

## REFeree'S REVIEW

<b>Program:</b>	Master in Management Program
<b>Student:</b>	Iuliia Kolotova
<b>Title of thesis:</b>	INFLUENCE OF KNOWLEDGE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: EMPIRICAL RESEARCH AT RUSSIAN SME'S

<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.	4			
<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			
<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			
<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			
<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			
<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.			3	
<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			

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

### Additional comments:

#### Strengths:

- *logic of research;*
- *accuracy and structuring of the research paper;*
- *application of statistic and mathematical methods for qualitative data, quality of data gathering.*

#### Weaknesses:

- *research question (the answer is seemed to be evident),*
- *validity of the conclusions (the research model does not allow to conclude that considering factors are the crucial for the question, othet factors can influence organizational performance also).*
- *At the p. 35 the author states that "four groups of questions were identified", however, only two groups listed. So, was it two groups or four? Further, the author mentions "factors". If these "factors" are the same as "four groups" it is better to use the same term.*

Master thesis of Iuliia Kolotova meets the requirements of the Master in Management Program, and according to the reviewer's opinion deserves an "excellent (B)" grade, thus the author can be given the desired degree.

Date 31/05/2018

Referee: Anna Tarkhova, Master in management, Marketing Director of Agency PMA

