REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Dmitrii Viktorov
Title of thesis:	Mitigation of liability of foreignness through global value chain configuration: The case of Internet companies with Russian origin

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 250 words)

Dmitrii has chosen the topic that is already quite popular in the literature, but not enough investigated yet. This especially comes to the context of the emerging market, and particularly Russia. Having IT firms as the object is interesting and topical, as this category of firms combine in their internationalization several approaches and illustrates few theories, which provides the reader with the chance to have the more general look at the implications – both for theory and practice.

In general, the thesis is an interesting and useful reading and contains all the necessary preconditions for high evaluation. Nevertheless, there are few critics that I would like providing to the author and to the defense committee.

1) The author combines two concepts in the title (liability of foreignness and global value chain), but introduces the third – born global – in the theoretical part of the thesis. It seems that having so many theories is too much for one paper. Author should decide whether to leave or to cut the born global, which is rather well established and makes the whole thesis framework too complicated.
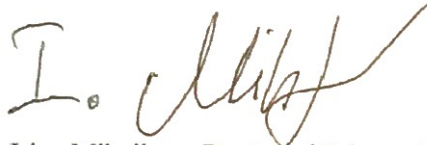
2) All three theories exist independently of each other in the thesis. The reader expects to find some type of synergy or at least combination between liability of foreignness, global value chain, and born global sections.

3) I am quite surprised with how the author end his thesis – with the set of research questions! Normally research questions result from the theory analysis and open the thesis preparation – not end it! Basically there is no discussion and no conclusion in the thesis, which is a pity…

Nevertheless it is clearly seen that the author made the huge effort (which is justified by the number of interviews with the IT firms reps, which is not so easy in Russia), and proved high skills while shaping the thesis. Overall, I like this thesis and congratulate the author – he made a nice job!

Master thesis of Dmitrii Viktorov meets the requirements of the MIM program, and according to the reviewer's opinion deserves a "*good (C)*" grade, thus the author can be given the desired degree.

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