# SCIENTIFIC ADVISOR'S REFERENCE

| Program: | Master in Management |
|---|---|
| **Student:** | Tatiana Shulika |
| **Title of thesis:** | IMPACT OF GOVERNMENT SUPPORTIVE MEASURES ON SME DEVELOPMENT IN RUSSIA |

**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 original and well aligned with the aim and objectives of the research that were defined accurately and studied consistently and logically. The empirical research performed for Russian SMEs is based on secondary data and aims to study relationship between government support types and the overall performance of SMEs.

**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 master thesis is logical and well structured. Theoretical background around SMEs is based on the international studies supported by the review of governmental supportive measures at different countries. The research conducted in a logical and argumented manner, theoretical and empirical parts are well aligned. Though theory on measuring the effect of supportive measures is quite limited, the author provides quite clear description of the suggested model with applicable methodology.

**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.

Research questions and hypothesis are clearly formulated and covered by objectives of the thesis. The research sources involved are relevant and consider latest trends and discussion. The conducted analysis and interpretation of findings is well presented in a structured manner.

**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.

Tatiana has used appropriate research tools and methods for her study based on non-structured secondary data, extracted and systemized by the author using quantitative approach. Data gathered meets the requirements of the thesis's aim and objectives. The list of references at the end of the paper complies with the research objectives, is sufficient and well represent the latest scientific discussions in the subject.

**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 student showed an independent scientific thinking and her contribution to studying the effect of government support on SMEs development is clearly defined. The author selected, justified and adjusted the relevant quantitative research model to study the hypothesis. Clearly formulated research gap is well linked with the hypothesis and research methodology well developed.

**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.

Though the research study covers SMEs in Russia and national specificities of the governmental support, theoretical background is based on the international studies and mean to develop a valuable evaluation model with universal (not country-specific) applicability. Thus, the research contributes to developing general management expertise in the area. Results of the empirical research are well justified and interpreted. Foundings as well as methodology itself sound to be important to consider in governmental decision-making as well as can serve SMEs when struggling for the support.

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

Layouts of tables, figures and references fulfil the requirements of the Regulations for master thesis.

**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 thesis text has uniqueness 98,1% as per Rucontext system, does not contain elements of plagiarism

The Master thesis of **Tatiana Shulika** meets the requirements for master thesis of MCF program thus the author of the thesis can be awarded the required degree.

Date: 18.07.2021 Scientific Advisor: Dr. Olga V. Makarova