

REFeree'S REVIEW

Program:	Master in Management
Student:	Natalia Shakhova
Title of thesis:	Knowledge Management System for a Business Incubator

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	<u>4</u>	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	<u>4</u>	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	4	<u>3</u>	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.	<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:

Strengths:

- Relevant topic and interesting content;
- Structuredness of the text;
- The author used lot of relevant interesting resources (articles, books etc.);
- Practical orientation of master thesis.

Weaknesses:

- Underestimated importance of corporate incubators / accelerators. In chapter 1 the author suggests a period in evolution “2000s – nowadays: *The current, third, period is represented by the wide use of a network model with a focus on external contacts and sources that the last could provide an access to (both in terms of knowledge, expertise, and funding). Characteristically also the popularization of private incubators.*” But it seems that in recent years innovation ecosystem has been changed significantly, corporate incubators / accelerators within big corporations are becoming the key players. Since big corporations often have their own knowledge management system (KMS), it must be taken into account when considering KMS within business incubators.
- Research of IT support for KM does not take into account online services for startups, which can be used for KM purposes: platforms for startups (AngelList, AngelCo, CIIAPK, Indiegogo, Kickstarter etc.), which will monitor traction for startup and provide other services. Also IT support does not consider more advanced tools for capturing knowledge and analysis, e.g. artificial intelligence for gathering ideas, comparing them with patents etc.
- Small samples for survey and interviews, which set limitations for conclusions, framework development and further generalization of research results.

Master thesis of Natalia Shakhova meets the requirements of the Master in Management program, and according to the reviewer's opinion deserves a/an good (D) grade, thus the author can be given the desired degree.

Date 04.06.2018

A handwritten signature in blue ink, appearing to be 'A. Dorofeev', written over a horizontal line.

Referee:

Dorofeev Alexander Alexandrovich

Director of center of convergent innovations (within Project Management and Innovation Department)

ITMO university