

REFeree'S REVIEW

Program:	MITIM
Student:	Vygantas Galinis
Title of thesis:	Organizational learning from customer interaction

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 master's thesis investigates the problem of organizational learning in technology companies focusing on specific issue dedicated to knowledge transfer from a customer to an organization. The topic has a great importance: the speed of information and knowledge exchange nowadays push companies looking for additional sources of competitive advantage using different sources of external environment. In this case customers can be considered as a most attractive source in organizational learning process.

The author defines the goal of the research as finding out how technology companies learn from the customer. To achieve the goal, sub-research questions were formulated. The authors set tasks to identify technology's firms' motivation for learning, define types of knowledge that can be acquired, and describe the process of organizational learning.

The master's thesis consists of 5 parts and has a logical structure. The first and the second parts dedicated to introduction and overall description of work. The third part is dedicated to the literature review and gives the overview of the main definitions and approaches of organizational learning. The next part describes empirical studies and consists of four cases showing practical approaches to organizational learning. On the base of empirical part the author describes key findings and analyzes the main results of the thesis.

The strongest sides of the master's thesis are the following:

- ✓ attempts to systematize the main definitions and theoretical concepts concerning organizational learning;
- ✓ analysis of practical examples;
- ✓ attempts to formulate practical recommendations based on analysis of case studies and conclusions from empirical part of the work.

Concerning the weaknesses, in the theoretical part it is seemed to be a very superficial analysis of existing concepts of organizational learning and knowledge transfer issues. The author only states some ideas and approaches but provide lack of self analysis and conclusions about research gaps from theoretical background. In methodology section it is not quite obvious the reasons for choosing companies for analysis. In case analysis part the author provides little information about learning processes in the companies thus it is a bit hard to be convinced about relevance of conclusions. Besides, the quotations (pp. 53-54, 57-59, 63 etc.) look a bit strange here without any references and then author's conclusions about each case. It's also necessary to say about fact that the discussion section (managerial application) can be a bit expanded to include a discussion of the implication of the results. But anyway, the work done by Vygantas Galinis can be evaluated as independent originally done research. The master' thesis of Vygantas Galinis meets the requirements for master's thesis of MITIM program and deserves an **good** grade, thus the author of the thesis can be given the required degree.

27.05.2011

Referee:
PhD (Econ), Associate Professor
Marina O. Latuha



Master thesis of (name of a student) meets (doesn't meet) the requirements of _____ program, and deserves a/an "excellent/good/satisfactory/unsatisfactory" grade, thus the author can be given the desired degree.

Date

Referee: (*academic title, name*)