

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Maria Gladysheva
Title of thesis:	Forms and directions of government involvement in internationalization of Russian firms

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 master thesis by Maria Gladysheva is devoted to the study of the forms and directions of government involvement in internationalization of Russian firms, which is reflected in the research problem of the thesis. The main goal of the thesis is to investigate and analyze the correlation between government involvement/political connectedness and internationalization process of Russian firms. The topic relevance is high due to the rising interest in the role of the home country institutions of emerging economies, and particularly in the power of government while shaping international strategy of Russian firms. The research problem is supported by the set of research objectives, The topic was fully covered, being aligned with the goal and objectives 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 written in the full accordance with the standards of the contemporary research papers, being consistent, structural and logical. The paper consists of four chapters, introduction and conclusion, the comprehensive list of the references, and one appendix. The structure of the research is consequent and logical. Both theoretical and empirical components are presented and well balanced in the thesis.

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 problem and objectives of the thesis are well aligned, logically presented are covered fully in the thesis. The four research questions were formulated and explored properly. The relevant research sources were involved and the analytical capability while doing the study was well demonstrated. In her thesis author has found that the amount of politicians among board members and their personal connections positively influences internationalization of Russian companies. Moreover, government contracts are also positively related to international activities. The study also includes practical managerial implications.

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 data gathered fully meets the requirements of the thesis's aim and objectives. Author has analysed an impressive amount of contemporary literature in the area of the research. Author has relied on the information gathered from databases, public sources and media which is the only possible way for getting the information required for such a complicated and sensitive theme. All data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the thesis.

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.

Author has demonstrated the independent scientific thinking in solving the goal and objectives of the research. The extent of author contribution to the research content and quality is high. The methodology for the research is valid and consistent. The methodology selected is in line with the respective literature and work in progress in the 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.

The research validity is high and the practical orientation of the thesis is obvious. The results of the thesis can be applied in the course of the strategy development by Russian government-linked firms (e.g. in resource-based and strategically important sectors, e.g. oil & gas, metallurgy, military, banking, etc.) with international operations.

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 of thesis, including tables, figures, and references, is correct. 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 thesis text is original and does not contain elements of plagiarism.

The Master thesis of Maria Gladysheva meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
Professor, GSOM
June 1, 2016

