

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MITIM
Student:	Tatiana Dobrovolskaya
Title of thesis:	Risk assessment of technological innovations in MNC's

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. 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.

The main pre-requisite of the selection of the Master thesis topic appears as the high degree of risks faced by companies while implementing projects in automation of production activities as an important example of process innovations. From the practical viewpoint, it is of interest to study and prioritise potential risks of automation projects at separate stages of the project life cycle. So, the thesis prepared by Tatiana Dobrovolskaya is devoted to creation of a generalised risk assessment framework "that will help technology-intensive companies to not only identify potential risks for their technology intensive products and projects, but also to assess the role and criticalness of these risks" (p. 2).

The topic of the thesis, its main research question and following objectives are aligned properly.

Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.

The formulation of the main research question and four research sub-questions looks logical and follows the literature overview. The structure of the thesis is rather balanced and provides an opportunity to show how research questions were elaborated and what were the main conclusions and implications.

Quality of analytical approach and quality of offered solution to the research objectives. 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.

The theoretical framework proposed by the author looks rather well argued by the literature overview and makes it possible to undertake a quantitative research. The empirical research is based on a case study of British American Tobacco Russia and its Finished Goods Conveyor project. Results of the analysis cover general risk assessment for the whole project, detailed risk assessment at different stages and inter-stage risk analysis.

Quality of data gathering and description. 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.

Primary sources have been used to collect the necessary data through the BAT Finished Goods Conveyor case study. Based on these data, risks at separate stages in the project life cycle have been identified as well as risk assessment has been undertaken.

Scientific aspect of the thesis. 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.

Based on the data collected, the conclusions have been made on each of research sub-questions. The main risks of innovative technological projects have been identified, in particular, risks that have occurred during the implementation of Finish Goods Conveyor project. All the risks have been ranked to form a basis for a risk assessment framework which may be applied practically by companies. The contents of the Master thesis lead to appropriate conclusions.

Practical/applied nature of research. 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.

The practical recommendations made in the thesis have been confirmed by the research results. The proposed methodology helped the author not only answer the research questions but also formulate managerial implications for risk managers in companies undertaking modern automation projects. The results of the thesis provided a risk framework that demonstrates a relative importance of various risks throughout the whole project life cycle. The framework gives separate companies an opportunity to assess some specific risks more precisely and, as a result, to make the implementation of technological innovative projects more smooth and effective.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The quality of layout is appropriate.

The quality of data collection and analysis undertaken by Tatiana Dobrovolskaya shows her ability to make appropriate interpretations of research findings in the selected area. The Master thesis of Tatiana Dobrovolskaya meets the requirements for master thesis of MIB Programme, thus the author of the thesis can be awarded the required degree.

Date

June 21, 2012



Scientific Advisor: Professor Andrey Medvedev