

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MiM
Student:	Vera Borisova
Title of thesis:	Knowledge management practices and barriers to their implementation in third-party logistics service providers: case of Russian companies

<p>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.</p> <p>The author provided a good introduction to the topic and justified the need for this type of research. The aim and objectives of the thesis are well defined.</p>
<p>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.</p> <p>The text is well structured and fulfills the thesis scope.</p>
<p>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.</p> <p>The thesis applies a comparative case study methodology. It looks reasonable for the suggested research objectives and questions. A knowledge management framework based on the ISO standards was applied, it makes research results comparable with other companies and research projects.</p>
<p>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.</p> <p>Vera used survey, interviews, and document analysis for data collection. Such a selection of tools is suitable for case studies. The research tool choice is justified and fits the research questions.</p>
<p>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.</p> <p>The research is well situated in the field; chosen methods are proven to be adequate. Understanding of KM in 3PL logistics especially in Russian companies is interesting from a scientific perspective.</p>
<p>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.</p> <p>Managerial implications are provided, but can be extended</p>
<p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p> <p>In general, the layout fulfills the requirements of the regulations for master thesis preparation and defense.</p>
<p>Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.</p> <p>The thesis text is original and does not contain elements of plagiarism</p>

The Master thesis of **Vera Borisova** meets the requirements for master thesis of MiM program thus the author of the thesis can be awarded the required degree.

Date: 09.06.2022

Scientific Advisor: Dmitry Kudryavtsev