

## REFEREE'S REVIEW

<b>Program:</b>	MIB
<b>Student:</b>	Nina Solomatina
<b>Title of thesis:</b>	Strategic Leadership in Turbulent Environments: Case Study of Sberbank

<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:

The thesis is related to the problem of investigation of key aspects of strategic leadership that are of particular importance for the companies operating in turbulent environments. The topic, aim and main objectives are quite precisely interconnected to each other.

The logic of research is rather traditional, the author made a literature review and offered the basis for designing the theoretical model, later she explains how data was collected, presented the method of analysis, and the results of empirical study.

*Some weak points of the Master's thesis.* The author identified the main characteristics of turbulent environment but did not specify it to the case of Sberbank.

In the paper presented the results and discussion on conducted interviews with executives of North-West branch of Sberbank but the object of the analysis is Sberbank in general.

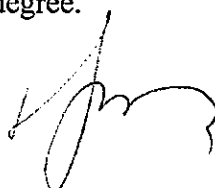
In the section on organizational learning the author wrote mostly about educational and training programs which is not the same.

The managerial implications formulated in the way «need to be done» but without understanding «how». That is why the practical implications of the results are limited.

Master thesis of Nina Solomatina meets the requirements of MIB program, and deserves a good grade, thus the author can be given the desired degree.

19/06/12

Associate professor



Olga Verkhovskaya