

## REFEREE'S REVIEW

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|-------------------------|--|
| <b>Program:</b>         | MIB  |
| <b>Student:</b>         | Wallenborn Thomas  |
| <b>Title of thesis:</b> | Challenges and solutions in knowledge retention: The evidence from consulting industry in Mexico, Germany and Russia |

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|---|---|---|---|---|
| <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.    | 5 | 4 | 3 | 2 |
| <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.  | 5 | 4 | 3 | 2 |
| <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. | 5 | 4 | 3 | 2 |
| <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.   | 5 | 4 | 3 | 2 |
| <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.                        | 5 | 4 | 3 | 2 |
| <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.  | 5 | 4 | 3 | 2 |
| <b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.   | 5 | 4 | 3 | 2 |

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

### Additional comments:

Master thesis of Wallenborn Thomas is very interesting and dedicated to the problem of knowledge management in modern organizations. The author focuses on consulting industry that is very challengeable due to industry specifics.

The strongest sides of the master's thesis are the following:

- ✓ attempts to systematize the main definitions and theoretical concepts;
- ✓ focus on different case studies and attempt to compare it;
- ✓ interesting empirical results derived from interviews with real managers;

However, it's necessary to say about some limitation of the paper. First of all the research questions set in the beginning of the paper is too wide and seems to be obvious. The author should definitely be more specific in formulated RQs. It is unclear from the paper, how the results of the work can benefit to international business practices, especially for consulting companies, how it should be reconsidered and implemented. Practical recommendations are rather weak.

Master thesis of Wallnborn Thomas meets the requirements of MITIM program, and deserves a good grade, thus the author can be given the desired degree. 21.09.2012

Referee:

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