

REFeree'S REVIEW

Program:	MITIM
Student:	Nina Aro
Title of thesis:	IMPROVEMENT OF OPEN INNOVATION PROCESSES: CASE NOKIA

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 thesis is generally aimed at an interesting and trendy topic of open innovation with well-defined research framework. The literature overview is done in a good academic style. Language of the thesis is fluent. The quality of the thesis layout is rather professional but the structure is totally unbalanced thus theoretical introduction and literature overview cover almost one half (40 pages) of the whole volume. The chapter 3 has no subchapters at all and is only 4 pages long. Reliability and validity issues related to empirical study are not discussed but the overall impression of the thesis is positive.

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

Date: September 15 2012

Referee: Prof. T. Gavrilova

