

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business
Student:	Lev Khani
Title of thesis:	The impact of the political resource factor on MNC business failure in the context of Latin America

<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>The master thesis by Lev Khani is aimed to study the impact of the political resource factor on the failure of MNC subsidiaries in Latin America countries. The topic is well covered, being precisely aligned with the goal and objectives of the thesis.</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 thesis is written in the accordance with the standards of the master thesis preparation, being consistent, structural and logical. The paper consists of four main chapters, plus introduction and conclusion, the list of the references, and appendices. The structure of the research is consequent and logical. Both theoretical and empirical components are presented and well balanced in the thesis.</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>The topic, goal and objectives of the thesis are well aligned, logically presented are covered in the thesis. The relevant sources of the information were involved and the analytical capability while doing the study was well demonstrated. In his thesis author uses a qualitative methodology (case studies analysis) and makes important conclusions on how multinational companies use political resources in a way to avoid failure of their subsidiaries.</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 gathered meets the requirements of the thesis's aim and objectives. Author has examined two case studies of MNEs strategy in Chile and Peru (in-depth analysis was provided). He has also analysed an impressive amount of the literature in the area of the thesis. All the data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the master thesis.</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>Author has demonstrated the independent scientific thinking in solving the goal and objectives of the research. The extent of author contribution to the research content and quality is high. The methodology for the research is valid and consistent for master thesis standard. The methodology selected is in line with the respective literature and work in progress in the area of internationalization of emerging economy firms.</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>The research validity is high and the practical orientation of the thesis is obvious. The results of the thesis can be applied in the course of the international strategy development by Russian enterprises with political connections.</p>
<p>Quality of thesis layout. Layout of tables, figures, references.</p>
<p>The layout of thesis, including tables, figures, and references, is correct. Layout fulfils the requirements of the Regulations for master thesis preparation and defence.</p>

The Master thesis of Lev Khani meets all the requirements for master thesis of Master of International Business program, thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
 Professor, GSOM
 September 25, 2015

