

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Anastasia Bazyka
Title of thesis:	Determinants of Strategic Resilience during Crisis: The Case of Russian Companies
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 chosen by Anastasia is very relevant today for academia, for managers in turbulent, crisis time as it is devoted to a strategic resilience of the companies. Research on strategic resilience can help companies to understand how to identify and manage risks, and how to build the capabilities and resources necessary to anticipate and respond to unexpected changes. The author clearly and accurately justified the choice of the topic providing all necessary arguments. She aligned goal, objectives of the research with the topic of the thesis.	
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 thesis is clearly structured and aligning of the parts is provided. Theoretical and empirical parts are balanced and help the author to reach the goal of the research, while the discussion part could be extended and enriched by deeper discussion for demonstrating and illuminating valuable and interesting results which the author has obtained.	
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.	
Anastasia demonstrates himself as an independent researcher. She collected rich data through secondary sources and applied advanced analytical techniques in his work (fsQCA). The method applied by the author gives interesting and novel results for understanding not separate determinants which affect the strategic resilience of the company, but configuration of the factors.	
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 author learned about the method fsQCA herself and applied it accurately. All the data collected by the author is relevant and sufficient for quantitative-qualitative methods of research and developing all necessary recommendations.	
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.	
Research questions, goal and objectives are clearly stated, the methodology of the research has originality. The author demonstrates scientific thinking and tries to make theoretical contribution to the researched field.	
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.	
Results obtained by Anastasia can be applied by companies for enhancing resilience of the companies in crisis time and VUCA-word overall.	
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.	
Layout fulfils the requirements of the Regulations for master thesis preparation and defence.	
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 does not contain any elements of plagiarism.	

The Master thesis of **Anastasia Bazyka** 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. Aray, Associate Professor of Strategic and International Management Department

Y. Aray