

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master of International Technology and Innovation Management (MITIM)
<b>Student:</b>	Mika Jukakoski
<b>Title of thesis:</b>	Combining productivity and renewal in a production organization: A case study on organizational ambidexterity

**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 concept of organizational ambidexterity is rising now as a new and very promising concept in organizational theory. It stands for the ability of the organization to manage both exploitation of existing resources and exploration of new opportunities that becomes very critical in contemporary turbulent environment. However, majority of the empirical research on ambidexterity is focused on knowledge-intensive companies or companies working in highly dynamic industries. The question of how ambidexterity can be developed and maintained in other types of organizations remains largely open. Taking into account these issues, the master thesis of Mika Jukakoski, aimed to study ambidexterity in the context of production organization, appears to be extremely topical.

**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.

After the introduction, the thesis continues with the review of the theoretical literature on the key concepts of Mika's thesis. Chapter 3 presents information about the case organization, while Chapter 4 explains the research methodology. Findings of from the case data are presented in the Chapter 5, followed by conclusions in Chapter 6. List of references completes the thesis.

The overall text is presented in a quite logical manner, however, some parts might have been re-organized / moved for a better coherence of the whole text – e.g., it seems to be more appropriate to explain first research methodology, and only then go to the description of the case company.

Also, it is not clear how some of the formulated research sub-questions (Introduction, p.6, questions 2 and 3) follow from the main research aim. The explanation is found further in the paper (Chapter 2), however, it might have been useful to provide it earlier, prior to formulating research sub-questions. Similarly, process management and renewal capability are clearly linked to ambidexterity only at the last sub-section (2.6) of Chapter 2, despite both of them have been mentioned many times earlier. Therefore, the logic of the text might have been improved if this sub-section were positioned earlier in the text.

Some restructuring could be also recommended to the analysis of the empirical data (Chapter 5). The author decided to split it into two sections - most of the citations from the interviews are in one part, and another part is dedicated to their deeper analysis. For the clarity of the argumentation, it might have been useful to integrate these two sections into one coherent narrative.

**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.

The review of the existing literature adequately covers all of the key terms and concepts addressed in the thesis, including the most recent theory developments. The author of the thesis demonstrates critical analytical thinking, being able to contrast and analyse critically various (and sometimes contradictory, and the concept he deals is still emerging) approaches.

The analysis of the empirical data is also done in quite deep and comprehensive manner.

**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.

The selection of methods for empirical research is quite clearly argued in the chapter 4. Usage of various

data sources provides good data triangulation. The only concern refers to the measurement of the “management/leadership” construct that has been operationalized via “goals, vision and strategy, and managerial culture” (p.58). Such operationalization appears not enough justified. The list of references is comprehensive and covers most recent international literature in the field.

**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.

Mika has demonstrated himself as a researcher with critical and independent scientific thinking, ready to face the difficulties of empirically studying still emerging theoretical concept in a context that has been little studied with this concept before. Analysis of the literature and selection of the research model has been done by Mika himself, as well as refining research methodology that would fit his research goals, within the frames (and limitations) of existing bigger research project.

Still, some critical scientific remarks could be raised regarding this thesis (they partially might result from highly independent work of the author with such a complicated emerging field):

- It is unclear how (and if) the author differentiates between the concepts of organizational structure and organizational design (e.g., figure 2, p.10).
- It is unclear how (and if) the author differentiates between leadership and management concepts, and why leadership (figure 2, p.10) is substituted in the further text by management. E.g., on pp.33-34 it is unclear what author means by management - individual leadership or management system.
- when definitions of ambidexterity are discussed, general definition of ambidexterity and definitions of ambidexterity types (structural/contextual) are mixed
- Tables 1 and 2 (pp.21-22) could have been integrated together
- It is not clearly argued, why organizational culture equals to context antecedent of the ambidexterity (pp.30-31).

**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 thesis is of practical value for the case organization as it indicates some potential areas for improvement for this company. It also might be useful for managers of other organizations in the production sector, as it demonstrates how ambidexterity can be developed in this type of organizations.

**Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The thesis has proper layout through the text.

To summarize, the Master thesis of Mika Jukakoski meets the requirements for master thesis of Master of International Technology and Innovation Management (MITIM) program thus the author of the thesis can be awarded the required degree.

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