

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master of of International Technology and Innovation Management
Student:	Joona Tuunanen
Title of thesis:	The Partnering Process in Cross-Border Outsourcing: Decision-Making of Small Technology Oriented Enterprises in Finland

<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>Globalization, assisted by rapid development of software sector, facilitates the practice of cross-border outsourcing by small technology oriented Finnish enterprises. The objective of this Master's thesis is to examine how small technologically oriented companies make decisions on to whom to outsource outside of the country/countries where they operate. The title, research objectives and scope are clearly stated.</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 well-balanced as it is comprised of introduction (16 pages), two chapters that give overview about types and levels of outsourcing, theoretical findings on strategic decision making in small enterprises and research methodology (31 pages), fifth chapter represents 5 case studies analysis (27 pages) followed by conclusion (10 pages).</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>Joona has managed to develop a holistic vision on drivers, pitfalls and success factors of outsourcing . Analysis of primary data from 5 case companies results with suggestions both for companies looking to have clients from small enterprises and small companies intending to find offshore partners for outsourcing. Author demonstrates good analytical skills.</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 quality of data should be improved as is it limited by 5 case companies. Quantity and quality of literature review is good to make weighed conclusions; the thesis presentation is good.</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>Author pays much attention to relevant research streams in economics and strategic management and generalize management knowledge in the form of original theoretical framework that clearly states the intersection point of resource-based view, transaction cost theory and agency cost theory.</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>Thesis results can serve as a good basis for further research in relatively new phenomena of offshore outsourcing in small enterprises</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>It is important to stress high quality of every and each part of master thesis. Author demonstrated excellent self-management skills working on dissertation on a regular basis.</p>

The master thesis by **Joona Tuunanen** meets the requirements for master thesis of International Technology and Innovation Management program thus the author of the thesis can be awarded the required degree.

31.05.2010

Research advisor:



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