

REFEREE'S REVIEW

Program:	Strategy, Innovation and Sustainability / Information Technologies and Innovation Management
Student:	Manakov, Mikhail
Title of thesis:	Effect of the Knowledge Representation Form on the Efficiency of Knowledge Sharing

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:

Please, elaborate on the above mentioned criteria (about 500 words)

The Master thesis of Mr. Mikhail Manakov are demonstrating an undoubtedly high quality of research, especially in the theoretical part of the thesis, which gives the profound perspective of theoretical and methodological approaches to the problematics of knowledge management, knowledge-based view of the firm and knowledge sharing processes existing in contemporary literature.

Formulation of the research gap and following research question also seems adequate, demonstrating the good potential of the applicant to figure out specific narrow problems needing scrutiny from wide areas of interdisciplinary research.

However, the research methodology chosen by the applicant can be criticized. Specifically, the applicant uses three fragments of knowledge presented in different form to compare the effectiveness of these different forms in transferring knowledge to the recipient, stating that the level

of complexity of the given three fragments is the same, thus not influencing the reaction of the knowledge recipients to each of these fragments. Having stated this, the applicant, however, does not provide any strict and objective quantitative measures of the level of complexity of the used fragments. Thus, the suggested equality of the fragments' complexity seems to be a subjective estimate of the applicant, not grounded by any objective criteria. This methodological drawback can seriously put in question the validity and reliability of the results of the research and following theoretical and practical implications and recommendations.

Thus, the author can be advised to include into the research methodology (which can be called a very adequate one in all its other details) a set of objective criteria of informational load and other measures of complexity of the fragments of knowledge presented to the applicant in different forms, that can strongly increase the soundness of the research results, implications and recommendations.

As for the practical recommendations suggested by the applicant basing on the results of the research, it can be said that the recommendations to increase the usage of visualized methods of presenting information for sharing knowledge in companies must be thoroughly checked on the samples of experienced middle-age employees of real companies, and checked using the real KPI of these employees as dependent variables.

This recommendation about the further development of the research is based on a guess that the experienced workers from older age groups, maybe, in contrast to the students, can perceive the increase of usage of visualized knowledge sharing methods in a company as a kind of a sign of disrespect to their qualification (as is thought, as the results of a number of studies say, about different gamification measures used in companies, viewed as measures inadequate to the experience and status of the employees).

Finishing the review, it must be said that these critical points do not seriously worsen the impression for the thesis of Mr. Manakov, because the topic chosen by the applicant is very interesting and unquestionably actual for scientific attention, and the critical points given in this review are questions of an academic discussion between full-fledged academicians.

Thus, it can be concluded that the Master thesis of Mr. Mikhail Manakov meets the requirements of the Strategy, Innovation and Sustainability /Information Technologies and Innovation Management program, and according to the reviewer's opinion deserves an "excellent (B)" grade, thus the author can be given the desired degree.

June 13th, 2015

Referee: *PhD, Ass. Prof. Evgeny Yu. Blagov*

