

## REFEREE'S REVIEW

<b>Program:</b>	Master in International Business
<b>Student:</b>	Evgenia Popova
<b>Title of thesis:</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.</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.	<b>5</b>	4	3	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	<b>4</b>	3	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.	<b>5</b>	<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.	<b>5</b>	4	3	2
<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.	<b>5</b>	<b>4</b>	3	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.	<b>5</b>	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 topic of the thesis is actual due to the (1) importance of the corporate entrepreneurship as a growing factor of the international competition, (2) lack of systemic research in this field, especially related to the analysis of concept evolution, and (3) search for additional internal opportunities for Russian businesses to innovate.*

*The research objective and the intermediate goals of the thesis are directly related to the topic. The very topic is completely covered by presented research. The research is conducted in a logical manner. The main research hypothesis as well as the sub-hypothesis are based on the theoretical analysis with the clear explanation of the concept evolution and carefully tested in quantitative research of 36 responding companies from Italy, Czech Republic, China and Russia. The results and conclusions are directly followed from the study. The theoretical and empirical parts are in very good balance.*

*The coverage of objectives is quite adequate. The research questions are formulated clearly. Nevertheless, the echeloning between the main hypothesis ("to conclude on the existence and the character of the relation between organizational mechanisms of CE and corporate innovative performance", p. 8) and the sub-hypotheses looks quite approximate and needs additional explanations taking into consideration that from the author's standpoint "the choice of particular organizational mechanisms" to analyze in the thesis "can be largely attributed to that fact that existing empirical instruments that assess the level of development of Corporate Entrepreneurship in a firm confirm them" (p. 54).*

*The research tools and methods are selected properly. The data validity is quite adequate. The list of references is complete and solid (123 sources).*

*The way of scientific thinking is independent. The conceptual research model can be shared and used in the field of corporate entrepreneurship research. The quantitative research as such is made in mainstream approach and the author demonstrated the ability to use the main related instruments.*

*The theoretical background is directly connected to the international practices. The results of the research are just and can be widely shared for theoretical and practical purposes. Nevertheless the author did pay attention to Russian peculiarities of the focused phenomena.*

*The main regulations for the master thesis preparation are fulfilled. The tables, figures, and references are presented correctly.*

Master thesis of Evgenia Popova meets the requirements of Master in International Business program, and deserves an "excellent" grade, thus the author can be given the desired degree.

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Referee: Associate Professor Yury E. Blagov