

I. IDENTIFICATION DATA

Thesis title:	Effect of Workplace Politics in Multicultural Organizations in India
Author's name:	Sandeep Kumar Saggam
Type of thesis:	master
Faculty/Institute:	Masaryk Institute of Advanced Studies (MIAS)
Department:	Institute of Management Studies
Thesis reviewer:	Vincent Montenero
Reviewer's department:	Management

II. EVALUATION OF INDIVIDUAL CRITERIA

Assignment	challenging
<i>How demanding was the assigned project?</i>	
An original subject corresponding to an important aspect of business and management, with a rich literature. To fulfill the challenge, the author also needed to set in motion a consistent network remotely.	

Fulfilment of assignment	fulfilled
<i>How well does the thesis fulfil the assigned task? Have the primary goals been achieved? Which assigned tasks have been incompletely covered, and which parts of the thesis are overextended? Justify your answer.</i>	
The student responded satisfactorily to the objectives he had set himself - we see a limitation in the small number of interviews, which makes it impossible to arrive at a generalizable result. It would probably have been necessary to carry out around twenty semi-structured interviews, which is not possible at this level of study with limited time.	

Activity and independence when creating final thesis	A - excellent.
<i>Assess whether the student had a positive approach, whether the time limits were met, whether the conception was regularly consulted and whether the student was well prepared for the consultations. Assess the student's ability to work independently.</i>	
The student approached me with this subject, which stemmed directly from his experience in the corporate world. Our discussions focused on how to make it an interesting and consistent research topic: which literature, which research questions, which methodology, which interviews or questionnaires. Each time, the student was extremely responsive, providing answers and integrating the questions into his approach. I really appreciated the student's responsiveness - for example, at one meeting, I made comments that forced him to modify 70% of the survey and questionnaire he had designed. The student was able to present me with new versions of these documents 4 days later, and to start researching information immediately after receiving my go-ahead. The student never wasted any time - at each meeting he brought a wealth of new information on literature or contacts with Indian employees and managers.	

Technical level	A - excellent.
<i>Is the thesis technically sound? How well did the student employ expertise in his/her field of study? Does the student explain clearly what he/she has done?</i>	
The manuscript includes numerous definitions and explanations of the evolution of the research. The choice of methodology is clearly explained and justified and the steps are clearly described. Similarly, at the end, the student was able to mention certain limitations. The research also shows a good understanding of how companies operate and of human relations in the workplace.	

Formal level and language level, scope of thesis	A - excellent.
<i>Are formalisms and notations used properly? Is the thesis organized in a logical way? Is the thesis sufficiently extensive? Is the thesis well-presented? Is the language clear and understandable? Is the English satisfactory?</i>	
The student followed my advice to use definitions as the writing progressed and to include references. The English is correct and the language used is very clear.	

Selection of sources, citation correctness**B - very good.**

Does the thesis make adequate reference to earlier work on the topic? Was the selection of sources adequate? Is the student's original work clearly distinguished from earlier work in the field? Do the bibliographic citations meet the standards?

The student mentioned the existing literature on the subject - he ended up with a thorough descriptive analysis – and responded to his research questions – we did not find any response to theoretical gap or a new model, something which might have necessitated to using larger data. The thesis' primary originality lies in the fact that it studies the Indian society. References to bibliography and quotes are present each time it is necessary.

Additional commentary and evaluation (optional)

Comment on the overall quality of the thesis, its novelty and its impact on the field, its strengths and weaknesses, the utility of the solution that is presented, the theoretical/formal level, the student's skillfulness, etc.

I see two small problems in what the student wrote. Firstly, he might have gone deeper into the link between what was said by the employees and what was said by the managers – it might have been interesting to identify discrepancies. Secondly, the study produces detailed recommendations which are interesting, but not always directly linked to the various analyses it has carried out. It is however interesting to see that the research done opens the way to a sounder work. For example, in order to better understand whether these recommendations would solve the problem, it would be useful to better understand the attitude of managers who have a positive view of workplace politics, to know what would happen at their level if the recommendations were applied and to understand how employees would react. The work has been launched in the right direction and has produced an impressive set of results based on limited time.

III. OVERALL EVALUATION, QUESTIONS FOR THE PRESENTATION AND DEFENSE OF THE THESIS, SUGGESTED GRADE

This research demonstrates a great ability to structure one's work, a ease to find decisive information in the literature and a mastery of interviews. I can even see qualities in this student that should lead him towards university research. His work is interesting and original.

The grade that I award for the thesis is **A - excellent**.

Date: **2.6.2023**