

REFEREE'S REVIEW

Program:	MIB
Student:	Dmitry Glukhov
Title of thesis:	Internationalization of Russian service 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:

Accuracy in defining the aim and objectives of the thesis

The aim of the research is not presented formally. In indirect way, it appears as review and analysis of international activities of Russian service companies (page 4).

Three research questions are formulated as follows (orthography of the author, page 5): "What particular entry modes do better correspond to the specifics of Russian service companies while internationalizing? How entry mode correlates to the firm's and country's specific advantages/disadvantages? How similar / different internationalization methods for various companies within the same industry?"

Structure and logic of the text flow

The consequences of the presentation of ideas and data are rather reasonable. However, the structure of the thesis is not presented clearly since headings of the second level are not shown in chapters 2 and 3. Besides, the headings in these chapters have no numbers which makes it difficult to evaluate the logic of the study.

Quality of analytical approach and quality of offered solution to the research objectives

The framework of the study is not directly shown (see part 2). That is why the most findings presented in the part 5 look as *observations* rather than the results of any scientific analysis.

In the literature review, the author presents a "modern approach in internationalization of services" (page 19) which is absolutely unrelated to "models for analysis of internationalization of the company" described later (page 22). The author presents five "*models for analysis*" (the order and the titles are as in

the thesis): Dunning's OLI Paradigm; FSA vs CSA by Rugman; The "Mergers and Acquisitions" Theory; Diamond Model by Porter; and Uppsala model. This list looks rather eclectic since some of these models aim at an explanation other issues rather than firms' internationalization process. OLI paradigm has been proposed by J. Dunning to explain *FDI phenomenon*. Diamond model has been elaborated by M. Porter to explain *competitiveness of nations* (and also firms). FSA-CSA matrix has been developed by A. Rugman as a tool to formulate an *international business strategy*. As a result of the presentation of these models, the author of the thesis shows "General scheme of service companies' internationalization". Unfortunately, this scheme is not based on the "models for analysis" at all and appears as something strange and unexpected.

It remains absolutely unclear why the author has selected two of these models for his further investigation (Dunning's OLI Paradigm and FSA vs CSA by Rugman).

Some statements in the literature review on internationalisation modes are not connected directly with the selected sector.

Quality of data gathering and description

The contents of the study and appropriate considerations are presented in a descriptive form rather than through more formalised way. Finally, the main findings are shown in three tables (unfortunately, their numbers in the text are incorrect): (1) "Home country influences in evaluating Country-Specific Advantages and Firm-Specific Advantages of Russian service industries during the process of internationalization in CIS countries"; (2) "General findings of the research on internationalization of Russian service companies"; (3) "Dunning's OLI Paradigm analysis of Russian service industries".

Basically, these findings are related to the research questions stated in the beginning of the study.

Scientific aspect of the thesis

Some standardised methods of research have been used by the author, namely case description, observations, and generalisations based on these cases.

Practical/applied nature of research

The results of the study have some practical implications which are connected with the decision-making process by service firms looking at internationalisation opportunities.

Quality of thesis layout

The quality of the text presentation is rather weak. The figure 1 (see reference at page 19) is not presented in the thesis. Bold and italic characters are used in unclear way in many cases not being correlated with level of headings.

Visual tools are almost not used in the text to present the analytical tools or frameworks. Numbers of tables are incorrect in many cases. Sources are not mentioned in some cases (for example, see table 17).

The list of bibliography sources is not full since some sources are mentioned only as footnotes.

The Master thesis of Dmitry Glukhov meets the requirements of MIB Programme, and deserves a satisfactory grade, thus the author of the thesis can be awarded the required degree.

Date

June 17, 2011



Referee: Professor Andrey Medvedev