

## REVIEW

by dissertation board member professor Imre Dobos

of the dissertation submitted by Artemova Diana Igorevna  
titled "Management of university's innovation infrastructure development",  
submitted for the degree of candidate of economics in the specialty 08.00.05. – Economics and  
national economy management (innovation management)

### **I. Topicality of the dissertation research**

In the last decades, a dramatic change has been occurring in understanding of the universities' role in the development of knowledge-based society. Presently, universities are regarded as one of the most important element of that process, along with business, state authorities, and other actors. H. Etzkowitz calls this phenomenon the second academic revolution. This term implies the increase of significance of knowledge commercialization through the new function of universities – academic entrepreneurship. It can take the variety of forms: from collaborative research to establishing universities' spin-offs. Thus, universities' participation in technology transfer is considered as a prerequisite for the future economic and social development of regions and countries all over the world. As far as benefits for universities themselves are concerned, academic entrepreneurship provides with additional finance resources, helps them to attract the most prominent students and staff, ensures upgrading of educational process.

Nevertheless, universities' authorities still struggle with the issue of creating and improving effective supporting system for academic entrepreneurship. So far, there is no clear solution for that.

In the dissertation, the author attempts to suggest the algorithm for managing the innovation infrastructure in a university. Although, the emphasis has been put on Russian universities, the methods proposed can be applied to the wide range of institutions of higher education.

### **II. Validity of scientific results, conclusions and recommendations formulated in the dissertation**

The dissertation research is based on substantial body of knowledge: the author has used 246 sources total, 73 of which are publications in English. They include scientific papers by the most prominent academics such as Clark B., Etzkowitz H., Leydesdorff L., Chesbrough H., Wright M., Siegel D.S., Audretsch D.B., Rothaermel F.T., Urbano D. and others. The author develops the findings through considering the key concepts and principles of the research area.

09/2-409 am 02.10.2019

Moreover, the author's recommendations are partly based on the empirical research. The first piece of it is dealt with the innovation activity in Russian universities. The author assesses some of the indicators of such an activity. It is stated that no unity is found in the way the universities create and manage their innovation infrastructure. The second goal of the empirical research is the survey of faculty members and students, namely their attitude towards entrepreneurship in general and entrepreneurial partnership with the university in particular. The most valuable conclusions involve anticipated means of support and awareness about availability of them in the university.

### **III. Reliability and novelty of scientific provisions, conclusions and recommendations formulated in the dissertation**

- 1) The first chapter of the dissertation titled "Transformation of modern university's activity" is devoted to examination of academic entrepreneurship and entrepreneurial university concepts. The author rationalizes the necessity of implementing entrepreneurial principles into universities' activity.
- 2) In the second chapter "University's innovative infrastructure as an object of management" the following results can be regarded as valuable contribution:
  - a. on the basis of the publications analysis the author suggests a revised interpretation of the university's innovation infrastructure. It stresses the importance of intangible components of such infrastructure. In other words, values and norms perceived by the faculty and students with respect to academic entrepreneurship;
  - b. the author analyses the nature of positive effect a university can obtain from implementing entrepreneurial principles;
  - c. comparison between innovation activity in various Russian universities is made.
- 3) The title of the third chapter is "Development of the university's innovation infrastructure". This part contains the following results:
  - a. the consequence of the specific techniques aimed at developing and implementing action program. The basis for that is benchmarking and constituting the ideal model for the university's innovation infrastructure. The author also modifies the Balanced Scorecard model by replacing traditional perspectives with three new ones: input indicators, process indicators and output indicators of the state of the university's innovation infrastructure;
  - b. the integral indicator is proposed for the purpose of selecting the actions and monitoring the process of university's innovation infrastructure progression:

- c. the author has constructed the action program for St. Petersburg University in accordance with the algorithm set out in the dissertation.

#### IV. Weaknesses of the dissertation

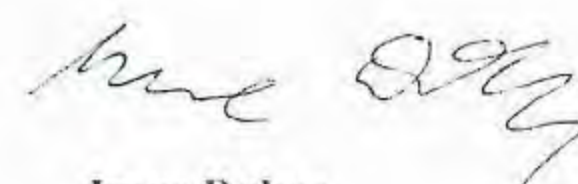
- 1) The research could have included deeper investigation of the degree of academic entrepreneurship development. The results of such research can provide
- 2) With respect to the opinion survey: the comparison between the respondents of various universities' would be of interest. The results obtained by the other do not allow to draw any universal conclusion on perception and future perspectives of academic entrepreneurship in Russia.

The dissertation submitted by Artemova Diana Igorevna titled: "Management of university's innovation infrastructure development" meets the basic requirements established by the Order dated 01.09.2016 No. 6821/1 "On the procedure for awarding academic degrees at St. Petersburg State University". the applicant Artemova Diana Igorevna deserves awarding the degree of candidate of economics in the specialty 08.00.05. - Economics and national economy management (innovation management). Clause 11 of the said Order is not violated by the dissertation.

Dissertation board member

professor of Department of Economics  
Budapest University of Technology and Economics  
Budapest, Hungary

BUDAPESTI MŰSZAKI ÉS  
GAZDASÁGTUDOMÁNYI EGYETEM  
GAZDASÁG- ÉS TÁRSADALOMTUDOMÁNYI KAR  
KÖZGAZDASÁGTAN TANSZÉK  
Székhely: H - 1111 Budapest, Műegyetem rakpart 3-9.  
Adószám: 15308799-2-43



Imre Dobos

date: 27 September 2019