

## REFEREE'S REVIEW

<b>Program:</b>	Master in International Business
<b>Student:</b>	Petropavlovsky D. S.
<b>Title of thesis:</b>	RUSSIAN SMALL R&D COMPANIES: STRATEGIC IMPERATIVES OF INTERNATIONALIZATION

<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>	4	3	2
<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.	5	4	<b>3</b>	2
<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.	5	4	<b>3</b>	2
<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.	5	<b>4</b>	3	2
<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.	5	4	3	<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.	5	4	<b>3</b>	2
<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.	5	<b>4</b>	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

### Additional comments:

First of all, English language of the thesis is terrible and makes reading the paper a real torture.

Second, **the logic of the paper** is not clear. According to the introduction the purpose of the paper is to propose strategies, but at the end of the theoretical part there were any strategies proposed. Instead of this the author tried to find some ideas from the empirical part. This is a not good idea for master thesis because the student should be able to derive some strategies from the appropriate theory first and then check this propositions toward real data.

Thirds, **quality of analytical approach** is rather poor. The reference to Dmitry Medvedev's concept of 5Is looks laughable, because this is not an academic concept but just an element of official propaganda. There is no any analytical framework behind this "concept". Anyhow, the potential analytical value of this concept is still to be proved. The **quality of offered solution** is also quite low. The author makes some conclusions about available strategies (Complementary product, Outsourcing) but there is no model of choosing a right strategy that may be used by a company that decides to make a choice of its strategy on the base of this research.

Fourth, **scientific aspect of the thesis** is questionable. From one hand, the author provide a really new approach – using the concept of 5Is as a framework, but from the other hand, this approach does not seem to be useful. The author provides complex schemes (p. 81), but what is the value of these schemes and what conclusions follow from them is not clear.

**The quality of layout is good.**

The introductory part of the paper looks especially poor. The lack of focus, unclear purpose of some paragraphs and even pages leaves impression that the author tried to "fill the space" and even borrowed some fragments of text from other sources. This is one example that was found due to apparent Russian linguistics behind it.

*Page 13: Systemic character of the notion "innovation system" means that technological development is seen not as a chain of one-way casual relationships from R&D to innovation, but as a process of interaction and mutual relations between the whole complex of economic, social, political, organizational and other factors defining the creation of innovations (Morgunov, Snegirev, 2004)."*

And the original Russian text found on the internet:

*«Системный характер понятия инновационной системы означает, что технологичное развитие рассматривается не в виде цепочки односторонне направленных причинно-следственных связей, ведущих от НИОКР к инновациям, и их дальнейшей реализации, но как процесс взаимодействия и обратных связей между всей совокупностью экономических, социальных, политических, организационных, институциональных и международных факторов, определяющих создание инноваций.» (Брижань А. В. Автореферат диссертации на соискание ученой степени кандидата экономических наук)*

Why the author decided to put the translation of this piece **without quotation marks** into his thesis and to **refer to other source than the original one** is not clear.

If the author is able to explain the logic his analytical framework and recommendations during defense procedure, then the master thesis of Petropavlovsky D. S. may be recognized as meeting the requirements of Master of International Business program, and deserving a "satisfactory" grade, thus the author can be given the desired degree.

Date: June 16, 2011

Referee: Maxim Storchevoy, Senior Lecturer, GSOM SPbSU

