

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in Corporate Finance Program
<b>Student:</b>	Kirill Volkov
<b>Title of thesis:</b>	THE RELATIONSHIP BETWEEN INNOVATIVE ACTIVITIES AND CEO COMPENSATION: EVIDENCE FROM EUROPEAN PHARMACEUTICAL COMPANIES

<p><b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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 topic of research is relevant and related to the question of the relationship of innovations and CEO compensation in pharmaceutical companies. The topic is very interesting and relevant as more and more companies are aware of the importance of innovations in the knowledge-based economy. The goal and objectives of the research are original and relevant both in terms of modern academic research and possible managerial applications. The topic, goal and research objectives of master thesis are aligned.</p>
<p><b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.</p>
<p>Research structure is logical and consistent with the stated research goal. Master thesis consists of Introduction, two chapters and Discussion of results. The theoretical chapter discusses key theoretical concept of innovations, ways of measurement and the main drivers of CEO compensations. The empirical chapter is consistent with the literature review presented in the theoretical chapter. It outlines research methodology, justifies sample selection, describes data collection process and presents the results of the quantitative analysis.</p>
<p><b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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>Research shows abilities of the author to formulate clear objectives, use analytical approach and offer valid solutions based on the analysis.</p>
<p><b>Quality of data gathering and description.</b> 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>Sample selection is well described and justified and the process of data collection is defined. It is important to mention that data on different ways of innovations measurement is quite difficult to collect and requires detailed analysis of different databases.</p>
<p>The choice of research tools and methods is justified by the author and regression analysis is selected.</p>
<p><b>Scientific aspect of the thesis.</b> 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>Independent analytical thinking and ability to offer solution to research objectives is presented in the master thesis by Kirill. Thesis provides full literature review of existing studies on innovations and CEO compensation. The thesis contains scientific novelty and very practical applications to the pharmaceutical companies.</p>
<p><b>Practical/applied nature of research.</b> 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>Managerial implications of the research results are presented in the final chapter under Discussions and state clear use of the research mainly for pharmaceutical companies that were in the focus of the research.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>The layout fulfils the requirements of the Regulations for master thesis.</p>
<p><b>Originality of the text.</b> The absence of plagiarism</p>
<p>The master thesis is original and does not contain elements of plagiarism.</p>

The Master thesis of Kirill Volkov meets the requirements for master thesis of Master in Corporate Finance Program thus the author of the thesis can be awarded the required degree.

Date 30.05.2017

Scientific Advisor:

Tatiana Garanina

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A handwritten signature in blue ink, appearing to read 'T. Garanina', is positioned to the right of the text identifying the scientific advisor.