

REFEREE'S REVIEW

Program:	MIB
Student:	Alexander Bekhterev
Title of thesis:	Specifics of Born globals' development in Russia: Evidence from IT industry

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:

There are several methodological issues connected with this research.

First, the author should explain in the very beginning WHY he expects to observe some "specifics" in Russian born-global firms and WHAT this "specifics" could be. This would require to build some theoretical arguments about particular environment of Russian business, particular mindset of Russian businessmen, and so on. Instead of this the author does not assume anything a priori and tries to reveal all "specifics" right from the interview. Although, this "purely explorative" approach also may be used, it seems that it is not the best choice in this case because a preliminary theoretical analysis of Russian "specifics" could help to structure the empirical research in a better way and to shape more relevant and focused questions.

Second, the author has built assumptions (Table 1) and criteria for their testing in an ambiguous way. It seems that he described characteristics an *ideal born-global firm* on the basis of the literature review and then compared it to evidence of Russian born-globals (Table 4). Therefore, it is not surprising that all five Russian companies do not perfectly fit this ideal model, as well as all foreign born-globals would not fit it as well. For example, he found that only 40% of Russian firms had *managerial global vision from inception* and only 70% had *high degree of previous international experience on behalf of managers*. However, this is characteristics of an ideal born-global and foreign born-global do not fit perfectly them as well. In other words, is the author sure that 100% of European born-globals have *managerial global vision from inception* and *high degree of previous international experience on behalf of managers*, or these characteristics are also distributed in 40-70% range?

Third, as a result of research design the practical implications are rather limited. The research has more value for academic purposes that for real business.

The layout is generally good, but there are some problems with indents, spacing and full stops in headings. Beside this there are some problems with English, e.g. "Born global" should not be capitalized, "macro factors" should be spelled without space, "actuality" in English does not mean «актуальность», etc.

Date: June 14, 2013,

Referee:

*Senior Lecturer, PhD,
Maxim A. Storchevoy*

A handwritten signature in black ink, appearing to read "M. Storchevoy", written in a cursive style.