

REFEREE'S REVIEW

Program:	MIB
Student:	Marova Aleksandra
Title of thesis:	Culture related challenges of foreign companies' HR practices in China, basing on System Dynamics Conceptual Model.

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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

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

Additional comments:

I would like to focus on critical aspects to explain my grades more clearly.

There are a lot of general considerations related both to HR practices and to peculiarities of national culture of China. Goal setting is unclear. The author tries to explore cultural factors impact on two different processes – adaptation and integration. Moreover, there are two goals instead one. So it is difficult to understand research logic. In my opinion, the work would have benefited if the student considered either the adaptation or integration of HR practices of foreign companies operating in the Chinese market.

Research findings are not clear as well. The author makes the conclusion that virtually HR practices inherent in the Chinese corporate culture converge to the Western European HR practices. So there is a question – what are culture related challenges for foreign companies operating in the Chinese market?

And finally, the role of System Dynamics Conceptual Model in research design is unclear.

Master thesis of Marova Aleksandra as a whole meets the requirements of MIB program, and deserves “a satisfactory” grade, thus the author can be given the desired degree.

15.06.2012

Referee: professor, head of OB&HRM Department

V. Minina