

## REFEREE'S REVIEW

<b>Program:</b>	Master in Management
<b>Student:</b>	Dmitry Ilinykh
<b>Title of thesis:</b>	Dynamic capabilities of international companies from Russia and CEE region

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Quality of data gathering and description.</b> 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.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Scientific aspect of the thesis.</b> 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.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Practical/applied nature of research.</b> 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.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

### Additional comments:

*Please, elaborate on the above mentioned criteria (we kindly ask you to provide your comments structured as strengths and weaknesses, maximum 5 for each, unless more points are crucial to justify the grade).*

Dmitry Ilinykh has chosen one of the broadly discussed themes that are popular in the literature, but not enough investigated yet in the context of emerging economies. Although dynamic capabilities have become one of concepts of how to gain competitive advantage, for Russian and CEE companies this is still the big challenge to manage with.

Russia and CEE is a good choice for the research in terms of the past heritage, neighboring position, and the trade history. At the same time, they are specific and require careful analysis.

The overall investigation of the theme demonstrates the high qualification of the author, who successfully combines literature review and case study method in his thesis. These two are important combinations of the skills that Dmitri has obtained in the master program led by GSOM. Author does not only present the companies case studies in his paper, but also discusses and interprets the findings, which makes the practical implications of the paper also significant.

The negative point of the thesis is that even having an opportunity of experts' opinions collection, Dmitri did not supplement these excerpts with an in-depth discussion; for such an interesting theme, I expected to see the more developed discussion and conclusion parts in the end of the thesis. In addition, author did not provide an appropriate layout and did not formatted the paper according to the high standard. However, Dmitri has made an impressive achievement and deserves a highest grade.