Tomas Bata University in Zlín
Faculty of Management and Economics

MASTER'S THESIS SUPERVISOR'S REPORT

Student's name: Priyanka Prasad

Master's Thesis Supervisor (MT): Ing. Michaela Blahová, Ph.D.

MT topic: Implementation Plan of Key Performance Indicators Using the Balanced Scorecard Approach into the Management System of the Selected Company

Acad. year: 2023/2024

Notes on completing the report:
1. *A - fulfilled very well with no remarks, B - fulfilled very well with minor remarks, C - fulfilled at an average level, D - fulfilled with deficiencies, E - fulfilled but with significant deficiencies, F - not fulfilled.*
2. *If any criterion is graded F, the thesis must be evaluated as unsatisfactory overall, not meeting the criteria for the MT defence, and such a thesis cannot be recommended for the defence.*
3. *MT Supervisor must comment verbally on each evaluation criterion!*

Assessment criteria: | **Assessment**

1. Thesis Objectives and Methods	**B**
The main objective of the thesis is to design an implementation plan of Key Performance Indicators (KPIs) using the Balanced Scorecard approach into the management system of a selected company based in Kerala, India. The objectives and methods used in the thesis are clearly formulated. The objectives are defined in accordance with the topic of the thesis. The chosen methods and procedures are appropriately applied in the thesis and meet the selected objectives.	
2. Theoretical Background	**A**
The theoretical part concentrates on the topic of performance management and measurement, including the definition of future challenges in this area. Moreover, selected performance management and measurement models, drivers of performance and the concept of the Balanced Scorecard are described. In the end of this section, the most important findings are summarized. The literature review is based on a large number of relevant international publications and serves as a well-developed basis for the analytical part. The references used in the thesis are cited in accordance with the prescribed standard.	
3. Practical Application – Analysis	**B**
The analytical part introduces the selected company and briefly summarizes the current use of KPIs in the company's management system. Furthermore, a strategic analysis of the company is carried out, including a macro- and micro-analysis of the company's environment (PESTEL, STEER, SWOT and financial analysis). Despite the complexity of the work, I appreciate the choice of a longer time horizon (5 years) when analysing the company's financial statements, which contributes to relevant conclusions and forms a very good basis for the project part of the thesis. Furthermore, I appreciate that the financial analysis has been supplemented to a large extent by the causes of the growth/decline in the financial statement items rather than just a description of their annual changes. The findings from the theoretical part are appropriately applied in the analytical part. The conclusions of the analyses are sufficiently justified.	

4. Practical Application – Project/ Research	A

The project part focuses on the KPI design using four perspectives derived from the traditional Balanced Scorecard concept. The identification of the perspectives was discussed with the company with respect to the current requirements of the company in a competitive environment. Within each perspective, KPIs were identified based on the previous strategic analysis and the company's strategic objectives. For each KPI, target values in the following years, frequency of measurement and responsible person for their monitoring were defined. Subsequently, KPI Implementation Plan was developed, which estimates that the actual implementation of the project will be carried out in the company within 6 months. In the conclusion of the thesis, benefits and risks associated with the implementation as well as final evaluation and recommendations are provided.

5. Formal Layout	A

The formal level of the thesis meets the requirements set for university qualification theses. The text of the thesis is logically coherent, correct terminology is used and the prescribed standard of citing sources is applied. The thesis has an appropriate linguistic and graphic level.

Overall thesis assessment *	A

The thesis deals with an interesting but complex topic that is challenging especially in data collection and processing. Close cooperation with the selected company is important for the high-quality processing of such thesis, which has been successfully achieved in this case.

* The final grade is not an arithmetic average of the individual criteria for assessing the thesis.

Questions for the defence:

1. The analysed company is located in an area that faces difficulties due to heavy rain and flooding during August and September each year, which affects production and distribution processes. Does the company have any plans to overcome these challenges?

2. In the thesis it is stated that the company is planning to implement water recycling project to reduce water waste. Can you provide more details on this planned activity?

The thesis **fulfils** the criteria for the defence of the MT. The thesis **is recommended** for the defence.

The thesis has been checked for the originality of the work in IS STAG. Based on the results of this review, it was concluded that the work **is not** plagiarism.

Date 13.05.2024

Signature of MT Supervisor