

REFeree'S REVIEW

Program:	Master in Management (MIM)
Student:	Sergei Pitinov
Title of thesis:	KNOWLEDGE MANAGEMENT PRACTICES AS A SOURCE OF ABSORPTIVE CAPACITY OF EMETGING MARKET FIRMS: EVIDENCE FROM RUSSIA

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:

Nowadays absorptive capacity is recognized as being the most interesting phenomenon of the modern organization, therefore, the issue of relationship between absorptive capacity and managerial practices is topical for contemporary firms. At the same time, knowledge and innovation are considered to be key success factors for emerging market firms. From this point of view, knowledge management practices should play a great role in a firms' success. It is obvious that the strongest sides of the master's thesis are the following: Sergei systematized the main definitions and theoretical concepts concerning knowledge management and absorptive capacity, design the questionnaire for his empirical research and formulate practical recommendations based on data analysis and conclusions from empirical part of the work. His work shows that particular knowledge management practices have impact on a firm's absorptive capacity. This suggests clear guidelines for practitioners and defines new agenda for the future research in this area.

Master thesis of Pitinov Sergei meets the requirements of the MIM program, and according to the reviewer's opinion deserves an "excellent (A)" grade, thus the author can be given the desired degree.

Date

01.06.2016

Referee:



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