

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MiM
Student:	Mikhail Mishenin
Title of thesis:	Business Model Innovations by SMEs In Response to Covid-19 Pandemic: Evidence from Case Study

<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>Master thesis by Mikhail Mishenin is devoted to an analysis of business model innovation practices employed by small and medium sized enterprises in the course of the COVID-19 pandemic. The chosen topic is justified and appealing for the entrepreneurial community. The research goal is feasible and theoretically demanding.</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 structural parts are generally aligned. The choice of the empirical research strategy corresponds to the defined research questions. There is a connection between empirical and theoretical parts.</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>Mikhail has shown independence in formulating the empirical research strategy and choosing an approach for cases selection. At the same time, it is worth mentioning that the empirical part could have benefited from more details.</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>Overall, the data is relevant for the chosen research task. At the same time, more details and quotations from the interviews could have been provided.</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>The thesis provides theoretical contribution to the chosen field, therefore the scientific aspect is present.</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 thesis managerial implications and the chosen research problem is very practical by nature.</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 quality of thesis layout corresponds to the requirements.</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 text is original and contains no elements of plagiarism. Borrowings from existing texts are essentially technical and comprise less than 1.5% of the submitted work.</p>

The Master thesis of **Mikhail Mishenin** meets the requirements for master thesis of MiM program thus the author of the thesis can be awarded the required degree.

Date: 07/06/2022

Scientific Advisor:

Karina A. Bogatyreva, PhD,

Associate Professor,

Director of the Center for Entrepreneurship

