

MASTER'S THESIS SUPERVISOR'S REPORT

Student's name: Bereket Getachew Tessema

Master's Thesis Supervisor (MT): Mohsin Javed, Ph.D.

MT topic: The Role of Sustainable Business Model Innovation (SBMI) towards Sustainable Performance of SMEs

Acad. year: 2024/2025

Notes on completing the report:

1. For the evaluation of each criterion, use the following scale: A - fulfilled very well, significantly exceeds the requirements; B – fulfilled with quality; C – fulfilled without reservations; D – fulfilled with minor deficiencies; E - fulfilled but with significant deficiencies; F - not fulfilled.
2. If any criterion is graded F, the thesis must be evaluated as unsatisfactory overall, not meeting the criteria for the MT defence, and such a thesis cannot be recommended for the defence
3. MT Supervisor must comment verbally on each evaluation criterion!

Assessment criteria:

Assessment

Assessment criteria:	Assessment
1. Thesis Objectives and Methods	C
<i>The commentary focuses on: clarity of the formulation of the thesis objectives and the methods used in the thesis elaboration; evaluation of the objectives of the thesis following the thesis theme; the methods and procedures chosen to fulfil the thesis objectives.</i>	
The thesis is based on an important topic with high significance. Thesis objectives are formulated clearly. Used methods to achieve the objectives are appropriate. The student is using higher-order construct and estimates the model clearly in-line with the thesis objectives, is praiseworthy. However, provided details is very little. It would be appropriate if the student could add further details of the significance of research, along with current status of the literature, clear description of research gaps, before illustrating research objectives. Overall, the current state is acceptable.	
2. Theoretical Background	B
<i>The commentary focuses on: the content of the critical literature research; the appropriateness of the chosen domestic and foreign literature sources; the method of citing sources in an adequate manner.</i>	
Theoretically, the student provides adequate details along with citations, of business model and sustainable business model innovation, its dimensions, and details of other constructs of the research. However, the method of citing sources has mistakes, on page 25, 26, 27. However, student is citing latest literature and I positively evaluate the theoretical part.	
3. Practical Application – Analysis	C
<i>The commentary focuses on: the use of knowledge from theory, its appropriateness of application; sufficient description of the process of application of the methods of work; overall assessment of the current state; sufficient substantiation of the conclusions of the analyses; the difficulty of data collection and processing.</i>	
In the practical part, student illustrates the research hypotheses, conceptual research model. It is worthwhile to mention that student is examining the impact of sustainable business model innovation through estimating as second-order construct, which is impressive. The included explanation of measurement items for each construct is adequate. The empirical results of partial least-square-structural equation model, including the information about measurement model, and structural model is appropriate.	

4. Practical Application – Project/ Research	D
<i>The commentary focuses on: the connection of the solving part of the thesis to the theory and to the analyses results; supporting the proposals with appropriate arguments; meeting the objectives set. For research-oriented MTs, the focus should be on discussion of the results and their evaluation.</i> The discussion part of the master thesis included discussion of the findings and compared with the previous studies. However, such discussion and evaluation of the results is very brief. It would be better if the student mention the hypotheses in sequence and compare with more than two studies in the previous literature. However, in the discussion part, student replaced the sequence and replacing environmental performance with financial performance (see page 54). This is the lack of attention from student. Conclusion is very brief, it would be appropriate to write your conclusion comprehensively and also include future research directions.	
5. Formal Layout	C
<i>The commentary focuses on: logical coherence of the text of the thesis; use of correct terminology; use of the prescribed standard of citation of sources; appropriate linguistic and graphic level.</i> The thesis has logical coherence and terminologies used are correct. However, the way of in-text citations have mistakes. The end-list of references has a lot of mistakes (see start of the list-first 8 references). Then, font style is also changes. Many abbreviations are missing in the list of abbreviations. However, despite shortcomings the requirement is fulfilled.	
Overall thesis assessment *	C
The thesis addresses important issue of sustainable business model innovation with high topicality. The way of investigation through higher-order construct is commendable. However, details about the data sample is insufficient. Discussion part has some mistakes and conclusion part is very brief. Future research directions are missing. Despite weaknesses, the overall assessment of the thesis is positive and requirement is fulfilled.	

** The final grade is not an arithmetic average of the individual criteria for assessing the thesis.*

Questions for the defence:

1. How did you collect the data? You mentioned data is collected from manufacturing SMEs, is it from some specific region?

The thesis **fulfils** the criteria for the defence of the MT. The thesis **is recommended** for the defence.

The thesis has been checked for the originality of the work in IS STAG. Based on the results of this review, it was concluded that the work **is not** plagiarism.

Date 22.05.2025

Signature of MT Supervisor