

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in International Business
<b>Student:</b>	Evgeniia Popova
<b>Title of thesis:</b>	<b>Organizational mechanisms of corporate entrepreneurship: practices of international companies</b>

**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.

Master thesis of Evgeniia Popova is devoted to the very interesting and urgent topic on corporate entrepreneurship issues in the larger companies. This topic is particularly interesting for emerging markets due to the lack of research based on companies from those countries. The growing interest in the subject is related to the fact that the fast changes in market conditions and business environment point out the need for an entrepreneurial behavior inside the companies in order to create competitive advantage. There is a lack of empirical research on organizational mechanisms of the corporate entrepreneurship and that is why the master thesis of Evgeniia is really very well-timed. The goal of the master thesis is to identify whether corporate entrepreneurship mechanisms are positively related to the innovative performance of the firm.

**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.

Structure of master thesis is designed to achieve the goal stated. There are three parts in the paper. The first chapter is dedicated to the analysis and conceptualization of corporate entrepreneurship as a research field. Evgeniia deeply analyzed existing literature and proposed the stages of evolution of this research field. The second chapter focuses on the analysis of organizational mechanisms of corporate entrepreneurship and developing the research hypotheses on the impact of organizational mechanisms on the firm-level outcomes and more specifically on the corporate innovative performance. The third chapter of the thesis represents the results of the empirical research which was done on the very high level. Conclusions are discussed afterwards, together with study limitations, theoretical contribution and practical implications of the findings. Structure of master thesis is logically designed: the author starts with analysis and synthetic summary of theoretical background, and moves to analysis and summary of relevant empirical works. The conclusions gained are further illustrated and proved by author's own empirical research. Theoretical and empirical parts of research properly coincide with each other. Introduction contains all required elements; conclusion presents general results of master thesis.

**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.

Evgeniia formulated research questions and research hypotheses in the proper and accurate way. The research problem was identified as "what are the main corporate entrepreneurship mechanisms in the modern companies and what managers should do in order to create them". Thus, this study fills the gap in the literature by providing methodology for identification of the internal factors of corporate entrepreneurship. Evheniia has chosen the quantitative methods of research in order to test developed hypotheses. For that reason the thesis uses survey as the research strategy and correlation and regression analyses as data analyses methods. The research was focused on the established international companies.

Sample includes 36 companies representing Italy, Czech Republic, China and Russia.

**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.

The empirical part of paper consists of the description the research methods and the results of analysis. Evgeniia implemented the quantitative research method and applies the statistical analysis in order to test hypotheses. She developed the questionnaire and collected data on 36 international companies from 5 countries. The results of statistical analysis are presented in the appropriate way and accurate manner, and findings are reliable and valid. References include recent publications on relevant topic; both foreign and Russian sources of information were used.

**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.

The theoretical part includes the deep literature analysis and allows author to develop research hypotheses in appropriate way. Current research summarizes existing knowledge about corporate entrepreneurship and provides the author's methodology and systematic approach to analysis the corporate entrepreneurship mechanisms in the company. Author demonstrates the ability to both analysis of the existing literature and synthesis main findings in order to provide her own ideas in this field.

**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.

The results of the study have both theoretical and practical implications. From the theoretical perspective, this study extends the growing body of corporate entrepreneurship literature by examining how different internal factors influence the innovative performance of the company. The practical implications of the results of the master thesis are: 1) two instruments for assessment of the organizational mechanisms of the corporate entrepreneurship were developed by author; 2) the innovation performance measurement tool was created in the master thesis. Both instruments are very useful from the practical point of view.

**Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

Layout fulfils the requirements of the Regulations for master thesis preparation and defense, all tables and figures are given in the appropriate way.

The Master thesis of Evgeniia Popova meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

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