

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in International Business
<b>Student:</b>	Dmitry S. Petropavlosvky
<b>Title of thesis:</b>	RUSSIAN SMALL R&D COMPANIES: STRATEGIC IMPERATIVES OF INTERNATIONALIZATION

**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.

Concerning the thesis's actuality the topic is assigned in the right way. In spite of the fact that strategic imperatives are announced in the very beginning of the work the theoretically-methodological part of the study is not followed by any well formulated strategy.

**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 text of thesis is very fragmented and the language is rather far from a "mother tongue". As a result the logic of the research is hardly traced as well as the sense and scope of the said thesis. Elements of the international business theories and international business facts (extracted from two hi-tech cases) are in poor conformity.

**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.

On the one hand the author tries to apply some theoretical concepts (e.g., imperative of globalization for contemporary knowledge production, - and as a result hi-tech outsourcing/offshoring, - global factory concept, 4I paradigm of the National Innovation System (NIS), complementary nature of B2B-products, etc.) to the main problem of the thesis, but, on the other hand, outputs of corresponding trials have not been rather well done. In many places the work sounds like an article from newspapers. However the author's hazard trial to conceptualize 4I(5I)-paradigm by Medvedev, the President of Russia, could be awarded with respect as minimum.

**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.

The author's abstract analysis is not so dialectical one as we would like to see. When the author tries to conceptualize the said 5I-paradigm (BTB, this approach is welcomed by us) and use this one as a skeleton to assess the questionable item whether the NIS of contemporary Russia is a real completed system; they could find here a certain scientific interest. Unfortunately, this trial does not seem to be fully successful. The author provides complex logically-graphic models, but they have to be complemented by corresponding detailed and clear descriptions (or verbal models).

**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 author's thoughts are oscillating all the time between macroeconomic and microeconomic levels trying to explain the role of the government as a master moderator of the NIS. This way of thinking is right, but the output doesn't give a good decision. The meaning and place of small Russian R&D business in the frame of corresponding NIS as well as in the global scale is rested factually implicit and could be found mainly "between lines".

However, the author has targeted the focus of his study on the very important problem of Russian scientific community – the contradiction between this community's scientific capabilities and opportunities supplied by the Russian NIS to realize the said capacities. This approach is scientifically justified and has to be awarded.

**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.

Concerning an applied value of the said research we would like to say that the proper nature of the core

problem under consideration define the fields of possible applications – government (federal/regional) agencies charged with designing/managing national innovation policies as a part of national economic policy and teaching materials for BA/MA programs focused on innovation phenomenon development and/or managing small hi-tech business. However, the distinct well filtered extractions from the text have to be made before the applications highlighted above.

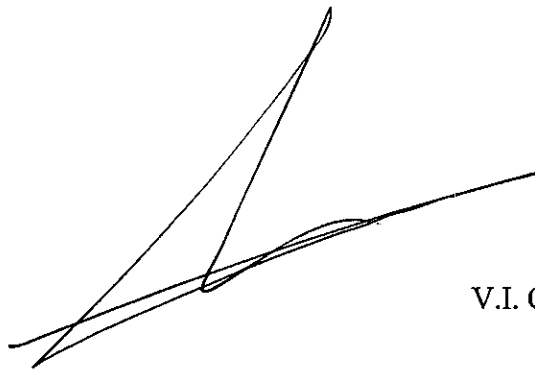
**Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

Thesis's layout is as a whole on the acceptable level.

The Master thesis of Dmitry S. Petropavlosvky, – RUSSIAN SMALL R&D COMPANIES: STRATEGIC IMPERATIVES OF INTERNATIONALIZATION , – commonly meets the main requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

Date 06/15/2011

Scientific Advisor:  
Full professor,  
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