**REFEREE’S REVIEW**

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| **Program:** | Master in International Technology and Innovation Management |
| **Student:** | Berman Anatoly |
| **Title of thesis:** | THE IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS IN RUSSIAN COMPANIES: INTERNATIONAL CONTEXT |

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| **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. |  | 4 |  |  |
| **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. |  | 4 |  |  |
| **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. |  | 4 |  |  |
| **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 |  |  |  |
| **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. |  |  | 3 |  |
| **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. |  | 4 |  |  |
| **Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references. | 5 |  |  |  |

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor .

**Additional comments:**

Companies all over the world are getting more and more concerned about environmental policy compliance. EMS procedure in place is no longer a reverence towards legislation authorities. Recent problems in Mexican Gulf and Fukusima completed the environmental immaturity showdown. Right away EMS is a social must.

The reviewed work covers EMS implementation studies in RUSSIA. To the advantages of the paper one can attribute:

* Topicality of the issue, clear argumentation of the subjects and objects choice, moderate insight into the specifics of investigated area of EMS implementation in RUSSIA;
* Moderate review of the literature;
* Hybrid methods of research applied – both qualitative and quantitative.
* Detailed analysis of the obtained data with clear inferences and conclusions made.
* Overall clear structure of the paper revealing general research and managerial expertise of the author and his analytic capabilities.

**The quality of the chosen task, objectives and their correlation between each other**

The topic of the thesis is really challenging. I want to note logic and structured character of the master thesis in whole. The work consists of 7 chapters and demonstrates good quality of analysis and task solution. The quality of the thesis execution is good. The work has mainly practical dimension. Language of the thesis is quite moderate.

**Special comments**

The main drawback of this work is rather small group of fulfilled surveys (44 firms) but it does not detract from the merits of described research. The role of other ISO 14000 standards is not clearly mentioned. EMS process corresponding standard alignment with PDCA can be discussed more widely in the theoretical overview part. Another improvement point is EMS integration into EHSS and QM procedures.

Master thesis of Berman Anatoly meets the requirements of MITIM program, and deserves a/an “good” grade, thus the author can be given the desired degree.

Date 04.06.2011

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