

REFeree'S REVIEW

Program:	CEMS MIM
Student:	Soslan Dzgoev
Title of thesis:	Export promotion activities as a factor of export expansion: case of Colombian agricultural 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.	<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.	<u>5</u>	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.	<u>5</u>	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.	<u>5</u>	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	<u>4</u>	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.	<u>5</u>	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:

The thesis presented by S. Dzgoev deals with a relevant issue in international business. In particular, it addresses the impacts of export promotion activities for strengthening companies' export performance, on the example of Columbian agricultural companies. The thesis builds on literature review which allows to set the methodological framework for data collection and data analysis, which is presented in the following chapters. The strongest part of the thesis consists in gathering company-level data, through a survey held by the student, to test the relationship between export promotion activities implemented by export agencies and export expansion.

The thesis has a clear structure and layout. Thesis objectives, methodology and results are convincingly explained.

Some minor remarks could still be mentioned: it is not clear how does the Chapter 2 "Overview of existing export agencies" correspond to the further study of the Columbian case, what are the criteria for choosing the cases to discuss in chap.2. Moreover, this leads to a question on possible application of findings in Russia. The discussion of the Russian case is underrepresented in the present research.

However, these remarks do not downgrade the positive evaluation of the research.

Master thesis of Soslan Dzgoev meets the requirements of the CEMS MIM program, and according to the reviewer's opinion deserves an "*excellent (B)*" grade, thus the author can be given the desired degree.

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