

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Lai Tianrong
Title of thesis:	The role of knowledge and technology in internationalization of Chinese companies in 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.

The master thesis by Lai Tianrong explores the role of knowledge and technology in internationalization of Chinese companies in Russia. The topic relevance is high due to the rising activity of technology-oriented firms from emerging economies. Author investigates Chinese firms operations in Russia, which makes the context even more topical taking into account the cooperation prospects of two countries. The research problem is supported by the set of research objectives. The topic is covered nicely, being aligned with the aim and objectives of the thesis.

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.

The thesis is written in the full accordance with the standards of the contemporary research papers, being consistent, structural and logical. The paper consists of nine chapters, including introduction and conclusion, with a very precise explanation and presentation of each stage of the research implementation. The structure of the research is consequent and logical. Both theoretical and empirical components are presented and well balanced in the thesis.

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.

The topic, goal and objectives of the thesis are well aligned, logically presented are covered fully in the thesis. The relevant sources of the information were involved and the analytical capability while doing the study was well demonstrated. In her thesis, in accordance with extant literature author identifies the list of factors and actualizes it based on the investigation of case studies of Chinese firms operations in Russia. Another important result obtained is the reveal of peculiarities of knowledge accumulation and transmission by two groups of Chinese firms in the two industries– automotive and high-tech. The obtained results are perfectly aligned with the objectives of the thesis.

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.

The data gathered meets the requirements of the thesis's aim and objectives. Author has analysed the contemporary literature in the area of the knowledge management and absorptive capacity. Author has relied actively on the both primary and secondary data, and accessed a very interesting and timely information on several case studies of Chinese companies with international operations and with the strong interest in Russian market. This data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the master thesis.

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.

Author has demonstrated the independent scientific thinking in solving the goal and objectives of the research. The extent of author contribution to the research content and quality is high. The multiple case study method is in line with the respective literature and work in progress in the area of internationalization of emerging market firms.

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.

The research validity is high and the practical orientation of the thesis is obvious. The results of the thesis can be applied in the course of the international strategy development by Chinese and other emerging market firms (including Russian MNEs).

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The layout of thesis, including tables, figures, and references, is correct. Layout fulfils the requirements of the Regulations for master thesis preparation and defence.

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.

The thesis text is original and does not contain elements of plagiarism.

The Master thesis of Lai Tianrong meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
Professor, GSOM
June 1, 2016

