

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Daria I. Patiutko
Title of thesis:	Relationship between entrepreneurial orientation and firm performance during crisis: evidence from 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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

Taking into account the contemporary economic instability in the global economy in general and Russia in particular, the selected research topic is up-to-date and interesting for investigation. It explores the impact of economic crisis on entrepreneurial orientation of Russian firms and the role of EO in managing the crisis. The choice of qualitative research approach is advantageous for this research topic since it helps to provide a better understanding of a firm's entrepreneurial strategy in the times of crisis. Besides this, the adoption of a multiple case study design using four companies operating in different industries allowed to make a comparison and provide a more holistic view on economic crisis and the role of EO across different industry settings. The analysis of literature on the topic and characteristics of the current economic crisis in Russia, description of the research design and presentation of the results are well-structured and conducted thoroughly. I believe that the key findings have potential contribution for theory development and are important for considering by practitioners.

However, a minor point should be mentioned about the Figure 1 which seems to mix unidimensional and multidimensional approaches to EO measurement as described in the text. Overall, this does not diminish the clarity and understanding of the research.

Master thesis of *Daria I. Patiutko* meets the requirements of the Master in Management (MIM) program, and according to the reviewer's opinion deserves a/an "*excellent (A)*" grade, thus the author can be given the desired degree.

Date 02.06.2016

Referee:

Anastasia G. Prichislenko, head of the life skills development centre, ITMO University