

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Anna Filimonova
Title of thesis:	The Relation between Organizational Design and Corporate Entrepreneurship: Evidence from Russian SMEs

<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 main goal of the master thesis by Anna Filimonova is to reveal the existing relationship between different components of organizational design and corporate entrepreneurship (CE) in Russian SMEs. The motivation of this study is twofold: firstly, Russian SMEs currently face challenges associated with turbulence in business environment; secondly, although the topic on corporate entrepreneurship antecedents is very well-developed in academic literature, there is a research gap in the context of emerging markets, particularly in the economic crisis conditions. Thus the first research question of the study concerns the impact of organizational design on CE development in Russian SMEs. The second research question relates to the Russian SMEs behavior in order to find out the best link between these two concepts. In order to address the research questions the author has applied qualitative research method, particular case-study strategy.</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>Structure of master thesis is designed to achieve the goal and research questions stated. The master thesis is based on the inductive approach, which starts with extensive literature review and leads to the empirical study. The master thesis consists of two chapters, introduction, conclusion, list of references and appendix. After introduction, that includes justification of research topic, formulation of the research gap, research questions and research objectives, the first chapter is dedicated to the literature review on the main research directions in literature devoted to the corporate entrepreneurship concept and approaches to organizational design development. 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 practical implications of the research results.</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>Anna formulates research question and research objectives in the proper and accurate way. In order to address the research questions Anna applies inductive approach which allows developing 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 SMEs from different industries. She conducts cross-company analysis in order to find out the relationship between different components of organizational design and CE. This is one of the most appropriate research designs 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.</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>

Anna uses triangulation for data collection process in order to increase both construct validity and internal validity of the main findings. Three different sources of data were implemented during the data gathering stage: in-depth interviews, participant observation, and document analysis. Anna describes the research strategy, including all steps in data collection and data analysis process in proper and accurate way. Analysis of qualitative data is presented in the proper way, Anna provides the chain of evidence in order to support her conclusions based on this data.

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 deep literature analysis and allows author to develop research questions and provide theoretical framework based on combination of corporate entrepreneurship and organizational design concepts. The literature review is based on the most relevant publications in the best academic journals in business and management. 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 based on the organizational design components. The results of the study suggest that in order to increase the level of entrepreneurial culture, top-management of Russian SMEs should pay attention particular organizational design elements, including control system, power structure and organizational structure.

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 Anna Filimonova 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

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