

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Irina Mamedgasanova
Title of thesis:	Market Orientation and Firm Performance: the Case of Russian Companies and International Comparison

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 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

Please, elaborate on the above mentioned criteria (about 500 words)

The topic of the research «Market Orientation and Firm Performance: the Case of Russian Companies and International Comparison» is really urgent for Russian companies.

The objective of the paper is clearly set: to explore the direct relationship between market orientation and firm performance in the context of an emerging Russian economy using both objective and subjective performance indicators. The tasks are logically developed in order to achieve the main objective.

The thesis consists of 3 chapters, which can be divided into theoretical, methodological and empirical part. The aims of the study are logical and correspond to the context of the paper and managerial implications but at the same time the hypothesis are too evidently postulated.

The research sample includes 116 small, medium and big-sized goods and services Russian companies from 11 regions operating in B2B and B2C markets. Objective firm performance is measured with 2 indicators: Average Return on Net Operating Assets (measure of profitability) and Average Sales Growth (measure of Growth) for the years 2006-2009. In addition, subjective measures of Profitability and Growth are used, measured with a 3-item Likert-type scale in each case. To test the theoretical model structural equations modeling is used as the most applicable instrument for testing relationship between latent variables.

Despite some disadvantages of the study, the author demonstrates understanding of the research topic, ability to synthesize from prior research, and to collect and analyze empirical data although the theoretical part is rather descriptive.

Master thesis of Irina Mamedgasanova meets the requirements of MIB program, and deserves an "excellent" grade, thus the author can be given the desired degree.

Date

Referee: Dr., Professor Sergei Kouchtch