

SCIENTIFIC ADVISOR'S REFERENCE

| | |
|-------------------------|--|
| Program: | Master in Management (MIM) |
| Student: | Ekaterina Tolmacheva |
| Title of thesis: | Factors affecting corporate entrepreneurship intensity in Russian IT companies |

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.

The main goal of the research presented in the master thesis of Ekaterina Tolmacheva is the exploration the relationship between different external and internal factors of business environment and corporate entrepreneurship intensity in Russian IT companies. Corporate entrepreneurship (CE) is particularly important for high-tech companies, because it allows them to become innovative and proactive, that can increase the level of competitiveness and company's success. According to existing literature, most of studies on corporate entrepreneurship development have been done in stable economic environments and developed market contexts. Thus, the current study is trying to fill the research gap in CE field related to emerging market context and dynamic and hostile business environment. There is an opinion among leading scholars in entrepreneurship research that CE can help firms from emerging markets to restructure their business models in order to comply with dynamic business environment. So, the research question was formulated as: How different external and internal factors of business environment impact CE development in Russian IT companies? In order to address the research questions the author has applied inductive approach and case-study strategy.

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 and research question stated. The master thesis starts with literature analysis on corporate entrepreneurship concept and overview main empirical studies in CE field. Ekaterina analyzed different theoretical models and developed own theoretical framework which she further empirically tested. Master thesis consists of two chapters, introduction, conclusion, list of references and appendices. After introduction that includes justification of research topic, formulation of the research gap, research question and research objectives, the first chapter is dedicated to the literature review on the main research directions and development of the theoretical model. The second chapter includes the description of the research methodology, presentation of the case study strategy, cross-case analysis, main findings and results' discussion. The last part of master thesis provides several important conclusions as well as the important managerial implications of the research results.

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.

Ekaterina formulates the research question and research objectives in the proper and accurate way. In order to address the research questions Ekaterina implements inductive approach which allows her to develop theory based on the empirical study. As a research strategy for empirical part of the study the author implements the comparative multiple case-study strategy based on five Russian IT companies. She conducts cross-company analysis in order to identify external and internal factors affecting CE development. This is the most appropriate research design for such types of research questions. The justification of the chosen research design is presented in the proper way; the reliability of main findings is proven by the methodology implemented in accurate way.

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. |
| Ekaterina uses different sources for data collection, including structured interviews with companies' executives, analysis of the web sites and participant-observation for two companies, where she has spent several months during her internship. The triangulation technic allows Ekaterina to increase both construct validity and internal validity of the main findings. During data analysis Ekaterina implemented pattern-matching approach in order to compare patterns from reality with existing theories and concepts. |
| 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 elaborated literature analysis and allows author to develop theoretical framework. The literature review is based on the most relevant publications in the best academic journals in business and management fields. The results of literature review are presented in the good scientific manner and include the description and explanation of the chosen literature for analysis. The methodological and empirical parts of the research include all necessary elements of the good scientific paper in business and management studies. Author demonstrates the ability to both analyses 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 managerial implications related to the corporate entrepreneurship development in Russian IT companies. For instance, it might be suggested, that in order to increase the level of corporate entrepreneurship intensity, top managers of Russian IT companies should create non-monetary motivation, implement market scope of planning and be very flexible in strategic planning. Also top managers should take into account factors that may negatively influence the level of CE intensity, such as high level of formalization and long-term planning approach. |
| Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references. |
| Overall, layout fulfils the requirements of the Regulations for master thesis preparation and defense, all tables and figures are given in the appropriate way. |
| 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. |
| The thesis text is original and does not contain elements of plagiarism |

The Master thesis of Ekaterina Tolmacheva meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

June 2, 2016.

Research advisor

Professor,

Strategic and International Management Department

Galina Shirokova