

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business Program
Student:	Shutilova Anna
Title of thesis:	ANALYSIS OF RELATIONS OF DIFFERENTIATION COMPETENCE, INTERNATIONALIZATION AND COMPANY'S PERFORMANCE: EVIDENCE FROM RUSSIAN AND INTERNATIONAL MANUFACTURING COMPANIES

<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>Master paper of Shutilova Anna "Analysis of relations of differentiation competence, internationalization and company's performance: evidence from Russian and international manufacturing companies" is devoted to interesting topic. The importance of the topic is well reasoned. The aim of the paper is defined well. The objectives are aligned with the aim.</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 paper includes four parts: literature review, research methodology, research findings and recommendations. The paper structured well and the text is coherent. The logic of the research is clear: Anna wanted to examine three hypothesis basing on existing empirical data. After it, she enriches her paper with various recommendations.</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>I suppose that Anna showed the ability to formulate and convey the research problem. The recommendations are practically-oriented and, from my point of view, is quite deep and relevant to theoretical research.</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, used in the paper was collected by Centre of International Logistics in GSOM, however Anna conducted personal in-depth interview and analysed additional data. The reference list is relevant and full.</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>Anna has flexible and bright "scientific mind"; she proved it by providing theoretical and practical contribution to the researched topic. Besides, she provides a statistical analysis of the data; it helped her to improve the quality of recommendations and the paper itself.</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>Practical level of the paper is quite high. I suppose, Anna provides very good and relevant recommendations on this topic basing on the results and tries to illustrate them with different cases.</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>Quality of layout is at appropriate level and is done according to the Regulations.</p>

The Master thesis of Shutilova Anna meets the requirements for master thesis of Master in International Business program thus the author of the thesis can be awarded the required degree.

Scientific Advisor:

Senior Lecturer

Konstantin V. Krotov