

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Erik Kriukov
Title of thesis:	ADOPTION OF LEARNING MANAGEMENT SYSTEMS AMONG FACULTY MEMBERS 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.
<p>The issue of digital tools adoption in higher education is in general quite relevant. It became even more relevant for Russian universities after 2022 as many international services and software became unavailable because of sanctions or difficulties with international payments. Many educational institutions need now to search for substitute solutions, and thus the issue of new technologies adoption by faculty is an important and relevant issue to address. The presented paper aims at identifying the predictors of actual use of learning management systems (LMS) as part of digital learning environment by faculty and suggests practical implications for both software developers and university management on LMS adoption support. The topic choice is properly explained, its aim and objectives are well-justified in line with the topic.</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>The text flow is logical, the full scope of the thesis is well-structured and balanced, and alignment between theoretical and practical parts is appropriate.</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>The author demonstrates ability to formulate and develop a research problem and offer appropriate analytical solutions to address it. The research methodology and research design fully meet both the nature of the research questions and the existing research practice.</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>Research design description and justification are fully covered in the paper. The sampling approach choice and application are in line with the chosen methods, which allows us to consider the data collected as valid and reliable at acceptable level.</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>The paper is a good demonstration of the author's independent scientific thinking in solving the research problem stated, which was clearly visible through the development of hypotheses, research methodology and organization of empirical research.</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.

The results of the paper provide a better understanding on interconnections between the factors affecting faulty intention to use LMS and the actual use intensity and extensiveness. Based on the empirical study results recommendations for university management on enhancing the use of LMS are provided. A set of recommendations is also addressed to LMS developers on how to improve the UX of their products users.

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

The layout in general fulfils the requirements of the program, the formatting is appropriate.

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 text is original and contains no trace of improper usage of sources.

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

Date June 10th, 2023

Scientific Advisor:

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