

## REFeree'S REVIEW

<b>Program:</b>	MITIM
<b>Student:</b>	Jukakoski Mika
<b>Title of thesis:</b>	<b>Combining productivity and renewal in a production organization: a case study on organizational ambidexterity</b>

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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.	<b>5</b>	4	3	2
<b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	<b>5</b>	4	3	2
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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.	5	<b>4</b>	3	2
<b>Quality of data gathering and description.</b> 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.	5	<b>4</b>	3	2
<b>Scientific aspect of the thesis.</b> 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.	5	4	<b>3</b>	2
<b>Practical/applied nature of research.</b> 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.	<b>5</b>	4	3	2
<b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	<b>5</b>	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

### Additional comments:

The master's thesis investigates the problem of organizational ambidexterity. The significance of the topic can be evaluated by company's needs not only to create new knowledge but also implement it in production process and retain within an organization. Thus, the importance of exploitation and exploration becomes vital and contributes for company's competitive advantage. Both processes of renewal and productivity require different managerial approaches, peculiarities of internal environment etc. In this case the master thesis dedicated to combining productivity and renewal from organizational ambidexterity point of view is seemed to be highly expected.

The author defines the goal of the research as examination of how productivity and renewal are combined in a production organization. To achieve the goal, sub-research questions were formulated. The authors set tasks to identify how the organization organizes exploitative and explorative activities, to define how organizational environment contribute to organizational learning, to find out how leadership and organizational culture support ambidexterity.

The master's thesis consists of 6 parts and has a logical structure. The theoretical part of the work describes the concept of organizational ambidexterity and its development. In chapter 3 and 4 the author presents the case organization and research methodology. The last sections of master thesis are dedicated to the results analysis, conclusions and summary.

The strongest sides of the master's thesis are the following:

- ✓ attempts to systematize the main definitions and theoretical concepts concerning organizational learning and organizational ambidexterity;
- ✓ focus on case organization and deep analysis of it;
- ✓ attempts to formulate practical recommendations based on analysis of case study and conclusions from empirical part of the work.

However, it's necessary to say that in the theoretical part there is a lack of analysis of concepts that support connection between organizational ambidexterity, organizational culture, management processes and leadership. The author provides some analysis of issues described above (pp. 26-36), but this is seemed to be a bit superficial thus does not fully support the sub-research questions. Besides, the author provides lack of self analysis and conclusions about research gaps from theoretical background. In the result section the quotations (pp. 65-68 etc.) look a bit strange without any author's analysis and summaries. Following this the research can be evaluated as rather descriptive paper then research one. In addition, it is quite doubtful that one example (one case organization) may allow drawing such research conclusions. Probably some additional data are needed to support the conclusions and practical recommendations. But anyway, the work done by Mika Jukakoski can be evaluated as independent originally done. The master' thesis of Mika Jukakoski meets the requirements for master's thesis of MITIM program and deserves an **good** grade, thus the author of the thesis can be given the required degree.

27.05.2011

Referee:  
PhD (Econ), Associate Professor  
Marina O. Latuha



Master thesis of (name of a student) meets (doesn't meet) the requirements of MITIM program, and deserves a/an "excellent/good/satisfactory/unsatisfactory" grade, thus the author can be given the desired degree.

Date

Referee: *(academic title, name)*