

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	program 080500 «Management»
<b>Student:</b>	Svetlana Smirnova
<b>Title of thesis:</b>	The influence of linguacultural background on effectiveness of international business communications

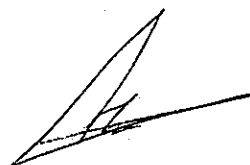
<p><b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.</p>
<p>At the time when the English has really become the <i>lingua franca</i> of international business any study in the field could be considered as an actual one. Especially, when the study is focused on the Business English as lingua franca (BELF) in Russia where a number of active users of English is estimated approximately to only 5%. Research objectives concerning finding out an universal standard of BELF and comparative analysis between European and Russian cases of international business communications could be assessed as interesting and relevant to contemporary international management challenges.</p>
<p><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.</p>
<p>Logic of research is obtained by the well-developed plan and its fulfilment. Having defined the contemporary state of the Art the author has developed a productive methodology and has applied the latter to the BELF using data collected and analysed. A good proportion and interconnection between theoretical and empirical parts is made.</p>
<p><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.</p>
<p>The BELF items have received a good coverage due to the sound literature set and using rigorous applying of the field research tools. For example, the questionnaire applied has identified attitudes and perceptions of the language competency for managers could be understood as a source of competitiveness. Application of a self-assessment approach is of indubitable interest.</p>
<p><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.</p>
<p>The set of data shows a relevant sampling approach and its processing gives expected outputs. The tools of processing arte adequate to the data acquired. However, the scale of sampling might be enlarged a bit.</p>
<p><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.</p>
<p>The independent author's scientific thinking in solving the set problem witnesses the novelty of the thesis. Namely, it's necessary to mention the language management analysed that cannot so often be met in management studies due to the very interdisciplinary nature, possibly. After having analysed communication models coined into scientific turnover by the relevant predecessors the authors received a chance to build its own unified model of international business communication. This model helped her to arrange the corresponding empirical study. Unfortunately, important and valuable outputs of the thesis ere not so well-presented at the end of the work as it could be expected.</p>
<p><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.</p>
<p>Studying so named "official corporate language" displays a real course of events in international management and looks as an attractive part of the study permitting to elaborate some applied recommendations. The same consideration concerning Business English as a professional competence could be highlighted.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>Unfortunately, formatting the thesis's body is made with a sort of slight negligence. The said note concerns to the presentation of tables and figures inside the text. The Questionnaire could be also</p>

presented better. Finally, the author's General Model of International Business communication in graphics is not so adequate to the same model in writing. The latter is much more informative.

The Master thesis of Svetlana Smirnova meets the requirements for master thesis of \_\_\_\_\_ program thus the author of the thesis can be awarded the required degree.

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Scientific Advisor



Prof.,Dr.,  
Vitally Cherenkov