

MASTER'S THESIS REVIEWER'S REPORT

Student's name: **Solomon Owusu Yeboah**

Master's Thesis Reviewer (MT): **Muhammad Shoaib. Ph. D**

MT topic: **Project of Assessment of the Impact of Sustainability practices Among SMEs in Ghana**

Acad. year: 2024/2025

Notes on completing the report:

1. *A - fulfilled very well with no remarks, B - fulfilled very well with minor remarks, C - fulfilled at an average level, D - fulfilled with 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 Reviewer must comment verbally on each evaluation criterion!*

Assessment criteria:

Assessment

Assessment criteria:	Assessment
1. Thesis Objectives and Methods	C
The main research objective of the thesis set by the author, is to assess the impact sustainability practices among SMEs in Ghana. The objectives are generally appropriate for the theme of sustainability in SMEs, a relevant and timely topic in the Ghanaian context. SO1 and SO2 appropriately address both the implementation and challenges of sustainability practices. SO3 adds practical value by aiming to offer context-specific recommendations, which enhances the applied relevance of the research. However, there is no articulation of research questions or hypotheses, which are essential for structuring a study based on a post-positivist paradigm and quantitative methodology.	
2. Theoretical Background	B
The theoretical background effectively blends academic literature with policy-driven reports, offering a rich and well-rounded context for examining sustainability in Ghanaian SMEs. By drawing on both scholarly sources and professional insights, the thesis demonstrates a strong understanding of the internal and external factors shaping sustainable practices. The use of the Resource-Based View (RBV) and Stakeholder Theory is well-aligned with the research focus, providing a solid foundation for analyzing capabilities and external influences.	
3. Practical Application – Analysis	C
The analysis section effectively outlines the data collection and processing using a structured questionnaire distributed to 300 SMEs in Accra. While the author adapts tools from Barakat (2021) and the Ethos Institute. Although the use of descriptive and inferential statistics, including multiple regression, is appropriate, the absence of clearly defined hypotheses (e.g., H1, H2) limits the clarity and depth of the analysis. Conclusions drawn particularly the positive link between ESG practices and SME performance appear consistent with the data.	

4. Practical Application – Project/ Research	B
The thesis effectively uses the Resource-Based View and Stakeholder Theory to interpret ESG practices and SME performance. The discussion and recommendations mostly reflect a solid grasp of the subject. However, the discussion on hypotheses lacks clarity. Despite this, the thesis achieves its objectives, notably in assessing the impact of sustainability practices among SMEs in Ghana.	
5. Formal Layout	B
The thesis generally meets academic standards, featuring a logical structure, clear writing, and a well-sourced bibliography of 69 current and relevant works. However, some issues need addressing. On page 76, formatting symbols are visible in the table list, indicating unresolved editing errors.	

Overall thesis assessment*	B
This thesis offers a timely and relevant exploration of how sustainability practices impact SMEs in Ghana. It is well structured, with clear objectives and a solid theoretical base using the Resource-Based View and Stakeholder Theory. The quantitative method and sample size are appropriate, lending credibility to the findings. However, the methodology would benefit from more clearly stating hypotheses. The data analysis is sound, yet the discussion could be enriched through stronger theoretical ties and more critical reflection. Despite these issues, the thesis provides practical insights that can support sustainability strategies and policy development for SMEs in emerging markets	

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

Questions for the defence:

1. How exactly do Ghanaian SMEs leverage ESG factors to build a competitive advantage in line with RBV theory?
2. That's an impressive response rate of 89.02 %! How did you manage to achieve such a high level of participation during your data collection?

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

Date 19.05.2025

Signature of MT Reviewer