

## REFEREE'S REVIEW

|                         |                                                           |
|-------------------------|-----------------------------------------------------------|
| <b>Program:</b>         | MITIM                                                     |
| <b>Student:</b>         | Grinberg Elvira                                           |
| <b>Title of thesis:</b> | Developing competency ontology for the consulting company |

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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 Elvira Grinberg studies the problem of knowledge structuring challenge. The topic of the work is of high importance due to increasing attention to knowledge management in modern organizations.

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

- ✓ attempts to systematize the main definitions and theoretical concepts;
- ✓ focus on case organization and analysis of it;
- ✓ structure and logic of the work;
- ✓ attempts to formulate practical recommendations based on analysis of case study and conclusions from empirical part of the work.

However, it's necessary to say about some limitation of the paper, namely

1. It seems to be no correlation between research questions set and results and conclusion in discussion part. It was very hard to find answers to the RQs in the text.
2. The author wrote about connection between knowledge structuring and possible outcomes for HR. But to be honest, it looks like artificial, there is still unclear, how the results of the work can benefit to HR practices, how it should be reconsidered and implemented.
3. Research objective (p.31) looks very strange and mismatch with objectives set in the beginning of the paper.
4. Little said about the case company, as the author uses only one example in empirical part, it would worth to present company background to understand organizational specifics.

5. The author did not discuss the peculiarities of consulting company (industry), nothing said about differences, characteristics and features of consulting from problem investigation point of view. If the author put "consulting" in the paper title, it should be some discussion about area- specific issues.

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

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