

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	MITIM
<b>Student:</b>	Alena Boiarkina
<b>Title of thesis:</b>	Designing a balanced scorecard for Russian pharmaceutical companies

<p><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.</p>
<p>The objective of Alena's master thesis was practically oriented – to design a balanced scorecard (BSC) for Russian pharmaceutical companies addressing industry specifics. On one hand, balanced scorecard is a well-known tool for performance management, but, on the other hand, it is not an easy task for practitioners to apply generic knowledge about BSC for their particular company. So Alena decided to provide a reference scorecards for pharmaceutical companies with 4 variants for different typical strategies of Russian pharmaceutical companies. Special attention was paid to drug innovator companies.</p>
<p><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.</p>
<p>The work consists of 4 chapters: introductory, BSC theory overview, reference model design and demonstration using case study. They are quite well structured and logically connected, but logical links require some elaboration and improvement at the lower level.</p>
<p><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.</p>
<p>For this thesis the design science research methodology was adopted and followed.</p>
<p><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.</p>
<p>Alena has performed the good case study. She conducted several interviews and worked a lot with the secondary data.</p>
<p><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.</p>
<p>The literature review is good enough. This thesis is a good example of design science research, which provides a useful artefact (generalized balanced scorecard for Russian pharmaceutical companies in this situation) to solve typical and relevant real-life tasks. It is necessary to admit, that the research results require additional evaluation</p>
<p><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.</p>
<p>It is one of the strongest points of Alena's master thesis. The suggested reference model (balanced scorecards) can be helpful for pharmaceutical companies in order to save efforts for BSC development projects and improve its quality.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>The layout is not a strong point of the thesis – there are some differences in fonts, indentation, non-ideal pictures etc, which is mostly related with a lack of time. Language of the thesis is good.</p>

Working towards master degree Alena proved to be a smart, proactive and professionally oriented student. Since she was interested in practice-oriented research, she found relevant internship in the Biocad company (started on February). This internship gave Alena a great material for further research, but on the other hand, it left her less time for doing research. Nevertheless, Alena managed to provide interesting research results.

The Master thesis of Alena Boiarkina meets the requirements for master thesis of MITIM program thus the author of the thesis can be awarded the required degree.

Date

Scientific Advisor:  
Dmitry Kudryavtsev, PhD,  
Associate Professor

