

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business
Student:	Denis Stamat
Title of thesis:	Shaping competitive advantages of MNCs on the Russian construction market

<p>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.</p>	
<p>The master thesis by Denis Stamat is devoted to the study of competitiveness of western construction firms towards Russia. The topic relevance is high due to the rising interest of foreign contractors in the Russian market which attracts these firms with its high profitability and is constant growth. The aim of the master thesis is to investigate the process of formation of competitive advantages of multinational companies on the Russian construction market. The topic was covered absolutely, being aligned with the aim and objectives of the thesis.</p>	
<p>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.</p>	
<p>The thesis is written in the full accordance with the standards of the contemporary research papers, being consistent, structural and logical. The paper consists of five sections, introduction and conclusion, the comprehensive list of the references, and the set of appendices. The structure of the research is consequent and logical. Both theoretical and empirical components are presented and well balanced in the thesis.</p>	
<p>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.</p>	
<p>The aim and objectives are covered fully and successfully in the thesis. The research questions were formulated and explored properly. The relevant research sources were involved and the analytical capability while doing the study was well demonstrated. In his thesis author reveals the most important country- and industry-specific factors that influence the competitive advantages of western firms in Russia and develops the framework for the analysis of transformation of these competitive advantage.</p>	
<p>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.</p>	
<p>The data gathered fully meets the requirements of the thesis's aim and objectives. Author has synthesized primary and secondary data. He has collected the in-depth results on four western construction firms with operations in Russia through personal meetings and interviews with these companies CEOs, and professionally analysed it. The data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the thesis.</p>	
<p>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.</p>	
<p>Author has demonstrated the independent scientific thinking in solving the goal and objectives of the research. The extent of author contribution to the research content and quality is high. The development of the methodology for the research is valid.</p>	
<p>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.</p>	
<p>The research validity is high and the practical orientation of the thesis is obvious. The results of the thesis can be applied in the process of the strategy development by foreign construction firms for Russian market. Moreover, many Russian contractors may benefit from these results while making decision whether to go abroad and how to start with.</p>	
<p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>	
<p>The layout of thesis, including tables, figures, and references, is correct. Layout fulfils the requirements of the Regulations for master thesis preparation and defence.</p>	

The Master thesis of Denis Stamat fully meets the requirements for master thesis of MIB program, thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
 Professor, GSOM
 June 14, 2012

