

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Denis Statmat
Title of thesis:	Shaping Competitive Advantage of MNCs on the Russian Construction Market

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.	<u>5</u>	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.	<u>5</u>	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	<u>4</u>	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	<u>4</u>	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	<u>4</u>	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.	<u>5</u>	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	<u>4</u>	3	2

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

Additional comments:

The master thesis is devoted to providing insight into the competitive advantages of MNCs in the Russian construction industry. The student clearly answers their stated research question and provides additional insight by illustrating MNC advantages relative to those of incumbent Russian firms. The students also more than adequately answers their second research question which involves an analysis of country- and industry-specific factors of the Russian construction industry. Case analysis (using in-depth interviews) is a very challenging method to properly use and the student has provided a highly insightful results section (pages 58-80). The student succinctly summarizes their findings in the two tables embedded within this section. There are a few problems with the thesis. There are some grammar errors. I expect a more detailed and insightful set of limitations and a more detailed explanation of further research. Furthermore, case analysis is often used to generate new theory. I would have expected the research to lead to a set of research propositions that could be tested in further research.

Master thesis of Denis Statmat meets the requirements of Master in International Business program, and deserves a good grade, thus the author can be given the desired degree.

Date: 18.06.2012

Referee: Professor Richard Germain

