

## REFEREE'S REVIEW

<b>Program:</b>	Master in International Business
<b>Student:</b>	Daria Amraina
<b>Title of thesis:</b>	Methodology of Company's Strategy Choice on the International Market with Account for Interested Parties

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.	5	4	3	2
<b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	5	4	3	2
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.	5	4	3	2
<b>Quality of data gathering and description.</b> Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.	5	4	3	2
<b>Scientific aspect of the thesis.</b> Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.	5	4	3	2
<b>Practical/applied nature of research.</b> Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.	5	4	3	2
<b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

### Additional comments:

*Please, elaborate on the above mentioned criteria (about 500 words)*

The paper (esp., chapters 2 and 3) looks very interesting, the method is innovative and applicable to real business decision making. However, some minor problems may be pointed at:

- Terminology: *interested parties* and *stakeholders* mean literary the same thing. A better choice might be "acting stakeholders" or "playing stakeholders".
- The value of the long review of definitions of strategy and theories of strategic management is not clear in relation to the main part of analysis. Therefore, there is a gap between the first "general management" chapter and the 2<sup>nd</sup> and 3<sup>rd</sup> chapters with the core model and its application. Can the author emphasize what concepts and ideas from the first part were borrowed for the next chapters?
- Does the real level of rationality of managers fit the assumptions of the model? In other words, can real managers feasibly make all these calculations in their real practice?
- Last but not least, English should be improved.

Master thesis of Daria Amraina meets the requirements of MIB program, and deserves an "excellent" grade, thus the author can be given the desired degree.

Date: September 26<sup>th</sup>, 2011

Referee: Maxim Storchevoy, Senior Lecturer

