SCIENTIFIC ADVISOR'S REFERENCE

Program:	**Master in Management**
Student:	**Valeriia Guseva**
Title of thesis:	**SMEs Stakeholder Management during COVID-19 Pandemic Crisis: The Case of Russian Catering 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.
The topic is of high relevance due to SME's necessity to reconsider their relationships with stakeholders in times of Covid-19 pandemia and its economic consequences. The author chose catering industry which significantly suffered in lockdown circumstances. The author justifies this relevance and makes an attempt to formulate proposals on how to adapt catering SMEs' relationships with stakeholders to new environment and corresponding new expectations. The aim and objectives of the paper are constructed logically in this regard.
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 structure of the text corresponds with the paper objectives. The author makes links between the text parts and explains her logic. The theoretical part covers terms and concepts that are further used to achieve the objectives of empirical part.
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 author demonstrated her familiarity with the modern concepts related stakeholder management. She is able to find correlation between them, understands their application to crisis management as well as applies them well in order to structure information and make grounded conclusions.
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 choice of case analysis methodology is justified. The sample of the companies is thought over, the interview structure is linked to the research objectives, the data is interpreted with an independent view.
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.
The author developed a view on relating stakeholder management of SMEs to crisis management as well as identified the specifics of stakeholder management adaptation to crisis in Russian environment.
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.
The author elaborated proposals for Russian catering SMEs on how to rebuild their stakeholder management in circumstances of pandemic crisis in Russia.
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.
The paper is accurate considering layout requirements.
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.
The paper is original and fully performed by the author; the necessary links are provided.

The Master thesis of Valeriia Guseva meets the requirements for master thesis of Master in Management program thus the author of the thesis can be awarded the required degree.

Date: 16 June 2021

Scientific Advisor: PhD, Senior Lecturer, Anastasia A. Petrova-Savchenko