

## REFEREE'S REVIEW

<b>Program:</b>	Master in International Business Program
<b>Student:</b>	Tarkhova Ekaterina
<b>Title of thesis:</b>	Intranet website as a tool for improvement human resource management processes in a company

<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>3</b>	
<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>3</b>	
<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.		<b>4</b>		
<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.		<b>4</b>		
<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.			<b>3</b>	
<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>3</b>	
<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>4</b>		

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

### Additional comments:

The objective of this research paper is to find out if the usage of Intranet websites influences human resource management processes in a company positively.

The thesis consists of introduction, four chapters, conclusions, references and appendixes. The first chapter introduces the review of recent literature on human resource management as a term and its main elements. The second chapter is devoted to Intranet websites, their main elements, advantages and problems. In the third chapter the connection between Intranet websites and HRM was identified and hypotheses were formulated. The fourth chapter provides the methods which are implemented in this research study, focusing on three areas: analysis of recruitment processes; analysis of training and development; analysis of personnel administration.

Some of the points to highlight:

1. The thesis is not balanced on volume. Very small first (only 2 pages) and second chapter (only 6 pages). It concerns also some paragraphs.
2. The overall description of the respondents and companies are not presented.
3. The author constantly uses a pronoun "we" though the thesis is not a collective work.
4. The author focused on analysing results and did not formulate managerial recommendations.
5. The Questionnaire is not well formatted.
6. Some page remarks:

Page 22. Extract: "Speaking about descriptive research all received answers are to be divided into two groups basing on internationality criterion". There is no explanation what does the author mean as an internationality criterion.

Page 34. Extract: "Number of visits of Intranet website by employees is higher in Russian companies than in foreign ones. This finding can be explained by the fact of huge popularity of social networks in Russia. Intranets in this case can be considered by employees as another social network". The explanation by the fact of huge popularity of social networks in Russia is so much disputable. That could be a problem of time management, job engagement and the other factors.

Page 36. Extract: "The first hypothesis is accepted, though regression analysis didn't prove it". The statement is strange enough.

Master thesis of **Tarkhova Ekaterina** meets the requirements of Master in International Business program, and deserves a **satisfactory** grade, thus the author can be given the desired degree.

15.06.2012

Referee:  
Candidate Degree in Economics,  
Associate Professor,  
Yulia S. Leevik

A handwritten signature in black ink, appearing to read 'Yulia S. Leevik', written in a cursive style.