

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Bandarenka Darya
Title of thesis:	Vertical Integration and Internationalization Strategies of Russian Oil Companies

<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 thesis deals with a relevant topic of internationalization of Russian oil companies. Its novelty consists in identification of logistical factors that influence internationalization strategies of vertically integrated companies. The research gap is explained in a convincing way. The research goal and objectives are clearly delineated and fully achieved.</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 structure is well aligned to the research objectives.</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>The methodology of the empirical study (case-study) fully corresponds to the research objectives. However, the thesis does not provide a clear explanation on the choice of companies for case analysis.</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>The thesis builds on extensive literature review. Empirical research is based on several in-depth interviews with company representatives.</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>The student has demonstrated strong skills in setting the research design. The thesis arrives to discern the supply chain and logistical factors that influence internationalization decisions of oil companies basing on the original exploratory study.</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>The thesis topic is relevant for Russian energy companies as it demonstrates the role of supply chain and logistical factors in implementing internationalization and vertical integration strategies.</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>The criterion is well addressed, although minor drawbacks can be identified (layout of references).</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> <p>The thesis text is original and does not contain elements of plagiarism.</p>

The Master thesis of Bandarenka Darya 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 04, 2016

Scientific Advisor: PhD, As.prof. Olga L. Garanina

