

## SCIENTIFIC ADVISOR'S REFERENCE

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| <b>Program:</b>         | MIB   |
| <b>Student:</b>         | Kayrova Maria   |
| <b>Title of thesis:</b> | Development of IHRM Contingency Matrix for MNCs Operating in Russia |

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| <p><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.</p> <p>The master's thesis focuses on adaptation of HRM practices. The topicality of the work can be explained by increasing numbers of companies operating on Russian market. Such companies usually use HRM practices from headquarters but sometimes it is necessary to adopt it to local environment and cultural peculiarities.</p>                                  |
| <p><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.</p> <p>The master's thesis consists of several parts and has a logical structure. It covers main areas that should be covered in master thesis: theoretical overview, empirical part, methodology, limitations and conclusions. Mainly, master thesis's parts reflect the topic and allow following author's idea, research and conclusions.</p>  |
| <p><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.</p> <p>The quality of analytical approach is appropriate for such kind of work. To achieve the goal the author put a certain list of supporting tasks, namely formulated several research questions that guide the empirical research. Maria tried to formulate the research problem and found some important research gaps while conducting theoretical analysis.</p> |
| <p><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.</p> <p>The methodology part describes the process of developing and conducting interviews. The method of empirical research was selected in a right way. As the author managed to interview not so many companies that allow conducting quantitative research, the qualitative study was implemented. So, the data for chosen research was quite adequate.</p>   |
| <p><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.</p> <p>The theoretical importance of the work is adaptation of a matrix. The research can be considered as independent. The theoretical importance of the work proves that cultural and HRM issues are very important for internationalization especially for companies going to Russia.</p>  |
| <p><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.</p> <p>The results of the work could be used in different companies with the aim to understand culture-specific issues in Russia and factors influencing on implementing HR practices.</p>  |
| <p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p> <p>The overall quality of thesis layout is appropriate.</p>  |

The Master thesis of Kayurova Maria meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

Date

14.06.2011

Scientific Advisor:

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