

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business Program
Student:	Stanislav Latyshevskiy
Title of thesis:	Public-private Partnerships in Russia: Trends, Opportunities, Challenges and Solutions for International Business

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.

This research is devoted to very interesting and complicated problem – the all-round analysis of public-private partnerships (PPP) development in Russia in terms of challenges and opportunities for international business. Despite the large number of scientific and practical literature on this topic, little attempt has been done in systematizing factors critical for taking a business decision to participate in PPP in Russia. So far the goal set by the author was rather new and ambitious.

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.

The author starts with the literature review where presents major conceptual basics of public-private partnerships and its' notions, analyses existing types of PPP. Much attention in the literature review is paid to the defining of general opportunities and challenges of PPP projects as well as to discussion of differences between PPP in developed and developing countries, primarily in terms of institutional environment.

The research part is based on secondary data analysis, case-study analysis and interview with experts.

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.

Objectives set by the author are relevant to the title and the aim of the research. During the research process the author proved his ability to search, choose and analyse relevant modern scientific and practical literature on the topic.

Selected analytical solution, which was to be the basis for the conclusions of the author (analysis through the prism of market and nonmarket environment) is commendable, but could have more explanation and justification.

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.

Primary data was collected from the interviews with managers of Russian, foreign companies and government representatives. It is worth emphasizing the difficulty of access to primary information. The author showed high autonomy and creativity in organizing and conducting interviews.

Unfortunately, the author did not pay proper attention to secondary (statistical) data (including data of the independent think-tanks), which could contribute to confirmation of the author's conclusions about the availability of opportunities and challenges / risks of PPP in Russia.

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.

The topic of the thesis as well as research method was suggested by the student himself. The research methods are relevant and appropriate for set research goal and objectives as enable the author to go deeply into details of PPP projects in Russia.

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.

Despite the highly visible practice-oriented nature of the work, the practical results of the research are limited (first of all due to the limited number of the investigated PPP projects). Nevertheless general

recommendations of the author can be used by international companies.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

Layout generally fulfils the requirements of the Regulations for master thesis preparation and defense

The Master thesis of Stanislav Latyshevskiy meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

Date 15.06.2011

Scientific Advisor: *Senior Lecturer Anastasia A. Golubeva*

A handwritten signature in black ink, appearing to read 'A. Golubeva', with a large, stylized initial 'A'.