

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in International Business Program
<b>Student:</b>	Bobrikova Tatiana
<b>Title of thesis:</b>	Leadership in projects with innovative component

<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 work is devoted to the topic of modern management. The author examines the competence of leaders necessary for effective management of innovation projects. Topic is poorly developed in the literature. There is a strong need for knowledge in this area, because most innovation activity takes the form of project activities. The aim of the work is defined clearly, logical tasks cover the research topic</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 the following main sections: THEORETICAL BACKGROUND, RESEARCH DESIGN, RESULTS DISCUSSION and CONCLUSION. The theoretical part and the empirical part are balanced in volume</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>The problem of study is clearly defined. Problem analysis is conducted on the basis of the latest achievements in the field of research. In the theoretical section the author gives a systematic analysis of the issues associated with leadership, innovation and project activity. The author made a successful attempt to integrate these approaches in one work and to show how a competency approach can be effectively applied under the project activity occurring in an uncertain situation. The author tied the main concepts in the logical structure, which allowed then to create a working model of the study. Especially note that the author highlights negative aspects that leaders of projects with innovative component should avoid. This aspect in the literature is described very poorly.</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>For verification of the hypotheses the author has developed the relevant methodology and has collected enough empirical 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 author shows independent scientific thinking, as in the formulation of the research problem as in proposing testable hypotheses. The author well correlates quantitative and qualitative research methods Empirical research allowed to test a number of hypotheses formulated by the author on the basis of the theoretical part. An important result of this part of work is the identification of competencies that are important for leaders of projects with an innovative component, namely: the development of communication skills, the ability to exert influence on colleagues and subordinates and to gain support from a superior management team. In addition, it was revealed that the leaders of such projects should be especially careful to treat evaluative statements and be</p>

able to take the risk. Summarizing all the conclusions of the work, the leader of the projects with an innovative component should be the central figure not only from a managerial position, but to represent the image changes, the research approach, the spirit of a pioneer in the project, have the ability to inspire, to attract and retain talented people to work on the project

As a general conclusion it can be said that the work is a holistic study with a systematic study of theoretical issues and systematic collection of empirical information. The results obtained are notable for their novelty and practical significance. The author has shown himself as a thoughtful researcher relevant topics of modern management.

**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.

Work, undoubtedly, has practical applications. In particular, the developed competence model can be used for diagnosis and evaluation of the project leaders. A competence model can be used in cross-cultural settings.

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

The work has some flaws in the design. But in general meets the requirements. Graphics and figures clear and easily readable. The tables contain in structured form relevant information

The Master thesis of \_\_ Bobrikova Tatiana meets the requirements for master thesis of International Business Program thus the author of the thesis can be awarded the required degree.

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