

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Evgenia Belova
Title of thesis:	Strategic role of reverse logistics for manufacturing companies

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.	5	4*	3	2
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.	5	4*	3	2
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.	5	4	3*	2
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.	5	4	3*	2
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.	5	4	3*	2
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.	5	4	3*	2
Quality of thesis layout. 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:

Thesis goal and objectives are clearly stated (good); logics and structure of the paper are good (but Methodology and Data analysis chapters have the same numeration 3); thoroughness of the content is satisfactory; the text has necessary features for scientific research; results of the thesis are satisfactory, could be qualified as a basis for an additional quantitative research; literature review is good.

The qualitative part of the thesis (chapter 1) is rather strong. Hypothesis formulation (chapter 2), the empirical part of the thesis (chapter 3-4), results discussion and managerial implication (chapter 5) are rather weak. Conclusions of the thesis are poor.

The critical comments do not diminish the value of the master thesis, dedicated to actual and laborious topic. The research results generate the important issues for further discussions to find new ways how to use reverse logistics for manufacturing companies' management.

Page-by-page comments

It is not obvious what factors are significant for RL (chapter 2). Chapter 2 title is the same as the Master thesis title.

There are repetitions in Figure titles: (Figure 1, p.17; Figure 2, p.21, Figure 4, p.36, etc.)

Master thesis of Evgenia Belova meets the requirements of Master in International Business program, and deserves a "satisfactory" grade, thus the author can be given the desired degree.

Date: September 24, 2012

Referee: Associate Professor, Operations Management Department

Nikolay A. Zenkevich

