

External Review

**Thesis**: Motivation as a key factor of communication and management processes in youth organizations of St. Petersburg and Prague

**Author**: Savchenko Alesia Aleksandrovna

**Opponent**: Dr Marketa Zezulkova

[1] Topic and paper overview

The author of this master’s thesis has demonstrated a high level of academic thinking that is capable of blending theory, research and practice. Throughout the entire paper the role of motivation in activism and voluntary organisations is being discussed from various perspectives, which leads to a complex and critical overview that both draws upon existing research and generates original knowledge. Although the research questions are seemingly ambitious, the author designs, conducts and presents a literature review and empirical research that together reach the research aim and answer these questions. Consequently, the topic which was declared in the title is undoubtedly fully disclosed in the paper.

[2] Reflection and use of past and current theoretical and practical knowledge

The author uses and discusses a great number of relevant theories touching upon organizational development and learning, managerial styles, motivation, job satisfaction, and more, separately as well as together, allowing reader to gain a holistic theoretical understanding. The author brings past and presence together and keeps returning in the text to her original research aim and questions, which shows relevance of her theoretical framework.

[3] Empirical research

I am unsure here if the chosen methodology was a case study research or a mixed method research. However, returning to introduction, I see it was a case study research. The author should have clearly state so in the beginning of the firth Methodology chapter. Instead she begins to talk directly about the sample and research methods, thus missing an opportunity to well frame her primary research - this is the main, and arguably the only one worth mentioning, weakness of the thesis. On the other hand, the methods and data analysis are transparent and clearly consistent with the aim and questions. The analytical and interpretive part is rigorous, rich and relevant to theoretical as well as practical areas of the topic under scrutiny.

[4] Justification of conclusions

The final chapter represent the strongest part of the entire thesis. Here the author well groups the conclusions whilst blending primary and secondary findings in a skillful and highly critical and reflective manner. These then lead to the proposal, which is once again well grounded in both the literature review and the research findings.

[5] Formatting and style

The thesis is written in a high level of academic English, fulfilling all requirements concerning grammar, style, and structure. Although I am not aware what citations criteria are used in the student’s home university, I would personally suggest a use of e.g. Harvard referencing style. The use of figures, graphs and tables is appropriate, but all of them should be numbered and headlined in the main text.

[6] Questions for the student for oral viva (if there is one)

* Please explain your choice of methodology.
* Highlight one key finding that could be seen as an original knowledge in the field.

[7] Mark

Given the complexity, scholarly and practical rigidity, well-grounded conclusions and the overall high level of this master’s thesis, I would suggest to award the author with a **distinction**.

In Prague 7. 6. 2017

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