

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Pavel Vinogradov
Title of thesis:	Organisational and Institutional Barriers for Diffusion of Smart Grid Solutions in the Emerging Economies

<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 topic chosen by Pavel is rather novel, not much investigated especially in the emerging markets. Smart grid solutions are very promising and developing innovations, but its smooth development is much inhibited by specific barriers. The choice of the underdeveloped, emerging topic characterize the author as motivated, brave and independent researcher. Pavel puts relevant research goal and questions devoted to identification of barriers for smart grid solutions implementation of smart grid solutions in emerging economies. The author clearly and accurately justified the choice of the topic providing all necessary arguments. He aligned goal, objectives of the research with the topic 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 clearly structured and aligning of the parts is provided. Theoretical and empirical parts are very balanced and help the author to reach the goal of the research. The logic of the thesis starting from the very beginning till the end is very transparent and rigor.</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>Pavel demonstrates himself as an independent researcher – from the choice of the research topic, research design creation and data collection and analysis. The quality of the analysis provided in the thesis is absolutely meets the requirements for Master thesis.</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>Pavel has collected rich data and applied appropriate analytical techniques for qualitative data analysis. All the data collected by the author is relevant and sufficient for qualitative methods of research and developing all necessary recommendations. It is necessary to mention that Pavel has demonstrated persistence and high motivation while collecting data through the interviews on the topic where there are not so many specialists and experts. As the result, he has managed to get 10 interviews and obtain rich data.</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>Research questions, goal and objectives are clearly stated, the methodology of the research has originality. The author demonstrates scientific thinking and makes theoretical contribution to the researched field. Accurate application of TOE model in the thesis allows the author to make strong theoretical contribution and as a result adapted TOE framework was developed with a clear depiction of the barriers identified empirically. Pavel is hard working student, demonstrates high motivation for the development of academic skills at PhD program further, and I strongly believe that he will have high achievements in this sphere.</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>Results obtained by Pavel can be applied by companies for smart grid solutions implementations. Practical recommendations are clearly defined, described and justified. Recommendations are provided in comprehensive, clear, deep manner.</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>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>

The paper does not contain any elements of plagiarism.

The Master thesis of **Pavel Vinogradov** meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Date: 10.06.2023

Scientific Advisor

Yulia N.Arav, Associate Professor of Strategic and International Management Department:

A handwritten signature in black ink, appearing to read "Y. Arav", is positioned below the text of the scientific advisor.