

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Sergey Belyakov
Title of thesis:	The influence of national values and the business environment on managerial discretion in Russian companies in comparison with Germany, Japan and USA

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.		4		
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.	5			
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.		4		
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.		4		
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.	5			
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.		4		
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.		4		

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

The goal of the study is ascertain the influence of country specific factors on managerial discretion..
There are several questions to the structure of the research:

- it is not obvious that the ownership structure should be considered as a formal institution. Sometimes it is worth to relate this characteristic to the informal institutions (via informal affiliations).
- Table 1 provides information on assessment of impact of national system factor on executive constraint, and it could be interesting to compare differences (or similarities) of given grades for different countries.
- The main findings of the study seem to be quite common, so it is rather difficult to formulate any certain managerial implications on the basis of existing research.

Master thesis of Sergey Belyakov meets the requirements of Master in International Business program, and deserves a "good" grade, thus the author can be given the desired degree.

Date

June, 18th, 2012

Referee:

Senior Lecturer, Candidate Degree in Economics, Ekaterina Sokolova