

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business Program
Student:	Anatolii S. Sokolov
Title of thesis:	COLLABORATION AS A TOOL OF SUPPLY CHAIN RISK MANAGEMENT

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 is of a real interest and could be assessed as a subject of actuality due to the accelerated growth of networking theory and practices. In the world of increasing competition the transaction costs arisen in supply chains are a good reserve to enhance competitiveness. However, supply chains have not only averse but a reverse of the problem or, namely, risks. **Topicality** is found in not-so-well-developed attempts to reduce supply chain vulnerability via a coordinated holistic approach, involving all supply chain stakeholders, which identifies and analyses the risk of failure points within the supply chain. The author is searching for an important for networking tool of risk management. He proposes to join together strategic core competencies of adjacent links of supply chains by arranging a real collaboration between these links. This collaboration permit to share risks between them. They could find an **originality** of the said topic in this approach.

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.

Logic of research could be found without any equivoques because the author begins from two basic concepts (risk and SCM), then he enters items of collaboration and, finally, discovers risk management in supply chains using previously got theoretical outputs. Structural parts of the thesis are hypertrophied in favour of methodology. Therefore, theoretical and empirical parts of the work under consideration should be better related. **Factually**, alignment of thesis' structural parts, i.e. theoretical and empirical parts, looks as very strange one. Even Conclusions part is written in narrative style that is difficult to compare alternatives or check findings got by the author. Probably, the hidden part of analytical work exists somewhere and the author was not inclined to overwhelm the body of 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.

The author is able to formulate and convey the research problem. Then, the rhetoric ellipse figure used by the author concerning subject and object of the research could be valued as very interesting approach. The author, working on literature review and searching for his methodology has collected relevant works (about 80 items) and about ¾ of items were issued during the last decade. Nevertheless, sometimes it is too difficult to trace corresponding cause-and-effect relations despite the fact of relevant and multiple quoting.

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.

List of interviewees gives a sort of doubt that interpreted outputs are not distorted. However, chosen research tools and methods are rather adequate for the thesis's objectives. The SCOR model is only mentioned in the work. But, the SCOR is a supply chain process reference model containing over 200 process elements, 550 metrics, and 500 best practices including risk and environmental management. It is unbelievable to apply this model for a benchmarking of possible collaborations in the frame of so lapidary research. If finding, besides interviews, are based on any secondary data or outputs of third parties, it was necessary to give distinct explications. On one hand, they see a profound theoretical overview, but, on the other hand, empirical work has in many points a declarative nature.

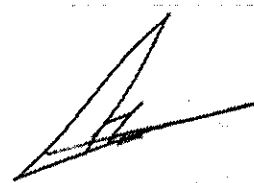
Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student

<p>contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.</p> <p>The collaboration concept as a tool of risk management was not well-cleared in the course of the study while very interesting outputs are presented (e.,g., Table 4.3 and Figure 4.4). They are arisen from somewhere attracting an attention without giving explication. Neither relevant limitations nor promising discussions are made in this expected as analytical part of the thesis. Processing interview is released somewhere out of the clear vision. May be the reason for the above-said is the thesis's structural disproportion.</p>
<p>Practical/applied nature of research. Extent to which the; development of applied recommendations; justification and interpretation of the empirical/applied results.</p> <p>Practical value of this work is restricted but may be could be found under condition of the personal clarifying by the author. A couple of sections, – “4.3 Current Risk Management Practice” and “4.4 Impact of Collaboration on Risk”, – are as the core of the work. However, the very restricted space of these 4 pages cannot give data necessary to understand the link between collaboration and SC risk management at the necessary level.</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 thesis's layout partly fulfils the requirements of the GSOM Regulations for master thesis preparation. Outlines and headings are not in conformity with GSOM standards. Some deviations are revealed in the list of references.</p>

The Master thesis of Anatolii S. Sokolov, – COLLABORATION AS A TOOL OF SUPPLY CHAIN RISK MANAGEMENT, – meets as a whole the main requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

Date 06/15/2013

Scientific Advisor:
Chartered Professor,
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V.I. Cherenkov