

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	MITIM
<b>Student:</b>	Mikhail Manakov
<b>Title of thesis:</b>	<b>EFFECT OF THE KNOWLEDGE REPRESENTATION FORM ON THE EFFICIENCY OF KNOWLEDGE SHARING</b>
<p><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.</p>	
<p>Recent years have witnessed increased interest to knowledge management (KM) issues. The objective of Mikhail's master thesis was very practically oriented – to conduct the analysis in order to give recommendations for managers about the most effective forms of corporate knowledge representation form. The author attempts to work out the conceptual framework for the study of main factors influencing efficiency of knowledge sharing. The topic of the thesis is interesting, important and very relevant for the contemporary KM practices in knowledge intensive companies at the moment and in the future.</p>	
<p><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.</p>	
<p>The work consists of 6 parts and appendices. The structure is affected by double-degree procedure and concordats with Lappeenranta University requirements. All parts are logically connected. The total impression - headings and text are in accord. The paper also provides rather good literature review on KM problems.</p>	
<p><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.</p>	
<p>Mikhail demonstrated the good ability to formulate and convey the research problem. The literature review is done in a proper way. The theoretical part of the work is based on gradual examination of current studies on knowledge representation methods with the emphasis on visual form – mind maps and concept maps. Literature review identified the lack off the research in this topic. The author proposed a novel approach of comparing of 3 forms of knowledge representation. The evidence of the study is in favor of visualization.</p>	
<p><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.</p>	
<p>The author integrates several methods of data collection as surveys, action research and experiments. The specific questionnaire was created, which is suited to test the pure effect of visualization on knowledge sharing. 76 respondents from 2 countries were examined.</p>	
<p><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.</p>	
<p>Mikhail showed the ability to review material, both literature and empirical data, in a neutral and objective fashion. The author really contributed to the issues of KM practice. The literature review and methodology demonstrates author's structured and independent scientific thinking. Two main hypotheses on the difference in time and quality of knowledge transfer between forms of explicit knowledge were not rejected which provides solid evidence for the better performance of visualized forms compared to text. The limitations are caused by the choice of sampling which consists of only Russian and Finnish students.</p>	
<p><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.</p>	
<p>The author has developed some practical managerial recommendations based on conducted study. His recommendations on the main topic sound as professional business analysis. The theme is important and raises questions of current interest for the profession. His study has some strong elements that are mentioned above. Even some found weaknesses do not lower the value of his findings.</p>	
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>	
<p>The conclusions presented are well structured, logical, justified and lack errors. The quality of the layout is good.</p>	

Working towards master degree Mikhail proved to be thoughtful, industrious and professionally oriented student. In general the Master thesis of Mikhail Manakov meets the requirements for master thesis of MITIM program, thus the author of the thesis can be given the required degree.

Date



Scientific Advisor: (academic title, name)

Prof. Tatiana Gavrilova