

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management
Student:	Polina Kireeva
Title of thesis:	The Role of Entrepreneurial Orientation and Management Innovation in Firm Performance: Evidence from Finnish Enterprises

<p>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.</p>
<p>The master thesis by Polina Kireeva is devoted to the influence of entrepreneurial orientation on firm performance taking into account contingencies related to management innovation practices employed in the company. The chosen topic is both theoretically and practically relevant as entrepreneurial orientation coupled with management innovation can represent grounds for sustained competitive advantage development. The thesis topic aligns with its aim and objectives.</p>
<p>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.</p>
<p>The paper is logically organized. The theoretical and empirical parts are generally balanced and align with each other.</p>
<p>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.</p>
<p>The author demonstrated ability to formulate and convey the research problem largely independently. Selected analytical approach fits the stipulated research problem and allows formulated answers to the stated research questions. The author's approach generally corresponds to the latest trends in relevant empirical research.</p>
<p>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.</p>
<p>The data employed in the master thesis has been collected in the course of the larger-scale project carried out at the LUT University. The validity of data attains high standard. The chosen research tools and methods are relevant to the nature of empirical data. The references list reflects relevant developments in the field.</p>
<p>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.</p>
<p>The author has demonstrated independent scientific thinking in solving the research problem and largely contributed to development of conceptual and empirical model of the study. The research methodology was developed and applied by the author independently.</p>
<p>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.</p>
<p>The study implications are relevant to business practitioners in terms of entrepreneurial orientation development and reliance on management innovation with a view to increase firm performance.</p>
<p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>Quality of the thesis layout meets the corresponding requirements.</p>
<p>Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.</p>
<p>The master thesis does not contain elements of plagiarism.</p>

The Master thesis of **Polina Kireeva** meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Date: 16.06.2021



Scientific Advisor: Karina A. Bogatyreva, Senior Lecturer
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