**REFEREE’S REVIEW**

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| **Program:** | MIM |
| **Student:** | Artem Cherepanov |
| **Title of thesis:** | Analyzing barriers in business knowledge acquisition processes: faculty and student bias |

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| **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 = 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:**

Despite the fact of high interest and motivation for the research, author did not manage to state clearly the goal of his research and to prove that selected design is capable of attaining the stated goal. In this case the proposition of analytical framework would facilitate the understanding of the paper. Although research has conspicuous methodological disparities, it can be still considered valuable from practical perspective for gathering students’ and faculty perceptions of knowledge transfer problem which seems actual enough. Unfortunately, practical implications together with the analysis of obtained results are rather superficial and lacks in-depth analysis. Indeed, the results did not show what are exact barriers for knowledge acquisition and why they are namely such according to the conducted empirical analysis. In general, the quality of Thesis’s layout is graded as moderate due to frequent text mistakes and the absence of one unified style for illustrations. Further, too wide margins after each paragraph and the absence of summary tables complicate the reading of the text. However in general, research demonstrated in-depth theoretical investigation of knowledge transfer problem and offered strong and contemporary solutions for mitigating the existing gap.

Master thesis of *Artem Cherepanov* meets the requirements of the Master in Management program, and according to the reviewer’s opinion deserves a “4 *(D)* grade, thus the author can be given the desired degree.

Date 07/06/2017

Referee: *(academic title, name*) **Assoc. prof. Victor Veremyev**

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