

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Ekaterina Saitova
Title of thesis:	Russian Born Globals: Factors influencing speed and degree of internationalisation

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 research paper is well structured. It consists of the introduction, the chapter, where the phenomenon of Born Globals is analyzed in detail, the chapter devoted to testing the hypotheses. The quantitative research is conducted by statistical analysis. The discussion on results of the analysis is followed by conclusions and propositions for future research. The parts of the chapters are logically interconnected and their content contributes to the achievement of the research goal.

But there are some remarks on the paper. The first of them is connected with definition, the author developed the definition according to which 'a Born Global is an entrepreneurial small or medium-sized (up to 250 employees) company which started international activity not later than three years after the founding'. That means that firms are international (not global).

The structure of the sample (26 out of 30 companies worked in a high-tech industry) did not allow test hypotheses about industrial peculiarities.

There is now data that proved conclusion of the author about timing of internationalization and its potential influence on company's performance (p. 46).

It is not obvious from the paper author's input in the survey.

Master thesis of Ekaterina Saitova meets the requirements of MIB program, and deserves a good grade, thus the author can be given the desired degree.

18/06/11

Associate professor



Olga Verkhovskaya