REFEREE'S REVIEW

Program:	Management
Student:	Filipp Shved
Title of thesis:	Cultural contingences in Entrepreneurial Orientation – Firm Performance relationship

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 = 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:
To the strengths of the thesis can be counted: profound literature review; accurate data analysis and practical implications.

Weakpoints:
From the text of the thesis it is difficult to understand what kind of econometric specification the author used in his study. The notion of hierarchical linear regression is not enough for clear understanding. At the beginning the reviewer thought that it was HLM approach, but looking at the regression output the reviewer do not see the level of identifications (country? or industry? or both?) From the result description one can understand that the dataset was analysed in two levels: country and firm. The thesis can be improved if in Methodology section author put more attention to econometric approach.

Master thesis of Filipp Shved meets the requirements of the Management program, and according to the reviewer's opinion deserves an *excellent (A)* grade, thus the author can be given the desired degree.

31.05.2018

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