej Machek

Occupation of the Bachelor's thesis opponent:

Department of Strategy

I honestly declare that I am not in any allied relationship with the author of this Bachelor's thesis.

May 11, 2016

Signature of the Bachelor's thesis opponent