

## RESEARCH ADVISOR'S REFERENCE

<b>Doctoral program:</b>	Economics and Management
<b>Doctoral student:</b>	Ludmila Kokoulina
<b>Title of the final thesis:</b>	HUMAN FACTOR IN KNOWLEDGE CREATION PROCESSES IN THE INNOVATIVE COMPANY

**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.

The thesis is generally aimed at an interesting and trendy topic of studying human factor in broad in the knowledge creation processes, with the stress on innovation sector of industry. The main objectives were aimed at the discovering the role of individuals in the innovative processes of knowledge creation. The thesis has a well-defined research framework.

**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.

The recommended structure of the thesis was used, major part of it – is the collection of published papers. The author was independent when conducting research and the thesis demonstrate that independent scientific thinking, while Ludmila also showed the ability to contribute to the research problem in general.

**Quality of the content of the presented portfolio:**

- ability to correctly narrate the material, absence of factual, logical and grammatical errors; compliance with the style of the chosen work format; correct usage of professional terminology;
- relevance of the content; depth of analysis; reliance on well-framed concepts when elaborating on the research objectives;
- fluent knowledge of the research theoretical framework;
- the author's independence when conducting research: development and justification of his/her own approach to research, evidence of the author's understanding of theoretical concepts and possibilities for their practical implication, self-sufficiency in presenting the materials, creative approach, ability to reason one's own point of view, clarity of narration;
- quality of the critical analysis of theoretical sources used;
- justification of the choice and quality of research tools and methods, their compliance with the research objectives;
- literacy in the methodology application and use of selected methods;
- justification of data (information) collection, the quality of data collection, their reliability, adequacy of the tools used, justification of approaches towards data collection and processing;
- generalization of the results, presence of theoretical and practical conclusions on the results of the work done

The author has shown the ability to correctly narrate the material in short and the ability to formulate and convey the research problem. There are no strict factual, logical or grammatical errors, and the professional terminology is used correctly. The thesis demonstrates the general knowledge of the research theoretical framework. As championing relies highly on individual agency, it might also cause overdependence and risk. The thesis puts stress that the policymakers and managers should thus aim to institutionalize the role of championing and potentially aim to distribute the role to multiple individuals.

**Quality of the extended introduction formatting**

- formatting in accordance with the corresponding requirements (correct formatting of individual elements of the text: paragraphs, headings, subheadings, internal headings, formulas, tables, figures and references to them, compliance with the levels of headings and subheadings, presence of references to the sources indicated in the literature list, etc.), incl. the requirements of GOST R 7.0.5.2008 "Bibliographic reference".

The quality of the thesis extended introduction layout is rather professional and follow the main requirements. The presented conclusions are a bit vague.

**Quality of literature used in the work**

- the relevance and completeness of the literature list, the correctness of its compilation, presence of scientific monographs, articles from foreign periodicals with a high citation index in the corresponding field.

The literature list is relevant and complete. The literature review is done in the presented papers. I can state that Ludmila is self-sufficient in presenting the materials. She has shown the creative approach, ability to reason one's own point of view. I can assess the quality of the critical analysis of theoretical sources as good.

The Final thesis of Doctoral student Ludmila Kokoulina meets the requirements for final thesis of Doctoral program thus the author of the thesis can be awarded the required degree.

Date 19.06.2020



Scientific Advisor: (*academic title, name*)

Prof. Tatiana Gavrilova