

REFeree'S REVIEW

Program:	Master in Management
Student:	Juan Luis Leiva Urrea
Title of thesis:	EARNINGS MANAGEMENT AROUND CEO TURNOVER: COMPARISON OF RUSSIA AND CHILE

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.	<u>5</u>			
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.	<u>5</u>			
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.		<u>4</u>		
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.	<u>5</u>			
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.		<u>4</u>		
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.	<u>5</u>			
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	<u>5</u>			

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:

The work investigates earnings management around CEO turnover in companies in Russia and Chile. The topic is actual. This evidence is new and contributes to the on-going discussion of earnings management in emerging countries. The work is well-structured, and clearly outlined. The literature review is deep enough and provides a critical insight on the research topic. The theoretical part of the paper helps to get deeper insights for the practical part of the work.

One of the comments is that the author could have stated more clearly why this particular model of earnings management evaluation is applied. There exist different approaches so it is not 100% clear, why other models won't work on the emerging markets.

The paper presents the results of the multiple regression models for Chile and Russia for three different periods. The chosen model and method are appropriate for the work.

The practical implications are clear and well outlined. The results of the work can be applied by real managers of companies while evaluating financial statements of companies.

Master thesis of Juan Luis Leiva Urrea meets the requirements of the Master in Management program, and according to the reviewer's opinion deserves a/an "excellent (B)" grade, thus the author can be given the desired degree.

Date 02.06.2016

Referee:

Ulyashova Alexandra, ACCA

Senior Consultant

PwC's Academy

 (Ulyashova A.A./Ульяшова А.А.)

Ульяшова Александра Анатольевна, ACCA

Старший консультант

Академия PwC