

SCIENTIFIC ADVISOR'S REFERENCE

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| Program: | Master in Management (MIM) |
| Student: | William Kirill Clark |
| Title of thesis: | Western divestments from Russia: Why do some firms stay? |

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| <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 William Kirill Clark is devoted to the study of the divestment process by western firms from Russia, with the focus on the role of cultural factors for foreign divestments. The theme is interesting and relevant. The topic is well covered, being aligned with the aim 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 a consistent, structural, and logical manner. Both theoretical and empirical components are presented and well aligned.</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>Research problem and objectives of the thesis are well aligned, logically presented and covered fully in the thesis. The research questions were formulated and explored properly. The relevant data sources were involved and the analytical capability while doing the study was well demonstrated.</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 analysed the literature and conducted the series of interview with the representatives of foreign firms. The data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the 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 selected is in line with the respective literature and work in progress in the field.</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 western and Russian companies that seek for relocation of facilities or divestment of their operations.</p> |
| <p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct 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> |
| <p>Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.</p> <p>The thesis text is original and does not contain elements of plagiarism.</p> |

The master thesis of William Kirill Clark meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
 Professor, GSOM
 June 12, 2021

