

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Information Technologies and Innovation Management
Student:	Davletbaev Marat
Title of thesis:	Intellectual Capital Measurement in IT industry

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.*

From the end of XX century companies started to look beyond their tangible resources. In contemporary economy intellectual capital (IC) is regarded as one of major sources of competitive advantage. Moreover, in the modern economy it is crucial to be able to evaluate or measure IC resources of a company in order to operate successfully and ensure future development. That's why the topic which Davletbaev Marat has chosen for his master's thesis is really relevant.

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.*

Offering in the first chapter some literature review on definitions and classification of IC, the author pays special attention to the concept of value and measurement systems. Later, in the second chapter, he does present empirical research. Later, in the third chapter, he does present some examples of IC measurement in leading companies of IT industry. In general it seems to me that the structure of the paper and its logic correspond to each other.

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.*

Marat Davletbaev's paper is independent research. The scientific innovation of the paper is connected with the fact that he offers a unique approach, i.e. a new method to the IC measurement. For instance, in order to measure the length we have to have "a stick" (a unit of measurement). So to measure IC he "invented a stick". The role of the stick in his paper plays the structure. Namely, the stick for measuring intellectual capital is weighted average values for IC (here I mean HC, OC and RC) in IT industry as a whole. By the way, I would like to note that proposed method is rather flexible. Instead of weighted average values for IT industry in general we may use as a benchmark the structure of IC of any outstanding company. So, to make it shorter, the set of ideas in his paper is far from being standard.

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.*

The coverage of objectives is quite adequate. Despite topic's complexity the research problem is formulated clearly. The related to the topic main trends are analysed and applied to the research.

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.*

The research tools and methods are selected properly. To design an indicator that would serve as an adequate comparative benchmark for companies he used Thomson Reuters Datastream database that contains corporate financial data for over 100,000 equities in nearly 200 countries around the world. For the purpose of research, he focused on sector of Software & Internet services in the United States. Total number of companies within this sector is 796, however the actual number of companies within each different metric category varies significantly because the data is very fragmented and not each and every company provides all possible metrics. The list of basic references is complete.

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.*

Despite the fact that his research is focused on companies in IT industry, the logic behind the proposed method is applicable within any industry since the method is designed to be fully compliant with measurement theory and thus can be properly scaled for any application.

Quality of thesis layout. *Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.*

Marat Davletbaev's paper layout fulfils the requirements of the regulations for master thesis preparation and defence.

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

Scientific advisor: associate professor



Vassily K. Dermanov

10.06.2015