REFEREE'S REVIEW

Program:	MIB
Student:	Olga Barshai
Title of thesis:	Liability of Foreignness Analysis: Case of Russian IT companies

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:

The thesis is addressing a very important topic for many companies from emerging economies. The selection of the industry is a good addition to selected topic. The combination of the topic and the industry is a good match and provides a good foundation for further investigation.

The structure of the thesis is aligned with the topic and the focus of the thesis. Within Chapter 1 Author is paying attention to investigation of theoretical foundations of the liability of foreignness phenomenon. This part is well structured and logically presented. The second chapter is devoted to the IT industry analysis and provides some overview of the industry specifics and its place in the global context. The third chapter is devoted to methodology and the results of the empirical data collection.

Despite the quality of the theoretical part of the thesis, there are some comments to be made on the empirical part, starting with the industry presentation and own data collection. First of all, there are no conclusions for some parts of the thesis - thus, for example, chapter two is just ending with no proper conclusions at the end of the chapter. The conclusions at the end of chapter 2 are quite short and the way the Author comes to the conclusion is not described in detail. Secondly, while using the case method Author is not paying enough attention to justifying the need for the case study as a method and the rules of preparing and presenting a case study. There are many questions that might be commented in addition to the information, presented in the text:
Why is the method right? How should a case study be prepared? What has been done to ensure it?How was selected the method of presenting the results of the interviews? Why are the cases based on

interviews only? Would it not make more sense to present the cases combining the results? Each case starts by a short company description followed by the interview results. The interview results in a form of interview transcripts could be even moved to appendix, while the analysis of the results should be included in the chapter itself. There is no comparison of the cases or their parts/questions, as well as no other type of analysis is presented, except for the final conclusion defining the main the results of the thesis.

Finally, conclusions and recommendations are separate parts of the thesis. Conclusions are overall finalization of the whole work and there cannot be anything new that has not yet been presented in the text itself. Here we see that both theoretical and managerial implications are included in the conclusions instead of being a separate part of the thesis.

The overall impression of the thesis - a well thought theoretical part has been followed by data collection, however the results are presented in an extremely laconic way.

Master thesis of Olga Barshai meets the requirements of MIB program, and deserves a good grade, thus the author can be given the desired degree.

Date 24.09.2013

Referee: Asc. Prof. Maria M. Smirnova